



# Sustainability Report 2022

Non-Financial Information Statement

# Contents

1	Letter from the Chairman .....	4
2	Message from the CEO .....	5
3	Market climate, business model and sustainability .....	9
3.1	Market climate and trends .....	9
3.2	Business model and strategy .....	11
3.3	Commitment to sustainability .....	15
3.4	Governance model for a responsible business .....	18
4	Ethics and transparency .....	23
4.1	Ethics and compliance .....	23
4.2	Guiding Principles on Business and Human Rights .....	28
4.3	Responsible taxation .....	30
5	Planet and Climate Change .....	36
5.1	Climate Change governance and management .....	36
5.2	Climate Change risks and opportunities .....	36
5.3	Climate Change mitigation and adaptation .....	37
5.4	Environmental management .....	47
6	People and talent .....	48
6.1	Diversity .....	48
6.2	Attracting talent .....	50
6.3	Empowerment .....	52
6.4	Loyalty initiatives .....	54
6.5	Health, safety and well-being .....	57
6.6	Dialogue .....	62
7	Technology with impact .....	64
7.1	Analysis of application of the EU Taxonomy .....	64
7.2	Taxonomy-eligible activities .....	66
7.3	Taxonomy-aligned activities .....	67
7.4	Sustainability-focused innovation .....	73
7.5	Design and manufacture of products and services in line with ESG criteria .....	77
7.6	Client satisfaction .....	78
7.7	Information security, privacy and data protection .....	79
7.8	Sustainable supply chain management .....	82

8	Society and commitment to local communities.....	85
8.1	Social investment and volunteering.....	85
9	Stakeholder relations.....	87
9.1	Commitments and communication channels with stakeholders .....	87
9.2	Shareholders and investors.....	89
9.3	Associations and foundations.....	90
9.4	ESG indices and analysts .....	92
10	Financial and non-financial risk management .....	94
11	Appendices .....	101
11.1	About this report.....	101
11.2	Double materiality assessment .....	103
11.3	Main brands .....	107
11.4	Value creation model: economic value generated, distributed and retained .....	108
11.5	EU Taxonomy .....	109
11.6	Table of sustainability indicators .....	112
11.7	GRI Indicator table .....	134
11.8	NFIS table of contents.....	144
11.9	Table of climate-related financial disclosures under the TCFD .....	154
11.10	Independent verification report.....	155

# 1 Letter from the Chairman



**Marc Murtra**  
Chairman

Once again, I have the pleasure of addressing you as we publish our Sustainability Report and Non-Financial Information Statement for the 2022 financial year. It has been a year marked by a challenging global environment of instability, despite which we have made important progress on economic, social, environmental and corporate governance fronts. The Board of Directors sees Indra's performance in 2022 as very positive and we have full confidence in the company's ability to navigate a context full of challenges, but also considerable opportunities.

We recently marked the one year anniversary of the outbreak of war in Ukraine, which has seen the return, in all its horror, of conventional warfare to Europe. There is still a great deal of lingering uncertainty over the outcome, duration and global repercussions of the war, but the humanitarian tragedy has been very much a part of it from the beginning. The conflict has also brought with it other undesired consequences, such as a worsening of the energy crisis in Europe, added strains on global supply chains, and spiralling inflation accompanied by sharp interest rate increases.

---

Indra was ranked the world's number one company in the IT Services sector by the Dow Jones Sustainability Index (DJSI) for a second year running and recognised by S&P as "Gold Class" in its Sustainability Yearbook for a third consecutive year

---

It is within this context that challenges such as the demand for security, and the transition to renewable energy sources and sustainable transport, occupy an ever-greater place in our collective consciousness and have regained a renewed sense of urgency. Such challenges are inextricably linked to sustainability, and technology, as a fundamental component of our response to them, has a key role to play here. At Indra, our goal is to use technology to drive sustainability and by doing so create value for all our stakeholders. We are well aware of just how important sustainability will be for the company over the coming years.

This drive for sustainability is not only reflected in the way our products and services assist the communities in which we operate, it can also be seen in the way we go about our work. Thanks to our efforts in this area, in 2022 Indra was ranked the world's number one company for sustainability in the IT Services sector by the Dow Jones Sustainability Index (DJSI) for a second year running and was recognised by S&P as "Gold Class" in its Sustainability Yearbook for a third consecutive year. These acknowledgements come in addition to its recognition as an "A-list" company for its action against Climate Change in the CDP index and its inclusion once again in the Bloomberg Gender Equality Index.

Lastly, I would like to extend my sincere thanks both to all of our employees for their outstanding work and to all of our shareholders for their continuing support. Thank you on behalf of the entire Indra Board of Directors.

A handwritten signature in blue ink, appearing to read 'Marc Murtra', written in a cursive style.

**Marc Murtra**  
Chairman of Indra

## 2 Message from the CEO



**Ignacio Mataix**  
CEO

The efforts of our excellent team of professionals, along with the confidence our clients place in us, allowed the company to end 2022 on a historic high, having achieved record figures for order intake and backlog, as well as for revenue and EBIT. The main items on our income statement experienced double-digit growth, ultimately resulting in a 20% increase in our earnings per share.

Our cash generation for the year was also excellent – the second best in the company's history – which allowed us to reduce net debt to practically zero. Thanks to these results, we are in a position to significantly increase shareholder remuneration through the proposed dividend increase announced.

Indra's commercial performance in 2022 has been outstanding, with double-digit growth in our order intake, which has meant revenue has also increased at double-digit rates. Our order backlog is also at a new all-time high and, more importantly, includes contracts such as the FCAS that will transform the company and also substantially improve our long-term vision.

All this growth has resulted in increased profitability for our two divisions, thanks to the operating leverage provided by our sales growth, improvements to our product mix and the implementation of our efficiency plans – and this despite the high wage inflation prevalent in our markets.

---

**Indra achieved record figures in 2022 for order intake and backlog, as well as revenue and EBIT**

---

Once again this year, it is important to mention Indra's impressive ESG performance. This year Indra realised the achievement of being rated the most sustainable company in its sector for the second consecutive year, ranking among the top 1% of the most sustainable companies in the world according to S&P Global's Sustainability Yearbook for 2023. It also featured on the CDP's prestigious Climate Change A List for 2022 in recognition of the company's best practices on environmental leadership.

These excellent results, coupled with the strength of our balance sheet, the quality and size of our order backlog, and our fantastic team of professionals, have set us in unbeatable stead to handle our growth and the strategic decisions that will need to be made in the years to come.

---

**Our strategy is based on helping our clients successfully overcome their sustainability challenges**

---

We are deeply committed to sustainability and the social impact of our business operations: we have cut CO<sub>2</sub> emissions by 26%, narrowed the wage gap, increased the percentage of women hired with STEM profiles and the percentage of young women hired aged 30 and below, and senior management incentives are tied to our ESG objectives.

We are a knowledge-intensive company, and as such developing and attracting the best talent is a strategic goal of our business. This year we have successfully offered an attractive project for the future to a large number of professionals, employing more than 19,000 new recruits. By enhancing our training plans – which have reached over a million hours of training – and actively championing professional development,

we have clearly demonstrated our steadfast commitment to driving internal growth and attracting the best technological talent.

We would like to extend our sincere thanks to the remarkable team of professionals that work tirelessly to help make our aspirations a reality and achieve the goals we set ourselves. We would also like to thank our clients for continuing to place their trust in us and our partners and suppliers for their ongoing support and invaluable collaboration.

A handwritten signature in blue ink, appearing to read 'Ignacio', is positioned above the printed name and title.

Ignacio Mataix  
CEO



## Indra is for the 2nd consecutive year the world's leading technology company in sustainability

### Top 1%

S&P Global ESG Score 2022

89 / 100

As of February 7, 2023.

Position and Score are industry specific and reflect exclusion screening criteria. Learn more at [spglobal.com/esg/yearbook](https://spglobal.com/esg/yearbook)

**S&P Global**



**Sustainable1**



**Dow Jones  
Sustainability Indexes**

In 2022, **Indra** was ranked for the **second consecutive year** as the **No. 1 company in sustainability in the IT Services sector** by the renowned **Dow Jones Sustainability Index**.

With a **score of 89** out of 100 **Indra ranks first** in the sector among 58 other IT companies **worldwide**.



# Our 2022 performance in figures



## Financial performance

Revenues  
(M€)

**3,851**

EBIT Margin

**7.8%**

Free Cash-Flow  
(M€)

**253**

Net debt /  
EBITDA

**0.1**



## Governance, ethics and transparency

Professionals trained in  
ethics and compliance

**97%**

Suppliers trained in  
ethics and compliance

**100%**

Nº of cybersecurity  
incidents with critical  
impact

**0**



## Technology with impact

R&D investment  
over revenues

**8.1%**

Professionals dedicated  
to R&D

**3.8k**

Women on R&D  
activities

**30%**

**Nº1 worldwide** in  
sustainability for the  
IT Services sector  
according to DJSI in  
2021 and 2022



**Dow Jones  
Sustainability Indexes**



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



## Planet

**26%**

Emission  
reduction  
vs. 2019

**88%**

Green  
energy

SBT 1.5°C emission reduction  
objectives

**2030**

**-50% emissions**  
by energy  
consumption

**2040**

**Zero emissions**  
by energy  
consumption

**2050**

**100% carbon  
neutral**



## People

**56,735**

Group staff

## Diversity

**33%**

Women on  
staff

**3%**

Gender  
gap

## Labor conditions

**99%**

Professionals  
With collective  
bargaining

**93%**

Professionals  
with fixed  
contract

**Top  
Employer**  
company in  
Spain  
2022

## Among the leaders in sustainability

Sustainability Yearbook  
Member 2022

S&P Global

**Top 1%**

DJSI  
89/100 points  
(+4p.p. vs 2021)



FTSE4Good

**Member**

Ftse4Good  
4.2/5 points  
Top 11%

MSCI



**AA**

MSCI-ESG  
7.3/10 points



DISCLOSURE INSIGHT ACTION

**A List**

CDP  
Climate Change  
(F-A scale)



SUSTAINALYTICS

**Low Risk**

ESG Risk  
12.95 in 0-100  
scale





## 3 Market climate, business model and sustainability

### 3.1 Market climate and trends

2022 was a year of significant macroeconomic and geopolitical changes, with mounting uncertainty for both businesses and society in general.

In addition to the grave humanitarian crisis it has provoked, the global repercussions of the Russian invasion of Ukraine have also impacted a number of other areas, resulting in:

- A deepening energy crisis.
- Greater strains on global supply chains.
- A sharp rise in inflation and increases in interest rates.

Regarding geopolitics, the impact of the invasion has extended far beyond the regions directly affected by the conflict: Notably, the economic and technological rivalry between the USA and China has resulted in rising tensions between the two. We can therefore expect to see a period of geopolitical change, the impact of which over the medium to long term is hard to fully predict.

As far as health is concerned, the worst of the Covid pandemic is now behind us and most of the world has seen a gradual return to normality.

---

**In a climate of uncertainty, technology is the key to remaining competitive over the long term**

---

In the following paragraphs, we look at the main trends having an impact on Indra's business within a context of more rapid digital transformation and in which Defence and Security are becoming ever more important.

#### **Digital capabilities crucial to ensuring superior products and services**

Digitalisation is reducing the time needed to develop new products and bring them to market, speeding up R&D cycles. Digitally native business niches are emerging (e.g. in unmanned traffic management, new payment systems, aftermarket services, etc.), as well as new, "as-a-service" business models (mobility, predictive maintenance, core banking, and infrastructure as a service). Within Defence programmes, Defence Electronics and systems are playing an ever more prominent role.

#### **Importance of scale and increased rates of consolidation**

In the markets where Indra operates, achieving scale is an increasingly important part of remaining competitive, providing the investment in R&D needed to keep pace with rapid innovation cycles. There is a tendency towards consolidation amongst industry giants and digital global players. Mergers and acquisitions are increasingly aimed at complementing one's portfolio and acquiring end-to-end capabilities. Within the Defence sector, achieving scale is also essential to becoming a prime contractor and gaining access to major programmes.

#### **Value creation concentrated in the West**

North America and Western Europe continues to be home to the majority of tech businesses leading the way in value creation and innovation. Asia's technology and industry hubs are nonetheless gaining in importance globally.

#### **Blurring the boundaries between industries, clients and competitors**

With the adoption of digital technology, the boundaries between traditional value chains are becoming blurred, as are the roles of customer, competitor and supplier, with value migrating to new digital ecosystems.

#### **Heightened concern over sustainability and Climate Change**

Sustainability has become a major concern of societies across the globe, and this has resulted in growing demands from governments, investors, clients and employees:



- Greater regulatory requirements are being imposed on good governance, Human Rights, the fight against Climate Change and transparency in reporting.
- Investors, analysts and ratings agencies are including ESG considerations in their valuations, with a good ESG performance opening up access to finance under better terms.
- In order to encourage sustainability throughout the value chain, businesses are increasing the demands they make of, and control they have over, suppliers.

Business opportunities associated with the macrotrend towards sustainability have notably emerged in such areas as energy transition and sustainable mobility.

### Strategic autonomy as a top priority for the EU



Both the pandemic and the invasion of Ukraine have exposed the EU's heavy dependence on third countries when it comes to certain strategic sectors. As a result, the EU has adopted a three-pronged approach to increasing its strategic autonomy, aimed at:

- Developing its Defence capabilities, through increased investment and greater cooperation between countries.
- Reducing its energy dependence.
- Strengthening its economic base and cultivating industries and technology with high potential for the future, such as Artificial Intelligence, Cybersecurity, Industry 4.0, Space and Quantum Technology.

### Defence now a prime concern in Europe

The insecurity caused by the invasion of Ukraine has changed our perception of the risks and threats to the way of life in European countries. As a society, we have become more aware of the need to increase defence capabilities in order to confront potential threats.

The invasion of Ukraine has seen NATO reassume its central role in European Defence, with almost all countries announcing that they will fulfil their commitment to spend 2% of GDP on Defence in the short to medium term. In order to draw the most benefit from this outlay, we can expect to see greater cooperation between European countries in this area. Given these circumstances, one of the sectors offering the most in terms of potential opportunities is the Defence industry, which supplies the Armed Forces with the systems needed to carry out their work.

<h2>Transport and Defence</h2> <p>World-leader in providing proprietary Solutions in specific segments in Transport and Defence markets</p>			<h2>Digital and Information Technologies</h2> <p>Leading firm in Digital Transformation and IT in Spain and Latin America, through its affiliate Minsait</p>
			
<p><b>Defence and Security</b></p> <p>Envisioning a safer tomorrow</p>	<p><b>Air Traffic</b></p> <p>Creating skies together</p>	<p><b>Transport</b></p> <p>Unlocking life in motion</p>	<p><b>minsoit</b> <small>An Indra company</small></p> <p>Mark making the way forward</p>



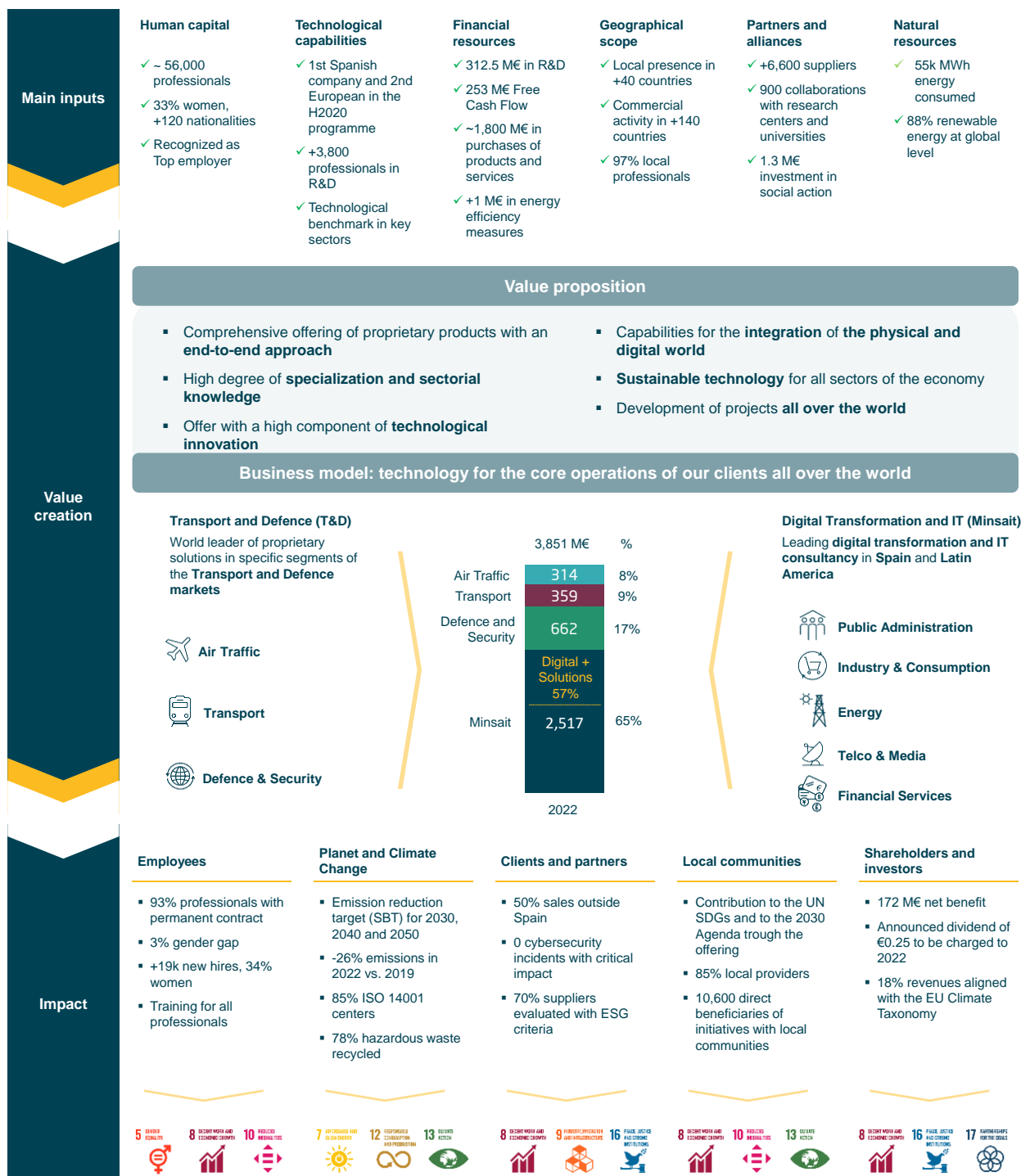
## 3.2 Business model and strategy

[GRI 2-1] [GRI 2-6]

# indra

At the core

Indra's Value Creation Model [according to GRI 2-2 and GRI 2-6]





The Indra business model is based on presenting a full suite of end-to-end proprietary solutions that offer both significant added-value and a notable innovation component. The company establishes long-term relationships with its clients, becoming their tech partner for their key business operations. To achieve this, Indra's team of professionals combines solid technological capabilities with an in-depth knowledge of both markets and the needs of their clients. However, sustainability also forms a fundamental part of its corporate purpose, with Indra actively driving the sustainability of its clients through technology.

---

**Indra is one of the leading international technology and consultancy companies, accruing global sales of €3,851 million in 2022**

---

Indra's structure is divided into two business divisions that both share a solid technological base – Transport and Defence and Information Technology, the latter operating under the Minsait brand. Although technology lies at the heart of the company's business model in both divisions, they both present very different business dynamics.

### **Transport and Defence (T&D)**

As a leading provider of in-house solutions for specific segments of the Transport and Defence markets, Indra is an international leader in high value-add niche technological markets. Its products mainly target governments and public administrations, with an emphasis on products in which hardware and electronics are a key element. However, software and digital technologies are having an increasingly greater influence on these markets.

The T&D division spans three markets, and has a considerable international presence across all three: Defence and Security, Air Traffic and Transport:

- **Defence and Security.** A benchmark in Europe in the field of defence systems, Indra is one of the three European companies most involved in the new European Defence Fund (EDF). The company boasts tried and tested experience on the world stage, offering proprietary solutions in the segments of air defence, on-board systems on airborne, naval and land-based platforms, border security and surveillance, electronic defence, simulation, space and communications satellites. Indra is key to Europe's main current and future airborne programmes, such as Eurofighter and FCAS (Future Combat Air System). It plays a particularly important role in the latter as Spain's national industrial coordinator and is the global leader in sensor technology.
- **Air Traffic.** Indra is one of the leading suppliers of air traffic management systems and equipment worldwide, with installations in more than 170 countries. Indra's technology is present in ~200 control centres, ~1,700 ILS systems (Instrument Landing System) and ~400 secondary radars across the globe, and the company is a key industrial partner in the Single European Sky initiative. Indra is also leading the transformation of the sector with the development of innovation-based initiatives across multiple arenas such as U-Space (air traffic management of unmanned systems), virtual control towers, and communications satellite services, navigation and surveillance. During the last year, Indra has signed a binding agreement to acquire the air traffic management business of Selex ES Inc., with the aim of breaking into the US market and consolidating its global leadership. 2022 also saw Indra win a contract to renew the entire air surveillance radar network in Germany.
- **Transport.** Indra has an integrated technology suite that includes ticketing and toll systems, information and control systems for multiple infrastructures and modes of transport, rail safety and signalling systems, as well as transport consulting and planning capabilities. Indra is a tech partner on multiple infrastructure projects across Europe, the Middle East, Latin America and Oceania, looking to offer society safer, more sustainable and more efficient means of transport. The company also heads up some of Europe's leading innovation-based initiatives in the digitalisation of transport and intelligent solutions, such as the Shift2Rail, Mobility 2030 and Comp4Drones projects.



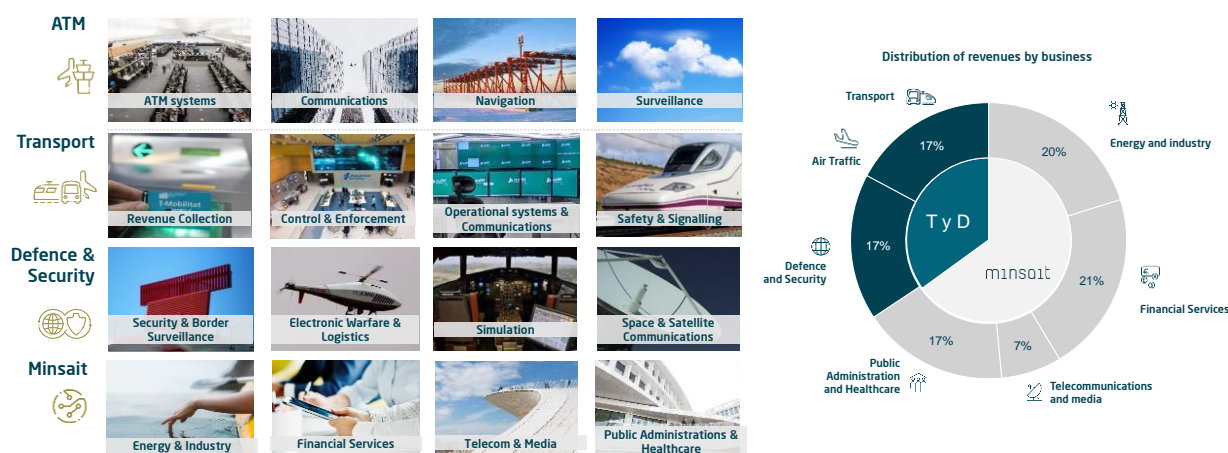
## Information Technology (Minsait)

Indra groups all its Information Technology (IT) businesses under the Minsait brand. With a value proposal aimed at generating an impact on businesses and society through technological transformation, Minsait has positioned itself as a leading digital transformation company in Spain and Latin America. It mainly targets private clients and focuses primarily on software services and products.

Minsait offers a suite of integrated solutions, from strategy and origination, implementation and transformation, right through to operations. Minsait combines in-house solutions (with 100,000+ companies connected to the ecosystem with its solutions) with the provision of IT services, including digital business (27% of Minsait's business comes from consultancy, cybersecurity, advanced technologies and ERP services), as well as traditional IT services (IT outsourcing, business process outsourcing, infrastructure management and user support). Particularly worthy of mention is the investment made in recent years in four of the fastest-growing business areas which are expected to see more than double-digit growth (Means of Payment, Phygital, Cloud-Data and Cybersecurity).

Minsait has industry-specific end-to-end value proposals, designed to generate value in response to the challenges faced by clients in each sector and guarantee the cybersecurity of their operations:

- **Energy and Industry.** In the energy sector, thanks to its vast array of proprietary products, Minsait is able to offer end-to-end solutions to its clients, who are now currently engaged in the clean energy transition. In industry and consumption, Minsait improves the competitive edge of its clients by helping them transition towards more digital operating models (Industry 4.0), as well as offering in-house solutions for airlines and hotels that target process optimisation and enhance the client experience.
- **Financial Services.** Innovative high value-add solutions for the transition of core banking towards the cloud. Developing and rolling out new digital models for customer relations and for banking and insurance product distribution. In payment methods, Minsait Payments product offering spans the market's entire value chain. In addition, Indra's outsourcing services and workplace management allows it to generate efficiencies for its clients.
- **Telecom and Media.** Minsait is driving the transformation and modernisation of customer service channels and omnichannel models via a suite of end-to-end products and services, from consultancy right through to implementing cutting-edge technology solutions. Minsait is also working on transitioning this industry's applications to the cloud, and on developing management solutions for telecommunications networks.
- **Public Administrations & Healthcare.** Thanks to its technology, Minsait is actively contributing to the digital transformation of public administrations and healthcare services, in a bid to optimise and streamline processes that involve the general public. Minsait also has a business line focused on the management of electoral processes, a business which boasts tried and tested experience at the international level after seeing its technology used in more than 400 elections worldwide.

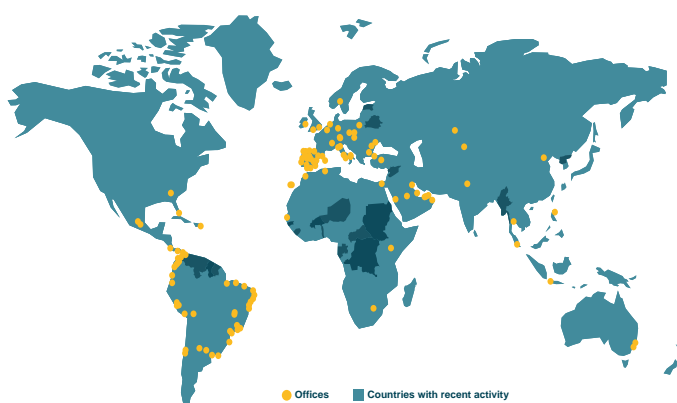




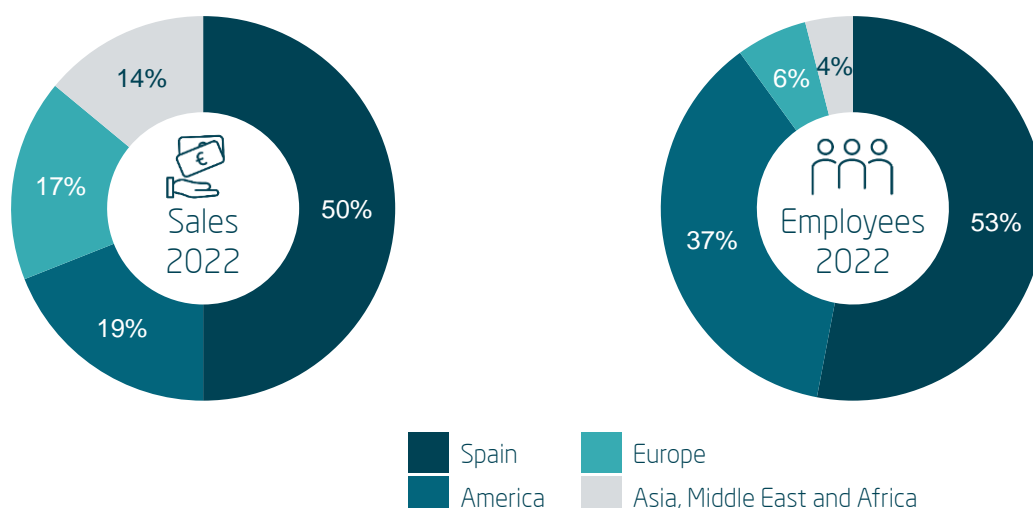
### Indra's international presence

Indra operates locally in more than 40 countries, across which it employs over 56,000 people. In addition, its commercial activities spread across more than 140 countries, meaning that Indra's commitment to sustainable development has an almost global reach. Thanks to its far-reaching international presence, 50% of its annual sales come from outside of Spain.

The company's main head offices are located in Spain, where Indra is the leading technology company in the industrial sector. However, the company also has a major presence in Latin America and Europe. The majority of Indra's sales and employees are concentrated in these three geographies, with more than 80% of its purchases made through suppliers based in Spain.



### Distribution of sales and employees by geographical areas



### 2021-2023 Strategic Plan

Indra's 2021-2023 Strategic Plan was approved by the Board of Directors in February 2021. The Plan's aim is to define the company's main strategic lines of action, tailor them to the current trends shaping the market and achieve sustainable, profitable growth in the mid to long term.

In 2021 and 2022, the company successfully met the financial targets set out in its Strategic Plan, with 2023 expected to be no different in this regard. The strong order intake of recent years has taken the portfolio to record levels and led to sustained growth in sales. What's more, the increased profitability of the business has allowed Indra to pay its shareholders dividends after being unable to do so for several years.

2023 is the final year in the company's 2021-2023 strategic cycle. As such, this year will see work begin on setting out a new Plan that will steer the company's growth over the coming years and take account of new and emerging market trends.

Sustainability is included as a key issue in the 2021-2023 Strategic Plan, in line with the main market trends that could potentially have a significant impact on the company's operations. Specific initiatives in this area have been developed as part of the 2020-2023 Sustainability Master Plan. Over the course of this report, more detailed information will be given regarding the progress made towards achieving the goals set out in the Sustainability Master Plan.

For more information on Indra's business model, the markets in which it operates and its strategy, we recommend reading the investor presentation available and regularly updated on the [Indra website](#).





## Sustainability strategy and contribution to the Sustainable Development Goals (SDG)

As part of its ongoing commitment to sustainable development and ethics, as well as to the various requirements of its stakeholders, Indra has a [Sustainability Policy](#) in place that was last updated and approved by its Board of Directors in March 2022.

Indra's Sustainability Policy was developed based on the Sustainable Development Goals of the UN 2030 Agenda and adopts leading international standards in order to respond to stakeholder expectations.

The Sustainability Policy is the reference framework for the effective integration of environmental, social and governance (ESG) criteria in the company's decision-making processes, in the development of its products and services, and in relation to the company's main stakeholders.

The Sustainability Committee is responsible for monitoring and supervising the objectives and principles of this policy and for reporting its conclusions to the Board of Directors.

The Sustainability Policy is applicable to and binding on all Indra Group companies worldwide.

Indra's sustainability model is inspired by the Sustainable Development Goals (SDGs). For many years, the company's business strategy has been deeply committed to contributing towards the objectives of the UN 2030 Agenda, a commitment that is evident from the initiatives launched as part of its 2020-2023 Sustainability Master Plan approved by the Board of Directors in 2020.

### Principles of action of the Sustainability Policy



#### Strengthen the governance model for responsible business

- ✓ Adopt best practices in corporate governance
- ✓ Pursue the social interest and sustainability of the group
- ✓ Comply with the Code of Ethics and respect Human Rights



#### Technology with impact on sustainable development

- ✓ Promote business offerings with impact on sustainability
- ✓ Include social criteria in the development of products and services
- ✓ Measure the impact of business offerings on people and the planet



#### Combat Climate Change and protect the environment

- ✓ Fight Climate Change
- ✓ Minimize the environmental impact of operations
- ✓ Rational use of resources



#### Reinforce relationship with stakeholders

- ✓ Fluency and transparency in Communications, sharing relevant information for decision making
- ✓ Dissemination, follow-up and evaluation of the commitments acquired

## Indra's suite of solutions and services helps towards achieving the UN's Sustainable Development Goals

There are numerous examples which illustrate how Indra's innovative technology favours more sustainable economic development and demonstrates the strong link between sustainability and digitalisation. In addition to seeking greater sustainability via its solutions, Indra also promotes the application of responsible social and environmental business practices. Indra's activity therefore touches almost all the SDGs, although there are some solutions where the positive impact on society and the environment are particularly significant. For more information, see section 7 on "Technology with impact".

## 3.3 Commitment to sustainability

[GRI 2-22]

### 2020-2023 Sustainability Master Plan

The 2020-2023 Sustainability Master Plan approved in 2020 by the Board of Directors forms the basis for Indra's sustainability management, which aims to offer a solution to present and future social and environmental challenges by creating value for its stakeholders and a positive impact on its surrounding environment.

Based on the Sustainable Development Goals and the company's Sustainability Policy, the Plan is founded on six main pillars that steer the company in terms of its risk management, sustainable development opportunities and form the basis of its cultural framework.










The Sustainability Committee, tasked with the strategic role of tracking the Master Plan's progress, kept the Board of Directors regularly informed during 2022 of the company's initiatives and any progress made towards achieving the objectives set out. In a bid to maximise transparency, the milestones achieved in the Plan in terms of performance indicators and impact metrics are detailed in the relevant sections of this Report – corresponding to the main pillars of the Sustainability Master Plan.

## The 2020-2023 Sustainability Plan includes 28 environmental, social and good governance technology-based initiatives to drive Indra's leading position in sustainability

### The main milestones of the Sustainability Master Plan 2020-2023 are being satisfactorily met

 Stakeholders relations	<ul style="list-style-type: none"> <li>▪ <b>Significant improvement in the scores obtained by the main ESG indices: Top 1% in 2021 and 2022 according to the Dow Jones Sustainability Index and A List in CDP in 2022</b></li> </ul>	✓
 Governance, ethics and transparency	<ul style="list-style-type: none"> <li>▪ Updating and approval by the Board of the <b>Sustainability Policy</b> and monitoring of sustainability initiatives by the <b>Board's Sustainability Committee</b></li> <li>▪ Reinforcement of <b>ESG risk management</b> mechanisms, in particular <b>with suppliers</b></li> <li>▪ Improvements in <b>Human Rights risk management</b>, Board approval of the <b>Sustainability Policy for Suppliers</b> as well as the <b>Modern Slavery Statement</b></li> </ul>	✓ ✓ ✓
 Planet and climate change	<ul style="list-style-type: none"> <li>▪ Approval and significant <b>progress on SBT<sup>1</sup> targets: zero emissions</b> from own operations<sup>2</sup> in <b>2040</b> and <b>carbon neutral in 2050</b></li> <li>▪ <b>26% reduction of emissions in 2022 vs 2019</b> and compliance in 2022 with the target of <b>100% renewable energy in Spain</b> set for 2023</li> <li>▪ <b>Climate change risk analysis</b> according to <b>TCFD<sup>3</sup> guidelines</b> and definition of the model for applying an <b>internal carbon price</b> at Indra</li> </ul>	✓ ✓ ✓
 Technology with impact	<ul style="list-style-type: none"> <li>▪ Application of the <b>EU Climate Taxonomy</b> to 100% of the group's activities</li> <li>▪ <b>Sustainability Policy for Suppliers</b> included in the Terms and Conditions of purchases and <b>360° evaluation of critical suppliers with ESG criteria</b></li> </ul>	✓ ✓
 People and talent	<ul style="list-style-type: none"> <li>▪ Reduction of the global <b>pay gap</b> (3% in 2022 vs. 3.11% in 2021)</li> <li>▪ Design of the <b>Diversity, Equity and Inclusion strategy</b> with a focus on <b>5 dimensions</b> of diversity: gender, generational, functional, cultural and sexual (LGBTI)</li> <li>▪ <b>Sustainability training plan</b> for professionals</li> </ul>	✓ ✓ ✓

1. Science Based Targets; 2. Scope 1 and 2 emissions by energy consumption; 3. Task Force on Climate Related Financial Disclosure





Sustainability Master Plan pillars	Key activities in 2022	KPI	Related SDGs
 <b>Governance, ethics and compliance</b> Ensure that the company follows best practices in good governance, ethics and transparency	<ul style="list-style-type: none"> <li>✓ Group Sustainability Policy reviewed and approved by the Board.</li> <li>✓ Reinforcement of ethics and compliance training for professionals and suppliers.</li> <li>✓ Integration of human rights risks in the global risk map.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 97% professionals and 100% suppliers trained in ethics and compliance</li> <li>▪ 0 critical cybersecurity incidents</li> <li>▪ 0 Human Rights complaints (forced labour, child labour, human trafficking)</li> </ul>	 
 <b>Planet and climate change</b> Actively contributing to combating climate change and protecting the environment	<ul style="list-style-type: none"> <li>✓ Progress in the reduction of emissions in scopes 1, 2 and 3</li> <li>✓ Compliance with the 2023 target of 100% green energy in Spain.</li> <li>✓ Investment in energy efficiency measures and progress in the Space Optimisation Plan.</li> <li>✓ Collaboration and training for suppliers to calculate Scope 3 emissions.</li> <li>✓ ISO 14064 certification of the carbon footprint of 7 Group companies.</li> <li>✓ Eco-design pilot in the manufacture of primary radars.</li> <li>✓ Increase in hazardous waste recycling rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ -26% emissions vs 2019</li> <li>▪ 100% green energy in Spain</li> <li>▪ 88% of green energy globally</li> <li>▪ 1M € invested in improving energy efficiency in Spain</li> <li>▪ +60 suppliers trained in Carbon Footprint calculation</li> <li>▪ A List in CDP index 100%</li> <li>▪ ISO 14001 manufacturing sites in Spain 76%</li> <li>▪ ISO 14064 certified emissions</li> <li>▪ 78% hazardous waste recycled at production sites in Spain</li> </ul>	 
 <b>People and talent</b> Create a motivating work environment, which promotes innovation, commitment and equal opportunities	<ul style="list-style-type: none"> <li>✓ Remuneration of senior management linked to sustainability objectives.</li> <li>✓ Equality plans negotiated with trade unions in Spain.</li> <li>✓ Development and recruitment plans with a focus on junior staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 93% permanent staff</li> <li>▪ 99% of teachers with access to collective bargaining</li> <li>▪ 33% women</li> <li>▪ 3% pay gap</li> </ul>	 
 <b>Technology with impact</b> To develop products and services that help our customers to be more sustainable in their performance	<ul style="list-style-type: none"> <li>✓ Application of the EU Taxonomy to 100% of the Group's activities.</li> <li>✓ Implementation of the ESG assessment model for critical and relevant suppliers.</li> <li>✓ Launch of Phygital (Minsait) to connect the physical world with the digital world and contribute to sustainability</li> </ul>	<ul style="list-style-type: none"> <li>▪ 312.5 M€ investment in R&amp;D+I</li> <li>▪ 70% orders from critical suppliers with ESG rating</li> <li>▪ 18% sales aligned with climate change adaptation and mitigation targets</li> </ul>	 
 <b>Society and commitment with local communities</b> Contribute to the development of the communities in which Indra is present and generate a positive social impact	<ul style="list-style-type: none"> <li>✓ Development of social initiatives in the Group's main geographical areas.</li> <li>✓ Mobilisation of professionals in initiatives with a social impact through volunteering.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 1.3 M€ investment in Social Action</li> <li>▪ +5,400 volunteer hours</li> <li>▪ +10k direct beneficiaries</li> </ul>	 
 <b>Stakeholders relations</b> Improve the perception and value of Indra's leading positioning and ESG initiatives.	<ul style="list-style-type: none"> <li>✓ Leading position in sustainability indices</li> <li>✓ Analysis of "double" Materiality 2022</li> <li>✓ Sustainability Report prepared in accordance with GRI standard</li> </ul>	<ul style="list-style-type: none"> <li>▪ 89/100 on DJSI4.</li> <li>▪ 2/5 on FTSE4Good</li> <li>▪ AA on MSCI-ESG</li> <li>▪ Low ESG risk according to Sustainalytics</li> </ul>	 



### 3.4 Governance model for a responsible business

[GRI 2-9] [GRI 2-10] [GRI 2-11] [GRI 2-12] [GRI 2-13] [GRI 2-14] [GRI 2-15] [GRI 2-17] [GRI 2-18] [GRI 2-19] [GRI 2-20] [GRI 2-23] [GRI 2-24] [GRI 2-25]

#### Governance model

The principles of Indra's Corporate Governance Model are:

- **Efficiency:** to guarantee the most suitable composition of the administrative body and apply measures that allow it to act with purpose and independence in the interests of protecting social welfare, the shareholders and guaranteeing Indra's sustainability.
- **Fairness:** to encourage dialogue with shareholders, investors and other stakeholders and equal treatment of all parties.
- **Respect for shareholders' rights:** to implement measures to promote informed shareholder participation and the exercise of their rights.
- **Responsible compliance by management:** active supervision with specific and non-delegable responsibilities.
- **Transparency:** both in informative terms and regarding the commitment to dialogue with all stakeholders.

#### Corporate regulations and policies

Indra's management model comprises a set of standards and policies that not only seek to comply with the legislation in force, but to also incorporate the best practices and recommendations in terms of Corporate Governance. The internal regulations and the main corporate policies are available on the [company website](#).

The Sustainability Policy reflects the company's commitments to all its stakeholders and represents a reference framework to guarantee responsible behaviour. The current Sustainability Policy has been approved by the Board, is public and can be viewed on the [company website](#).

---

**Indra reviews its internal regulations in order to adopt the best practices and recommendations in terms of Corporate Governance, as well as the main international benchmark standards**

---

Indra complies very closely with the recommendations of the Code of Good Governance of Listed Companies, as set out in section G of the [Annual Corporate Governance Report](#).

The company is continuously working to align its corporate governance strategy with international benchmark standards. In 2022, the Appointments, Remuneration and Corporate Governance Committee (ARCGC) and the Board of Directors appraised the efficacy of and compliance with the Corporate Governance rules, assessing the need to approve any amendments or proposed amendments to these rules, as detailed below:

- In May 2022, following a proposal from the ARCGC, the Board of Directors agreed to amend Article 8.4 of the Board of Directors Regulations and Articles 3 and 5 of the Director Selection Policy in order to extend the definition of diversity to include "cultural" diversity. In addition, it was agreed on the same date to amend Article 33.1 of the Board of Directors Regulations in order to establish a requirement for minimum attendance by directors at meetings of the Board and its Committees.
- In September 2022, following a proposal by the ARCGC, the Board of Directors agreed to propose to the Extraordinary General Shareholders' Meeting that it amend Article 24 of the Articles of Association and remove the casting vote held by the Board's Chair. This amendment was also introduced into the Board Regulations in October 2022.

#### Remuneration of Executive Directors and the Chair of the Board

Executive directors receive the remuneration due to them for the performance of the executive duties entrusted to them under the terms of their contractual relationship with the company. This remuneration is determined individually for each of them by the Board of Directors, following a proposal from the ARCGC.

It is the Company's established practice to set the payment framework for executive directors for three-year periods. The current Remuneration Policy was approved by the General Shareholders' Meeting on 30 June 2021 for the period from 2021 to 2023. It is public and can be found on the [company website](#).



With regard to fixed remuneration, this Policy establishes that, in certain situations and following a proposal from the ARCGC, the Board may approve an increase in this remuneration. The changes to the governance structure that were made during the financial year (a CEO and an Executive Director and IT Managing Director) have led to adjustments to the fixed remuneration amounts provided for in the Policy. These amendments, made within the limits established in the Remuneration Policy are detailed in the 2022 Annual Report on Director Remuneration (ARR 2022), and can be found on the [CNMV website](#) and on the [company website](#).

As regards variable remuneration, both annually (VAR) and in the Medium Term (MTI), the Remuneration Policy contains an explanation of its purpose, maximum amounts, targets and metrics, and the way that it operates. The targets for both VAR and MTI include amounts relating to ESG. A breakdown of the annual targets set for VAR to accrue while this Policy remains in force is included in the relevant Annual Report on Director Remuneration (ARR) for each financial year.

The Remuneration Policy establishes the remuneration system for the position of (non-executive) Chair of the Board of Directors.

### Board of Directors and its Committees

The Board of Directors and its Committees, along with the Steering Committee constitute [Indra's governing bodies](#). The duties of the Board and its Committees are set out in the [Board Regulations](#), which implement the provisions of the [Bylaws](#).

The Board focuses on supervising and controlling the executive bodies and the Steering Committee, to which it delegates the company's day-to-day management.

The aim of the 2020-2023 Sustainability Master Plan is to define and gain approval of ESG objectives from Indra's governing bodies.

Articles 21 to 26 of the Bylaws and sections II, III and X of the Board Regulations govern the Board of Directors' duties, the remit within which it can act, its qualitative and quantitative composition, and the various director roles and their duties.

The structure, composition, duties and rules of operation of the Board and its Committees are also outlined in sections C.1 and C.2 of the [Annual Corporate Governance Report](#).

### Composition of the Board

[GRI 405-1]

The Director Selection Policy sets out the principles, criteria and basic prerequisites for the selection of directors. It incorporates the mandate given to the Board and the ARCGC to particularly ensure that Directors are selected in accordance with a policy that aims to promote an appropriate Board composition, as well as diversity of knowledge, experience, age, gender and culture, and that also aims to avoid biases that may lead to discrimination.

The composition of the Board of Directors that resulted from the events occurring at the last Ordinary General Shareholders' Meeting (which are explained below) along with the exit from the company of former CEO Cristina Ruiz, mean that there is a lower percentage of women on the Board (28.57%), though women currently account for 57.14% of the total number of independent directors.

The professional profiles of the members of the Board and its Committees, as well as those of the Steering Committee, are public and always kept updated on the [company website](#). The Board's skills matrix, included in Appendix 11.6 of this Report, is also regularly updated to reflect the experience and knowledge that the Board of Directors should have. It is a key tool that facilitates an overview of the diversity of the Board's composition as a whole and that is used when making decisions on the planning and renewal of the Board's membership.

Independent directors on the Board of Directors

**50%**


No. women as a percentage of total no. Independent directors


**57%**





## Composition of the Board of Directors and its Committees


(no. of directors | % of total Council / Commission)

<div>  <div>Board of Directors</div> </div>
<div> <div> <b>Executive:</b> 2   14%           <ul style="list-style-type: none"> <li>▪ Luis Abril – Executive Officer</li> <li>▪ Ignacio Mataix – Chief Executive Officer (*)</li> </ul> </div> <div> <b>Independent:</b> 7   50%           <ul style="list-style-type: none"> <li>▪ Virginia Arce – Deputy Chair / Lead Independent Director</li> <li>▪ Belén Amatriain</li> <li>▪ Axel Arendt</li> <li>▪ Coloma Armero</li> <li>▪ Francisco Javier García</li> <li>▪ Olga San Jacinto</li> <li>▪ Bernardo Villazán</li> </ul> </div> <div> <b>Proprietary:</b> 4   29%           <ul style="list-style-type: none"> <li>▪ Jokin Aperribay</li> <li>▪ Antonio Cuevas</li> <li>▪ Juan Moscoso del Prado</li> <li>▪ Miguel Sebastián</li> </ul> </div> <div> <b>Other external:</b> 1   7%           <ul style="list-style-type: none"> <li>▪ Marc Murtra - President</li> </ul> </div> </div>

<div>  <div>Audit and Compliance Committee</div> </div>
<div> <div> <b>Executive:</b> 0   0%           <div> <b>Proprietary:</b> 2   40%               <ul style="list-style-type: none"> <li>▪ Juan Moscoso del Prado</li> <li>▪ Miguel Sebastián</li> </ul> </div> </div> <div> <b>Independent:</b> 3   60%           <div> <b>Other external:</b> 0   0%               <ul style="list-style-type: none"> <li>▪ Virginia Arce - Chairman</li> <li>▪ Belén Amatriain</li> <li>▪ Coloma Armero</li> </ul> </div> </div> </div>

<div>  <div>Appointments, Remuneration and Governance Committee</div> </div>
<div> <div> <b>Executive:</b> 0   0%           <div> <b>Proprietary:</b> 2   40%               <ul style="list-style-type: none"> <li>▪ Jokin Aperribay</li> <li>▪ Antonio Cuevas</li> </ul> </div> </div> <div> <b>Independent:</b> 3   60%           <div> <b>Other external:</b> 0   0%               <ul style="list-style-type: none"> <li>▪ Coloma Armero - Chairman</li> <li>▪ Axel Arendt</li> <li>▪ Bernardo Villazán</li> </ul> </div> </div> </div>

<div>  <div>Sustainability Committee</div> </div>
<div> <div> <b>Executive:</b> 0   0%           <div> <b>Proprietary:</b> 2   33%               <ul style="list-style-type: none"> <li>▪ Antonio Cuevas</li> <li>▪ Juan Moscoso del Prado</li> </ul> </div> </div> <div> <b>Independent:</b> 4   67%           <div> <b>Other external:</b> 0   0%               <ul style="list-style-type: none"> <li>▪ Belén Amatriain - Chairman</li> <li>▪ Virginia Arce</li> <li>▪ Olga San Jacinto</li> <li>▪ Bernardo Villazán</li> </ul> </div> </div> </div>

<div>  <div>Strategy Committee</div> </div>
<div> <div> <b>Executive:</b> 0   0%           <div> <b>Proprietary:</b> 2   33%               <ul style="list-style-type: none"> <li>▪ Jokin Aperribay</li> <li>▪ Miguel Sebastián</li> </ul> </div> </div> <div> <b>Independent:</b> 3   50%           <div> <b>Other external:</b> 1   17%               <ul style="list-style-type: none"> <li>▪ Marc Murtra - Chairman</li> </ul> </div> </div> </div>

(\*) NB: in a session held on 6 March 2023, the Company's Board of Directors unanimously agreed, mutually with current CEO Ignacio Mataix Entero, to begin a succession process for the position of CEO that is linked to the definition of the forthcoming strategic plan that the company plans to map out for the coming years.

Ignacio Mataix will continue to perform his current duties in order to facilitate the succession process and provide continuity in the company's management until a new CEO is appointed. An independent consultant will be involved in the selection of the new CEO. After this, Mr Mataix will continue to render his services to the company as a strategic advisor to the Board of Directors for a period of two years.

Indra believes that an appropriate representation of independent members<sup>1</sup> on its Board and Committees allows it to guarantee the protection of both shareholder and stakeholder interests, to allow for a better decision-making process and, in general, improve the company's performance.

<sup>1</sup> Definition of the concept of an independent director. As a listed Spanish company, Indra is subject to various regulations. As regards the independence of board members, the Spanish Companies Act establishes a definition of this category of member in Article 529 clause twelve under which 50% of Indra's Board comprises independent members.



As a result, and as outlined in Article 8 of the Board of Directors Regulations, Indra's aim is that the proprietary and independent members comprise an ample majority of the members of its governing bodies, and the number of executive directors is kept to the necessary minimum.

On 21 April 2022, the former CEO Cristina Ruiz Ortega submitted her resignation following the termination by mutual agreement of the executive services contract that bound the parties, with the Board of Directors agreeing (following a report from the ARCGC) to appoint Luis Abril Mazuelas as Executive Director and IT Managing Director by co-option procedure.

On 28 April 2022, and at the proposal of the ARCGC, the Board of Directors agreed to appoint Francisco Javier García Sanz as independent director by co-option procedure, in order to fill the vacancy generated following the resignation submitted by Santos Martínez-Conde Gutiérrez-Barquín in December 2021.

Proposals for the ratification, re-election and appointment of members of the board were submitted to the Ordinary General Shareholders' Meeting of Indra Sistemas, S.A. held on 23 June 2022. The proposal for the re-election of Isabel Torremocha Ferrezuelo as an independent director was subject to a vote, though this was not approved as it failed to receive a sufficient majority of votes.

At this meeting, the shareholder Amber Selective Opportunities Fund II also proposed, as items that had not been included on the Agenda, that votes be held on its proposals for resolutions to end the mandates of Alberto Terol Esteban, Carmen Aquerreta Ferraz, Enrique de Leyva Pérez and Ana de Pro Gonzalo, all of whom were independent directors, and these resolutions were approved by a sufficient majority of votes.

Subsequently, on 25 June 2022, Silvia Iranzo Gutiérrez submitted her resignation as director.

While it respected the minimum number of members established in Article 21 of the Bylaws, the composition of the Board of Directors that resulted from the events occurring at the Ordinary General Shareholders' Meeting mentioned above, as well as the subsequent resignation of Silvia Iranzo, was not in line with Indra's commitment to comply with the recommendations set out in the Code of Good Governance for Listed Companies with regard to independence.

As such, the Board of Directors agreed to take the actions necessary in order to restore Indra's corporate governance structure and begin a process for the selection of independent directors, led by the current independent directors with specialist advice from a consultant. The aim of this process is to ensure a qualitative composition of the Board in which at least half of its members are independent and, preferably, women. The Board also agreed that the independence of the candidates resulting from this process would be subject to a subsequent verification process, which was entrusted to Ernst and Young.

On 27 June 2022, the independent director Ignacio Martín San Vicente informed the Board of Directors of his decision to submit his resignation as director, with his resignation becoming effective as of 27 October once the independent director selection process had been completed.

The Extraordinary General Shareholders' Meeting held on 28 October 2022 approved the proposed appointment of the following independent directors with a sufficient majority of votes in favour: Ms Amatriain Corbi, Ms Arce Peralta, Ms Armero Montes, Ms San Jacinto Martínez, Mr Arendt and Mr Villazán Gil. It also approved the appointment of proprietary director Juan Moscoso del Prado Hernández, at the request of the shareholder SEPI.

It should be indicated that the guiding principle in the selection of independent directors was to comply with the skills matrix and it has been very difficult to identify and attract a higher number of women candidates with the relevant knowledge and experience who adequately meet the requirements of the matrix and who have the necessary availability to join Indra's Board of Directors in the short term, other than those proposed to the General Shareholders' Meeting. However, as indicated above, female independent directors currently account for 57.14% of the total number of independent directors.

With regard to the composition of the Board's Committees, it should be emphasised that all of them except for the Strategy Committee are chaired by female independent directors. The Auditing and Compliance, Appointments, Remuneration and Corporate Governance and Sustainability Committees have a majority of independent directors.

Notwithstanding the separation of the roles of the Chair of the Board of Directors and the CEO, Indra believes it to be good practice to have a lead independent director who can perform key duties with regard to coordinating the non-executive directors and acting as a spokesperson for their concerns, as well as providing a channel through which shareholders who are not directly represented on the Board can submit their concerns, demands and requests to the Board on matters of Corporate Governance.

At present, the positions of deputy chair of the Board and lead independent director are held by Virginia Arce.



### Board member training

Indra understands the need to offer board members training to help them stay up-to-date and improve their knowledge in their various areas of responsibility. This ensures a critical opinion and adds value to decision-making.

The training offered to the members includes technical content and facilitates an in-depth understanding of Indra's business model, its strategy and management systems, and helps to complement members' skills in key areas such as risk management, cybersecurity, sustainability and Climate Change.

In 2022, as a consequence of the renewal of the Board of Directors referred to above, Indra organised a comprehensive onboarding process aimed at all the members of the Board of Directors. The purpose of this process, which was spread over a number of sessions, was to support the incorporation of new board members and update the know-how of existing members (refresher programme).

### In 2022, the Board organised onboarding sessions including content such as risk management, cybersecurity and sustainability

Board members also took part in a session focusing on the issue of risk management (cybersecurity).

With regard to risk, in its annual distribution of duties, the Auditing and Compliance Committee expects sessions to be once again attended by the owners of the main (financial and non-financial) risks affecting the company, so that they can further enhance their understanding and oversee their management systems. The results of this oversight are reported to the Board, which is ultimately responsible for Risk Control and Management Policy and for approving the Global Risk Maps.

The Board is regularly informed about the methodology applied when preparing risk maps, the circumstances that affect levels of risk and any other incident relating to this issue.

Meanwhile, the company leaves the possibility open for board members to contact Indra's managers to complete the information they could need in order to fulfil their duties.

### Activity of governing bodies in 2022

The Annual Corporate Governance Report, as well as the operating reports of the Auditing and Compliance Committee, the Appointments, Remuneration and Corporate Governance Committee and the Sustainability Committee, which are published when the Ordinary General Shareholders' Meeting is called, contain extensive information regarding the activity of Indra's governing bodies during the year, along with information regarding the company's level of compliance with the recommendations in force regarding Corporate Governance.

Attendance at Board and Committee meetings

**100%**

Regarding the dedication of the directors, and as set out in detail in the Annual Corporate Governance Report, in 2022 individual attendance was very high, evidence of a very satisfactory level of dedication and commitment.

### Assessment of the Board

In accordance with Article 13 of the Board of Directors Regulations, based on the report drawn up by the Appointments, Remuneration and Corporate Governance Committee, the Board carries out an annual assessment of its own operations and the quality of its work, as well as that of each of its Committees. Information related to the assessments carried out in 2022 is included in section C.1.17 of the [Annual Corporate Governance Report](#).

To complete the assessment the Board regularly seeks the support of an independent external advisor. The last external assessment of the Board, completed in February 2023 in relation to 2022, was carried out by consultancy firm KPMG, which was involved in the 2020 and 2021 assessments. Given the recent changes in the composition of the company's Board of Directors, the ARCGC agreed to hire the firm once again. The assessment is organised and coordinated by the Chair of the Board together with the chairmen/women of all Board committees, as well as by the lead independent director in the case of the evaluation of the Chair of the Board.





## 4 Ethics and transparency

### 4.1 Ethics and compliance

[GRI 2-15] [GRI 2-16] [GRI 2-23] [GRI 2-24] [GRI 2-25] [GRI 2-26] [GRI 2-27]

#### Code of Ethics and Legal Compliance

Indra's Code of Ethics and Legal Compliance provides an irrefutable reference framework and establishes the operational principles and the rules of conduct that must be observed by all the company's employees and partners. The Board of Directors, Senior Management and each and every one of Indra's employees and partners assume the responsibility and commitment to establish a robust culture of compliance.

---

**The Code of Ethics and Legal Compliance applies to all Indra employees and its subsidiaries, suppliers and other third-party service providers, independent of the country they are operating in**

---

Compliance with the Code of Ethics and Legal Compliance is a compulsory requirement for all Indra employees and partners and for all the companies in which it has shareholdings, either directly or indirectly. In companies in which Indra has a minority shareholding or does not have operational control, the company ensures that the Code of Ethics and/or management principles applied by these companies are aligned with Indra's own Code of Ethics and Legal Compliance.

The Code reflects the company's commitment to respect the UN's Guiding Principles on Business and Human Rights, its International Declaration of Human Rights, the principles relating to the rights established in the Declaration of the International Labour Organization and the ten principles of the United Nations Global Compact.

#### Criminal risk prevention model

[GRI 205-1] [GRI 205-2]

Indra has a Model for the organisation, prevention, management and control of criminal risks which is outlined in: i) the Criminal Risk Prevention Manual for Spain, the latest edition of which was approved by the Board of Directors in July 2019; and ii) the Criminal Risk Prevention Manual for international subsidiaries, the latest edition of which was approved by the administrative bodies of the subsidiaries and the representatives of the international branches in November 2021. The Code of Ethics and Legal Compliance acts as the fundamental control of the Model, the main components of which include:

- |   |  |
|---|--|
| ✓ The Criminal Risk Prevention Manuals for Spain and for international subsidiaries | ✓ Internal procedure relating to corporate acquisitions and transfers and mergers with third parties |
| ✓ Direct Channel  | ✓ Third-party reputational risk  |
| ✓ Compliance Unit   | ✓ Training   |
| ✓ Risk assessment and auditing of compliance controls                               | ✓ Evaluation of performance and remuneration   |

#### The Criminal Risk Prevention Manuals for Spain and for international subsidiaries

The Criminal Risk Prevention Manuals for Spain and international subsidiaries establish the model for the organisation, prevention, management and control of criminal risks (and administrative risks similar to criminal ones); the control, supervision and monitoring bodies; the financial resources management system; the disciplinary system; the complaints channel; training; and the controls to prevent any criminal offences (including administrative offences similar to criminal ones) being committed.

The Model, which is regularly reviewed, was updated in November 2021 in the latest edition of the Criminal Risk Prevention Manual for international subsidiaries. The most significant changes included updating the method used to identify and value risks and strengthening the role of the control bodies for Indra's international subsidiaries and branches.

#### Model for the Prevention of Competition Law Risk

Indra has a Model for the organisation, prevention, management and control of anti-competitive risks to which the company is exposed and has introduced measures to avoid incurring these risks in practices which infringe the applicable legislation in terms of competition. The Model is contained in the Manual for the prevention of competition



law risks in Spain, the rest of the European Union and Norway, in the Manual for the prevention of competition law risk for international subsidiaries (with the exception of the EU and Norway) and in the Code of Ethics and Legal Compliance, which acts as the fundamental control of the Model.

### Manuals for the Prevention of Competition Law Risks

Both Manuals establish the model for the organisation, prevention, management and control of competition risks; the control, supervision and monitoring bodies; the financial resources management system; the disciplinary system; the complaints channel; training; and the controls to prevent any competition law infringements.

The Model, which is regularly reviewed, was updated in September and October 2021 when the Manual for the prevention of Competition Law risks for international subsidiaries (with the exception of the EU and Norway) was published after having been approved by the administrative bodies of the subsidiaries in November 2021, and when the Manual for the prevention of Competition Law risks for Spain, the rest of the EU and Norway was amended. The most significant amendments included updating the method used to identify and value risks.

Indra commits to compliance with the regulations and principles of free competition in all the markets in which it operates, competing on an equal footing and avoiding any distortion which would hinder effective competition in those markets. The Code of Ethics and Legal Compliance establishes that Indra's employees and partners should avoid all collusive conduct and practices which might in any way target restricting or distorting free competition.

### Direct Channel

[GRI 205-3] [GRI 406-1] [GRI 411-1] [GRI 416-2] [GRI 417-2] [GRI 417-3] [GRI 418-1] [GRI 419-1]

The Direct Channel is the confidential channel made available to all Indra employees and partners to inform of issues relating to the application of the Code and its regulations. The Code of Ethics and the aforementioned Manuals establish the operational guidelines for the Direct Channel (canaldirecto@indra.es), including, the possibility of anonymously reporting incidents via the Indra website.

In 2022, the Direct Channel received 470 messages, up 19% on 2021:

- 369 general enquiries regarding donations and sponsorships, conflicts of interest, corporate hospitality, competition and information for third parties.
- 101 complaints (see table below for the breakdown).

Breakdown of messages received via the Direct Channel in 2021 and 2022						
Type of irregularity	Cases (no.)		Irregularities Actual cases (no.)		Type of measures adopted <sup>2</sup>	
	2021	2022	2021	2022	2021	2022
Harassment and unacceptable behaviour	62	53	2	7	Disciplinary action: 1 employment and salary suspension	Disciplinary action: 4 dismissals Non-disciplinary action: 3 warnings issued by HR
Information security	7	8	3	6	Disciplinary action: 1 dismissal and 2 warnings Non-disciplinary action: 1 warning issued by the Compliance Unit	Disciplinary action: 5 dismissals and 2 employment and salary suspensions Non-disciplinary action: 1 warning issued by HR
Fraud	10	10	6	3	Disciplinary action: 2 dismissals, 13 employment and salary suspensions Non-disciplinary action: 4 warnings issued by HR	Disciplinary action: 2 dismissals and 1 employment and salary suspension
Competition law	3	4	1	2	Non-disciplinary action: 1 warning issued by the Compliance Unit	Disciplinary action: 2 employment and salary suspensions

<sup>2</sup> In 2022, 3 of the disciplinary dismissals related to 3 irregularities that occurred in 2021: 2 cases of harassment and unacceptable behaviour and 1 information security irregularity.





Breakdown of messages received via the Direct Channel in 2021 and 2022						
Type of irregularity	Cases (no.)		Irregularities Actual cases (no.)		Type of measures adopted <sup>2</sup>	
	2021	2022	2021	2022	2021	2022
Discrimination	4	4	0	1	N.A.	Disciplinary action: 1 dismissal
Human rights (forced labour, human trafficking and child labour)	0	0	0	0	N.A.	N.A.
Corruption	0	1	0	0	N.A.	N.A.
Other inappropriate behaviour						
Conflicts in the workplace	6	8	1	1	N.A.	Disciplinary action: 1 dismissal
Supplier relations	3	5	2	0	Non-disciplinary action: 3 warnings from the Compliance Unit	N.A.
Freedom of association and collective bargaining	0	0	0	0	N.A.	N.A.
Other breaches	8	8	1	0	N.A.	N.A.

The processing of issues raised via the Direct Channel guarantees confidentiality and expressly forbids taking reprisals against anyone who informs Indra in good faith of a possible breach of the Code of Ethics and Legal Compliance, of the Models for the prevention of criminal and competition risks or any of their implementing regulations, or of any behaviour that is potentially illegal and/or, where applicable, might give rise to a criminal or competition risk; or against anyone who assists in the investigation of such breaches or helps to resolve them. However, the relevant measures may be taken against anyone who acts in bad faith with the aim of spreading information that is false or harmful to other people.

### Compliance Unit

The Compliance Unit establishes, coordinates and executes a series of measures and procedures to control, prevent and detect unethical conduct, ethical or criminal violations or irregularities and infringements or irregularities in terms of the Competition Law, at global level. It reports directly and exclusively to the Auditing and Compliance Committee and is an area which is completely independent from the rest of the company. Within the international subsidiaries, their respective governing bodies are the chief supervisors of the Models for the prevention of criminal and competition risks locally. The duties performed by directors are carried out in accordance with the general principles and criteria established by the Auditing and Compliance Committee to govern regulatory compliance at a global level.

The Criminal Risk Management Compliance System is certified by AENOR under the UNE 19601 standard in Spain, while in Italy, Brazil, Colombia, Mexico and Peru the Anti-Bribery Management System is certified under the ISO 37001 standard

In 2022, Indra Colombia and Indra Mexico, as well as several subsidiaries and branches in both countries were certified for the first time under the ISO 37001 standard "Anti-Bribery Management Systems", with the company's Compliance culture being highlighted as one of its most notable strengths. The ISO 37001 certification of several subsidiaries and branches of Indra Brazil and Indra Peru was also renewed. Towards the end of 2022, work to become ISO 37001 certified in Italy was also undertaken, with AENOR awarding the certification in January 2023.



## Risk assessment and auditing of compliance controls

Indra has a Global Risk Map which identifies the most significant risks in each category, including regulatory compliance, as well as the principal mitigation plans. The Map is presented to the Auditing and Compliance Committee and the Risk Coordination Unit. In addition, Indra has criminal and competition risk maps, which are also presented to the Audit and Compliance Committee. In 2022, the methodology used to evaluate risks was updated, one of the benefits of this being that the risk map for Spain and for all the international subsidiaries be addressed just once and annually. The Compliance Unit also carried out its own annual assessment of certain criminal and competition controls in 2022 as per the established procedure. The assessment of the design and operation of the controls produced a satisfactory outcome and met the requirement to carry out a two-yearly self-assessment, in 2021 and 2022, of all the criminal and competition controls. Lastly, in September 2022 the Internal Audit area carried out a review of the effectiveness of certain criminal and competition controls.

## Internal procedure relating to corporate acquisitions and transfers and mergers with third parties

This procedure governs the acquisition and/or transfer of companies and/or businesses, and mergers between third parties and any of the companies belonging to the Indra Group. It establishes an obligation to complete a full due diligence process in order to gain a detailed understanding of the business, and of the most relevant compliance, finance, tax, legal, employment and administrative aspects.

In 2022, the Compliance Unit implemented third-party reputational due diligences (suppliers, partners, partners of temporary consortia (UTEs) and potential clients), specifically aimed at criminal and competition risks

## Third-party reputational risk

The company's internal regulations for contracting commercial consultants, strategic advisors and suppliers establish, as a requirement before they are engaged, that a report must be prepared on reputational risk and must identify any "Politically Exposed Persons" (PEP). In addition, the internal regulations on tendering require the receipt of a prior client reputation analysis in the case of countries that are at risk according to the Corruption Perceptions Index.

## Training

Indra is continually working to raise awareness of the Models for the Prevention of Criminal and Competition Risks and the Code of Ethics and Legal Compliance, both among its own employees and among suppliers. All new company employees must complete compulsory Ethics and Competition training.

The Models for the Prevention of Criminal and Competition Risks envisage that training in Ethics and Competition must be provided to all employees at sufficiently regular intervals to ensure that their knowledge is kept up to date. Since 2019, the company has made a concerted effort to provide as many employees as possible with training. At the end of 2022, 97% of the workforce had received training on Ethics and Competition.

The Compliance Unit also provided training sessions in Ethics and Competition for employees at the subsidiaries in Germany, Bolivia, Brazil, Chile, Colombia, Ecuador, United Arab Emirates, Slovakia, Latvia, Italy, Mexico, Peru and Spain (employees of ALG, Mobbeel, Aplicaciones de Simulación Simtek, Morpheus Aiolos and The Overview Effect). Sessions to raise awareness regarding Ethics and Competition were also held for the Management teams of the Minsait and Transport and Defence divisions.

Employees trained in ethics and compliance

**97%**

Suppliers trained in ethics and compliance (91% of purchases)

**100%**

In 2022, more than 55,000 employees received training in Ethics and Competition

In April 2021, a training document containing information related to Ethics and Compliance – which must be accepted by Indra's suppliers – was included in the terms and conditions to authorise suppliers and orders. This document makes reference to aspects related to the rejection of corruption and bribery, conflicts of interest, corporate hospitality and the Direct Channel.



## Evaluation of performance and remuneration

Since 2020, Indra's performance evaluation system – Performance Talent – has included criteria related to knowledge of the company's Code of Ethics and Legal Compliance and required the completion of the obligatory course in Ethics and Competition. It is worth noting that the results of the performance assessment have a bearing on the possibility of promotion and on determining employee remuneration.

## Anti-corruption

[GRI 205-1] [GRI 205-2]

Indra rejects corruption and any illegal practice and is committed to complying with the law. The company's Code of Ethics and Legal Compliance defines what is meant by corruption and bribery, including the basis of the anti-corruption policy. Indra's Criminal Risk Prevention Model establishes certain controls that are regularly carried out within the different departments of the company to mitigate these risks.

These controls are carried out via multiple internal policies and procedures related to, among others, the following departments:

- Procurement: Procedure for the Screening and Standardisation of Suppliers and chains of authorisation for the issuance of purchase orders and Management of PEP-related issues with suppliers.
- Corporate takeovers and operations: Procedure for Corporate Mergers and Acquisitions.
- Markets: Procedures for Hiring Commercial Consultants and Strategic Advisors.
- Bids: Internal regulations of the Tendering and Procedural Committee for the control and monitoring of bids and Temporary Consortia (UTEs) in their Spanish acronym.
- Strategy: Policy on the Authorisation of Donations and Sponsorships.
- Administration: Procedure for Employee Expenses and Business Gifts.

Finally, the regulation on PEPs (politically exposed persons) is also included in the procedures to regulate the company's relationships with third parties that may be regarded as PEPs.

## Money laundering

Via its Code of Ethics and Legal Compliance, Indra expresses its commitment to comply with all the current national and international standards and regulations concerning the prevention of money laundering (and the financing of terrorism). For this purpose, it undertakes not to engage in practices that might be regarded as irregular vis-à-vis its relationships with its clients and suppliers. The company has developed internal procedures with controls to mitigate the risk of money laundering, especially with regard to cash payments.

## Incidents of anti-competitive practices and action taken in response

[GRI 206-1]

In recent years, the Spanish competition authority (CNMC) has published the following rulings against the company: file S/DC/0565/15 "tenders for IT applications", file S/DC/0598/2016 "rail electrification and electromechanics", and file S/DC/0627/18 "consultancy firms". Indra has actively collaborated with the CNMC in these proceedings with a view to clarifying the events forming the subject of investigation. These three files ended with penalty decisions in 2018, 2019 and 2021. These decisions are all currently being appealed via a contentious-administrative action filed with Section 6 of the *Audiencia Nacional*.

In the 2021 resolution, the CNMC acknowledges that the measures adopted by Indra in recent years are adequate for the detection of infringements in terms of the defence of competition and recognises that they reflect a true wish to comply with competition law, having modified its Prevention of Competition Law Risk Model to improve and fully adapt it to the CNMC's Guidelines governing competition regulation in compliance programmes. Some of the measures adopted in the Manuals for the Prevention of Competition Law Risk include: i) the regular involvement of senior management in ensuring compliance with competition law as a "fundamental element of the company culture"; ii) general reinforcement of Manuals, ensuring an express reference to applicable local law is included; iii) restructuring of the risk catalogue and adding new risks; iv) the introduction of training courses as a parameter to be taken into consideration in annual employee performance reviews.

In this regard, the Model for the prevention of Competition Law risk is reviewed and updated regularly, as are the internal controls and procedures. In terms of some of the other measures taken, the internal control mechanisms for UTEs/consortia and subcontracting have been reinforced, such that all the bids submitted using these means are subject to a specific legal control, with the internal procedures governing these matters being updated in 2020, 2021 and 2022.







## 4.2 Guiding Principles on Business and Human Rights

[GRI 408-1] [GRI 409-1] [GRI 410-1] [GRI 412-1] [GRI 412-2] [GRI 412-3]

As a technology company that wishes to encourage sustainable, fair and inclusive sustainable development, and as a member of the Global Compact since 2002, Indra is committed to actively championing the protection and promotion of Human Rights across all its operations.

### Human Rights Policy

Indra is aware of the impact it has on individuals, both as an employer and via the technological solutions it develops for its clients. For this reason, in 2020, the Board of Directors approved a [Human Rights Policy](#) aimed at identifying and expanding the positive impacts it has on individuals across the entire value chain and at minimising the negative impacts.

Human Rights Policy		Milestones and KPI
 <b>Commitment to professionals</b> Provide fair and dignified working conditions and remuneration, respect and promote the rights of all professionals	<ul style="list-style-type: none"> <li>✓ Promote diversity, inclusion and equal opportunities</li> <li>✓ Guarantee the right to social dialogue and collective bargaining. Respect the freedom of expression of professionals</li> <li>✓ Ensure the protection of professionals' personal data.</li> </ul>	<ul style="list-style-type: none"> <li>33% women in the company</li> <li>1% professionals with disabilities</li> <li>99% professionals with access to collective bargaining instruments</li> <li>93% professionals with permanent contracts</li> <li>+19,500 new recruits, +50% under 30 years of age</li> <li>97% local professionals</li> <li>0 Human Rights complaints (forced labour, human trafficking and child labour)</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Provide a safe and healthy workplace</li> <li>✓ Promoting local employment by offering the first job to young people in the communities in which it is present</li> <li>✓ Prohibition and rejection of any form of forced, slave, child or human trafficking labour</li> </ul>	
 <b>Commitment to customers</b> Developing technology that has a positive impact on people and society	<ul style="list-style-type: none"> <li>✓ Measure the impact that Indra's technology may have on people's rights</li> <li>✓ Provide secure services with guaranteed confidentiality, integrity and availability of information</li> </ul>	<ul style="list-style-type: none"> <li>18% of sales aligned with EU Taxonomy</li> <li>93% sales in companies with ISO 27001</li> <li>95.5% professionals trained in information security and data protection</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Use customer and end-user information and data with due diligence and security</li> <li>✓ Train and raise awareness of privacy and information security among professionals</li> </ul>	
 <b>Commitment to suppliers</b> Promote respect for and promotion of fundamental rights in its supply chain	<ul style="list-style-type: none"> <li>✓ Ensure that suppliers comply with labour rights commitments and in particular with the prohibition and rejection of any form of forced, slave, child or trafficked labour</li> </ul>	<ul style="list-style-type: none"> <li>100% suppliers trained in ethics and compliance</li> <li>70% critical suppliers evaluated with ESG criteria</li> <li>85% local suppliers</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Promote the contracting of local suppliers that comply with the company's ethical commitments - Code of Ethics and Supplier Sustainability Policy</li> </ul>	
 <b>Commitment to Society</b> Promote human rights in local communities	<ul style="list-style-type: none"> <li>✓ Engage in a transparent and ethical manner with regulatory bodies and public administrations</li> <li>✓ Practice responsible taxation that brings wealth to communities and complies with applicable tax legislation</li> </ul>	<ul style="list-style-type: none"> <li>0 materialised corruption complaints</li> <li>0 critical cybersecurity incidents</li> <li>Country-by-Country Fiscal Report</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Encourage innovation and the development of products and services that contribute to promoting the fundamental rights of individuals and society at large</li> <li>✓ Do not use "conflict minerals"</li> </ul>	

Indra's Human Rights Policy is based on the United Nations Guiding Principles on Business and Human Rights, and on the principal international Human Rights conventions and commitments. This Policy reinforces Indra's commitment to ethical conduct already set out in its Code of Ethics and Legal Compliance, compliance with which is mandatory for all the company's employees and partners, as well in other corporate policies which protect the fundamental rights of individuals, either directly or indirectly.

**The Human Rights Policy approved by the Board reflects the company's commitment to a sustainable development that is fair and inclusive**

The Policy describes the company's commitments and operational principles that also apply to the rest of the value chain, both in terms of suppliers and other types of business partners, as well as the main communication channels available to its stakeholders.



## Due diligence regarding Human Rights

As outlined in the Policy, in 2022, Indra updated its due diligence procedures for assessing adverse impacts regarding Human Rights. As part of this process, the company updated how it identifies the most material risks, both in its own operations and in its value chain.

As set out in the company's legal framework, Indra analyses specific risks and carries out due diligence regarding certain potentially significant aspects related to Human Rights, such as labour conditions and rights, diversity and inclusion and information privacy.

In 2021, and in line with the framework established by the United Nations Global Compact, the company also carried out a Human Rights risk analysis across the six main geographies in which it operates: Brazil, Colombia, Italy, Mexico, Peru and the Philippines. The data gathered regarding the practices at the subsidiaries in terms of fundamental rights, such as decent work, rest, children's rights, family time, the elimination of forced labour, freedom of association, collective bargaining, non-discrimination, equal remuneration and job opportunities and fair pay – were analysed in order to identify areas of risk management that could be improved and implement the necessary mitigation measures.

Due diligence regarding Human Rights	
Key elements	Action taken
<b>Human Rights Policy</b> Since 2015, updated and approved by the Board of Directors in November 2020	The Human Rights Policy, drawn up under the supervision of the Sustainability Committee and approved by the Board of Directors in 2020, defines a governance model and sets out clear responsibilities in terms of Human Rights. Developed in collaboration with experts in Human Rights from the Seres Foundation and in line with international standards and good practices, the policy covers the entire value chain and is publicly available on the company website in both Spanish and English. The policy is sent internally to all employees and externally to stakeholders.
<b>Assessment of material topics</b> Regularly since 2017	Carried out regularly at a global level with the collaboration of external human rights experts (Seres Foundation in 2020) and with the leadership teams of the most important geographies also taking part. In 2021, the assessment was carried out in Brazil, Colombia, Italy, Mexico and Peru using the reference framework developed by the United Nations Global Compact.
<b>Integration in processes</b> In progress since 2017	<p>Examples of action taken in 2022:</p> <ul style="list-style-type: none"> <li>▪ The Human Rights risk assessment updated as part of the company's global risk map update.</li> <li>▪ Requirements in terms of Human Rights with Suppliers included in the Procurement Terms and Conditions for all orders via the Supplier Sustainability Policy.</li> <li>▪ Human Rights assessment of major and critical suppliers, assessing compliance in labour, health and safety and privacy and security matters, as well as with issues relating to child labour and forced labour among others.</li> <li>▪ <a href="#">Modern Slavery Statement</a> updated and approved by the Board.</li> <li>▪ Sustainability training for all company employees, with specific Human Rights content.</li> <li>▪ Compulsory training on Human Rights for security subcontractor personnel.</li> </ul>
<b>Assessment and reporting</b> In progress since 2017	<p>Examples of action taken in 2022:</p> <ul style="list-style-type: none"> <li>▪ Six-monthly reports to the Sustainability Committee on the implementation of the Sustainability Master Plan, which includes specific Human Rights initiatives.</li> <li>▪ Monitoring risks related to Human Rights through the company's risk map.</li> <li>▪ Annual report on performance in Human Rights through the Sustainability Report and up to date information published on the <a href="#">company website</a>.</li> <li>▪ Dialogue with stakeholders through participation in initiatives like the Seres Foundation Human Rights Lab.</li> </ul>
<b>Mechanisms for claims and complaints</b> In progress since 2017	The Direct Channel allows stakeholders to complain or enquire about any aspect related to ethics and compliance (and also about anything explicitly Human Rights related). The way in which the Direct Channel works is described in detail in section 4.1 of this report.



### Human Rights risk mitigation and remediation

Indra's Direct Channel is the mechanism through which queries and communications relating to both the company's Code of Ethics and Legal Compliance and its Human Rights Policy should be received.

Following a review of the communications received through this channel, and described extensively in the Ethics and Compliance section of this report, Indra has determined that the Human Rights risks most likely to arise are those relating to harassment and unacceptable behaviour, discrimination, and information security.

As a result, Indra has gone to considerable effort in recent years to tighten up its control and mitigation measures for these types of risk:

- In 2022, 97% of Indra's active workforce (as of 31 December) had received training in Ethics and Competition, which also covers topics relating to harassment and unacceptable behaviour, discrimination, and information security.
- 2021 saw a sustainability training plan with specific Human Rights content rolled out for all employees. Specific sustainability-related content has also been made available to employees via the company's online training platform.
- As part of the training catalogue made available to middle management and executives, the company offers special training aimed at combating discrimination in the workplace, including courses on performance evaluation and unconscious bias.
- As described in more detail in the section on Information Security, Privacy and Data Protection, Indra provides new employees with mandatory training on information security, with yearly refresher courses for all personnel, and also offers a wide range of optional training resources.

Where there have been cases of these risks occurring, the company has taken remediation action, which has included both disciplinary and non-disciplinary measures being taken against the offending individuals. These measures are described in the Ethics and Compliance section of this report.

In 2022, Indra received a complaint involving a violation of the right to privacy which had occurred while performing a service for a customer. This incident is outlined in section 7.7 of this report. Indra remediated the situation and compensated for any damages that may have resulted from the reported human rights violation by paying the corresponding penalty.

In the main geographies in which Indra operates (Spain, Mexico, Brazil and Colombia), the company has subcontracted a security company whose staff<sup>3</sup> have received Human Rights training.

## 4.3 Responsible taxation

[GRI 207-1]

Indra has a fiscal strategy and a governance model that ensures that tax activities are conducted within a framework founded on ethics, transparency and integrity. [GRI 207-1]

As indicated in the Code of Ethics and Legal Compliance in relation to good tax practices, the company's business involves making a series of decisions that have an impact and effect on taxation. As such, the company undertakes to comply with its tax obligations in all the territories and jurisdictions in which it operates, always pursuing a prudent taxation policy.

The Tax Policy reflects the company's fiscal strategy and its commitment to the application of good tax practices, which applies to all Indra companies in all the countries in which it operates. This Policy is annually reviewed by the Auditing and Compliance Committee and the Board of Directors.

<sup>3</sup> 75 employees in Spain, 8 in Mexico and 17 in Colombia.





The following principles and commitments are defined as part of this Tax Policy, and they reflect the principles set out in the Code of Good Tax Practices:

- Complying with tax regulations and obligations in both letter and spirit in the various countries and territories in which the Group operates, paying any taxes that are due in accordance with their respective tax requirements.
- Promoting practices that are aimed at preventing and reducing significant tax risks, ensuring that tax payments properly reflect the structure and location of the Group's activities, its human and material resources and its levels of risk.
- Adopting tax-related decisions on the basis of a reasonable interpretation of the regulations in force in respect of the company's activities.
- Complying with the internal procedures established in relation to the taking of tax decisions and the procedures implemented to monitor tax risk.
- Informing the Board of Directors of the principal tax implications of the operations or matters submitted for its approval, such as operations that do not fall within the ordinary course of the company's business, corporate restructuring processes, investments, or the opening of new businesses.
- Applying the transfer prices in accordance with the principle of free competition, such that no significant inequalities are generated in commercial relations.
- Not transferring value created to jurisdictions with a lower tax burden, not using tax structures that are opaque, artificial or that have no commercial basis and not using the secret of certain tax jurisdictions (referred to as tax havens) to avoid paying tax.

Tax risks are analysed, reviewed and managed as part of the risk management governance model. In addition, Indra's Tendering Committee evaluates the tax risks of the bids submitted globally by the company, and seeks external advice for complex bids when required.

### Governance of tax policy

[GRI 207-2]

Indra's General Finance Department, acting through the Group's Global Tax Department, is responsible for ensuring the proper application of the company's tax policy and for identifying and managing any potential associated risks. The Tendering Committee, which the Finance Department forms part of, assesses the tax risk involved in the bids tendered by the company.

On a regular basis, and at least twice a year, the Tax Department reports to Indra's Auditing and Compliance Committee – the body appointed by the Board of Directors to oversee the management of tax matters and tax risk – on the company's performance in respect of tax-related issues.

In addition, the Auditing and Compliance Committee and the Board of Directors must approve any significant company operation that implies the opening of new structures in countries regarded as tax havens in order to ensure that Indra's activities in those countries are strictly business-related.

---

## The Auditing and Compliance Committee and the Board of Directors maintain constant supervision of all tax management matters

---

Tax management is subject to Indra's internal risk management system, and as a consequence it is submitted for close scrutiny by the Risk Management, Compliance and Internal Auditing Departments. In this regard, the Direct Channel is available for any employee or external stakeholder who may wish to make any comment regarding the company's tax management.

### Stakeholder relations

[GRI 207-3]

The tax undertakings that Indra sets out in its Code of Ethics and Legal Compliance in relation to its tax-related obligations in all the territories and jurisdictions where it operates and where it always pursues prudent tax policies also apply to its relations with external advisors in matters of tax policy.

Section 9.3 headed "Associations and foundations" contains a description of Indra's relations with organisations that could potentially be aimed at gaining political influence. Indra's relations with these institutions are at all times governed by principles of both transparency and caution. As explained in this section, Indra's main objectives relate to promoting technology-driven innovation and sustainable development.



Indra maintains collaborative relationships with the various Tax Authorities with which it comes into contact as the result of its business activities, based on principles of transparency and good faith.

The company promotes the transparent, clear and responsible communication of its main tax figures, through the forwarding to its various stakeholders of information relating to the payment of all the taxes that it is required to pay in each of the jurisdictions in which the company operates.

### Direct tax contribution by country

[GRI 207-4]

Tax contributions in thousand euros						
Geographical area/ Country	Net revenue	Intragroup earnings	Result before tax	Corporate income tax expense	Corporate income tax paid	Total assets
<b>Spain (*)</b>						
<b>Spain</b>	2,468,987	358,165	128,768	40,603	20,119	6,754,838
(*) Note: the aggregate profit before tax, according to Spanish GAAP, of Spanish companies amounts to a profit of €128,768 k€. The result that serves as the basis for calculating the accrued income tax expense differs from this amount, mainly due to the fact that this result (i) includes certain items (mainly dividends that have a limited tax impact) that have no tax impact, and (ii) does not include the results obtained through permanent establishments, which are taxed and have a tax impact in the country in which they are generated. The effective payment made in Spain in the year amounts to €20,119 k€ and corresponds to the aggregate balance of payments on account for the year (€24,429 k€), withholdings paid on certain income and dividends and a net tax refund from previous years (amounting to €15,885 k€). Also included are payments of €3,367 k€ arising from the tax audit completed in Spain during the year, corresponding to the period 2015-2018.						
<b>Europe and North America</b>						
Germany	23,336	5,468	2,156	839	380	20,304
Belgium	28,903	0	6,877	719	196	6,627
Bulgaria	0	0	52	0	0	389
Canada	87	0	8	1	1	213
Slovakia	105	12	61	0	103	0
Estonia	5,413	0	731	0	0	4,545
USA	44,647	1,547	39	1,664	203	74,440
Greece	0	0	-33	0	0	125
The Netherlands	516	0	20	4	12	160
Ireland	6,177	0	1,578	147	0	9
Italy	215,856	4,944	18,893	5,619	7,858	193,718
Latvia	3,781	-16	1,211	256	0	5,249
Lithuania ,	3,691	0	1,377	73	96	246
Moldova	179	696	181	62	61	390
Norway	67,765	6,494	7,498	1,664	-102	63,107
Poland	231	123	24	0	0	436
Portugal	49,569	13,816	3,417	1,059	446	46,027
United Kingdom	18,729	0	4,085	763	1,378	6,466
Check Republic ,	2,600	0	28	9	-65	2,671
Romania	7,066	357	4,343	509	510	4,929
Turkey	38	0	-489	0	0	1,916
<b>Total Europe and North America</b>	<b>478,689</b>	<b>33,441</b>	<b>52,057</b>	<b>13,388</b>	<b>11,077</b>	<b>431,967</b>
<b>Latin America</b>						
Argentina	21,850	1,719	3,329	-1,875	1,134	19,758





Tax contributions in thousand euros						
Geographical area/ Country	Net revenue	Intragroup earnings	Result before tax	Corporate income tax expense	Corporate income tax paid	Total assets
Bolivia	911	0	-513	0	85	1,645
Brazil	206,621	2,791	4,816	2,769	2,149	119,995
Chile	69,516	18,191	12,868	2,786	1,308	122,741
Colombia	129,309	7,404	13,596	7,495	6,129	65,847
Costa Rica	181	0	-323	60	61	585
Ecuador	10,073	0	2,221	974	270	9,186
El Salvador	113	0	-55	3	0	851
Guatemala	513	0	238	134	106	899
Honduras	-50	0	-718	-413	27	1,568
Mexico	141,567	16,839	11,585	3,857	8,063	124,036
Nicaragua	493	0	123	37	34	634
Panama	10,590	614	-881	196	428	11,814
Paraguay	0	0	-1	0	0	58
Peru	75,468	5,410	7,807	2,461	2,971	76,598
Puerto Rico	398	0	94	21	57	515
Dominican Republic	8,915	610	4,374	1,150	1,126	9,352
Uruguay	3,663	1,770	-129	145	4	2,021
<b>Total Latin America</b>	<b>680,131</b>	<b>55,348</b>	<b>58,431</b>	<b>19,800</b>	<b>23,953</b>	<b>568,107</b>
<b>Asia, Middle East and Africa (AMEA)</b>						
Saudi Arabia	58,917	0	12,129	995	303	176,663
Algeria	835	0	-3,216	0	82	7,602
Australia	31,254	335	2,944	0	0	21,629
Bahrein	1,310	456	-141	0	0	15,416
China	115	1,418	-219	0	0	1,382
South Korea	1,163	0	-1,052	0	0	6,606
Egypt	868	0	-284	36	0	1,461
United Arab Emirates	12,304	0	7,123	0	0	16,453
Philippines	52,719	3,415	7,834	1,940	88	53,616
India	1,493	76	268	61	23	3,917
Indonesia	0	62	-270	0	0	567
Israel	1,799	0	1,104	88	71	2,124
Kazakhstan	0	0	-71	0	0	34
Kenya	3,048	3,188	678	203	253	7,707
Kuwait	26,480	0	1,913	1,200	15	11,779
Malaysia	4,590	41	402	-5	119	9,349
Morocco	273	405	-5,103	0	7	4,253
Mozambique	0	0	0	0	1	4
Nigeria	0	0	-115	99	0	229



Tax contributions in thousand euros						
Geographical area/ Country	Net revenue	Intragroup earnings	Result before tax	Corporate income tax expense	Corporate income tax paid	Total assets
New Zealand	3,678	0	1,013	0	0	1,385
Oman	28,472	1,712	10,948	1,471	122	23,162
Senegal	0	0	-301	0	0	16
Thailand	0	0	-249	0	0	43
Taiwan	260	0	-417	0	0	166
Tunisia	0	0	-32	0	2	487
Vietnam	0	0	-64	0	0	15
Zambia	303	0	74	26	34	391
<b>Total AMEA</b>	<b>229,881</b>	<b>11,108</b>	<b>34,896</b>	<b>6,114</b>	<b>1,119</b>	<b>366,452</b>

The information on income tax paid in each country includes (i) payments on account of income tax for the current year, (ii) the final settlement of prior-year tax, (iii) tax withholdings or other similar items, (iv) tax adjustments made in previous years, as well as amounts paid following tax inspections.

The total tax paid by the Group for the financial year, which amounted to €56 million, was not calculated on the consolidated reported profit of €256 million reflected in the annual accounts. This consolidated reported profit was calculated by applying IFRS (International Financial Reporting Standard) and differs from the aggregate pre-tax result calculated in accordance with the Chart of Accounts applicable in each jurisdiction, which serves as the legal basis for calculating tax actually payable (the main difference being that goodwill is not amortised under IFRS, and the rest of consolidation adjustments).

The data reported by country relates to all the companies or permanent establishments (primarily branches) that are resident, for tax purposes, in that particular jurisdiction, regardless of where sale or purchase activity is actually carried out, except in cases where the company has permanent establishments located abroad. In such cases, the corresponding figure is allocated to the country where the permanent establishment in question is located and registered for tax purposes. According to the annual accounts, the consolidated pre-tax reported profit amounted to €255,761 thousand, entailing a corporate income tax expense of €80,172 thousand.

The earnings before tax, aggregated by country, amounted to a profit of €274,152 thousand, while the corporate income tax expense totalled €79,905 thousand. This difference between the aggregate and consolidated figures is explained by the application of international accounting standards and the elimination of consolidated results (primarily dividends and portfolio adjustments).

For more information relating to tax status, see Note 35 and Appendix 1 of the Consolidated Annual Accounts.

Throughout 2022, Indra has carried out commercial projects in the following countries which are considered tax havens or non-cooperative jurisdictions, according to the latest listings published by the OECD, the European Union and the Spanish Tax Authority.

Such a presence is never for tax purposes and is always solely and exclusively due to the company's commercial activity, as detailed below:

- **Bahrain:** Indra has one subsidiary – the opening of which was reported in the 2011 Annual Report – with more than 40 employees who provide support for a large healthcare project. In addition, several energy projects have been developed for the Bahrain Electricity and Water Authority, and several air traffic projects have been set up for the Bahrain Ministry of Transport and Telecommunications.
- **Panama:** Indra has one location in the country employing nearly 100 professionals, who carry out consulting, maintenance and migration work on applications and services for clients in the Public Administration and Financial Services sectors. It has also carried out supervision, inspection and monitoring services for various works in the country.
- **Gibraltar:** Indra has carried out the maintenance and application management of the airport systems installed at Gibraltar airport.
- **Liberia:** the company has primarily been involved in managing energy projects for the Liberian Electricity Company.

In 2022, Indra also engaged in specific activities in countries or territories such as Turks and Caicos Islands, Vanuatu, Cayman Islands, Dominica, Jordan, Fiji, Seychelles, Macao, Guernsey, Trinidad and Tobago, Bahamas and Liechtenstein, which are also considered low taxation or non-cooperative jurisdictions according to the aforementioned institutions. The amount that this business represents as a percentage of the company's total revenue is virtually insignificant and is due to the company's commercial activity and to specific projects, mainly in the consultancy and air traffic sectors.

Indra has also undertaken air traffic, defence and energy projects in Oman. The country is, however, no longer considered a non-cooperative jurisdiction within the EU.

Indra is also engaged in various business activities in countries such as Malaysia, Morocco and Turkey that have reached agreements with the European Union to modify their tax legislation and bring it in line with European standards.

Finally, Indra did not create new structures in 2022 in any country listed as a tax haven or low-tax jurisdiction by the OECD, European Union or Spanish tax authorities.





## 5 Planet and Climate Change

### 5.1 Climate Change governance and management

The Board and the Sustainability Committee are the most important decision-making and supervisory units at Indra in terms of Climate Change. The sustainability management team reports regularly to the Sustainability Committee and to the Board on the policies, main risks and opportunities and the performance of the company's objectives in this respect.

In 2021, the Science Based Targets Initiative (SBTi) formally approved the emissions reduction targets drawn up by the Sustainability Committee and approved by the Board of Directors in 2020.

---

Indra's emissions reduction targets were set using the method developed by the Science Based Targets initiative (SBTi) in line with the 1.5°C COP26 commitments<sup>4</sup>

---

All aspects related to Climate Change are fully integrated into the company's strategy via the initiatives defined as part of the 2020-2023 Sustainability Master Plan framework, which contains a specific pillar for the Environment and Climate Change.

Indra's strategy insofar as the environment is concerned is based on identifying and analysing its main risks and opportunities, specifically: Climate Change risks and opportunities, environmental workplace risks and risks regarding compliance with environmental regulations.

In addition to the information contained within this section regarding Indra's performance in terms of environment-related matters, section 7 offers more information on Indra's contribution to the Climate Change mitigation and adaptation targets in line with the EU's Taxonomy criteria.

### 5.2 Climate Change risks and opportunities

[GRI 201-2]

In 2022, Indra updated its climate change risk and opportunity analysis – which forms part of its Corporate Risk Management and Control System – to include different scenarios in line with the recommendations issued by the Task Force on Climate-Related Financial Disclosures<sup>5</sup> (TCFD) and with growing regulatory and capital market requirements, such as the supplement published on 20 June 2019 to the EU Guidelines on reporting of climate-related information (Climate Supplement).

Indra has taken four scenarios into consideration, both in qualitative and quantitative terms:

- The International Energy Agency's STEPS (Stated Policies Scenario) a conservative scenario that does not take for granted that governments will reach all announced goals.
- The International Energy Agency's 2DS (2DS): a scenario that describes a pathway in which the energy system is capable of limiting global warming to a 2°C rise in temperature – assigning this a probability of 80%.
- The "very stringent" RCP 2.6 pathway and the "business as usual" RCP 8.5 pathway defined by the Intergovernmental Panel on Climate Change<sup>6</sup> (IPCC).

Within the scope of these two scenarios, Indra has assessed the risks and opportunities for its business both in terms of the transition and physical risks posed by Climate Change:

- The transition risk analysis is designed to assess how Indra can shift towards a low-carbon economy. To do this, the company has defined a strategy to combat Climate Change and set neutrality targets for 2050 which are in line with the main regulatory requirements in terms of energy efficiency and emissions reduction among others. This strategy allows the company to mitigate the main risks in terms of its capital markets access, competitive position, social licence to operate and reputation.

---

<sup>4</sup> 2021 United Nations Climate Change Conference.

<sup>5</sup> The Task Force on Climate-Related Financial Disclosures (TCFD) is an organisation that was set up across G20 countries in a bid to develop a set of voluntary disclosures regarding climate-related financial risks.

<sup>6</sup> The Intergovernmental Panel on Climate Change is a United Nations intergovernmental organisation charged with advancing knowledge on Climate Change.



- The physical risks analysis identifies the consequences that the gradual changes in weather conditions (temperature, rainfall, flooding) could have for the company in 2050 and the impact that other potential extreme weather-related phenomenon could have on its facilities and operations. It also identifies the opportunities that the increased demand for solutions and services that allow clients to be more resilient against the physical effects of Climate Change offer the company.

A breakdown of the analysis completed, including a detailed description of the impacts of Climate Change on Indra's operations and the response measures adopted by the company is available on the [company website](#).

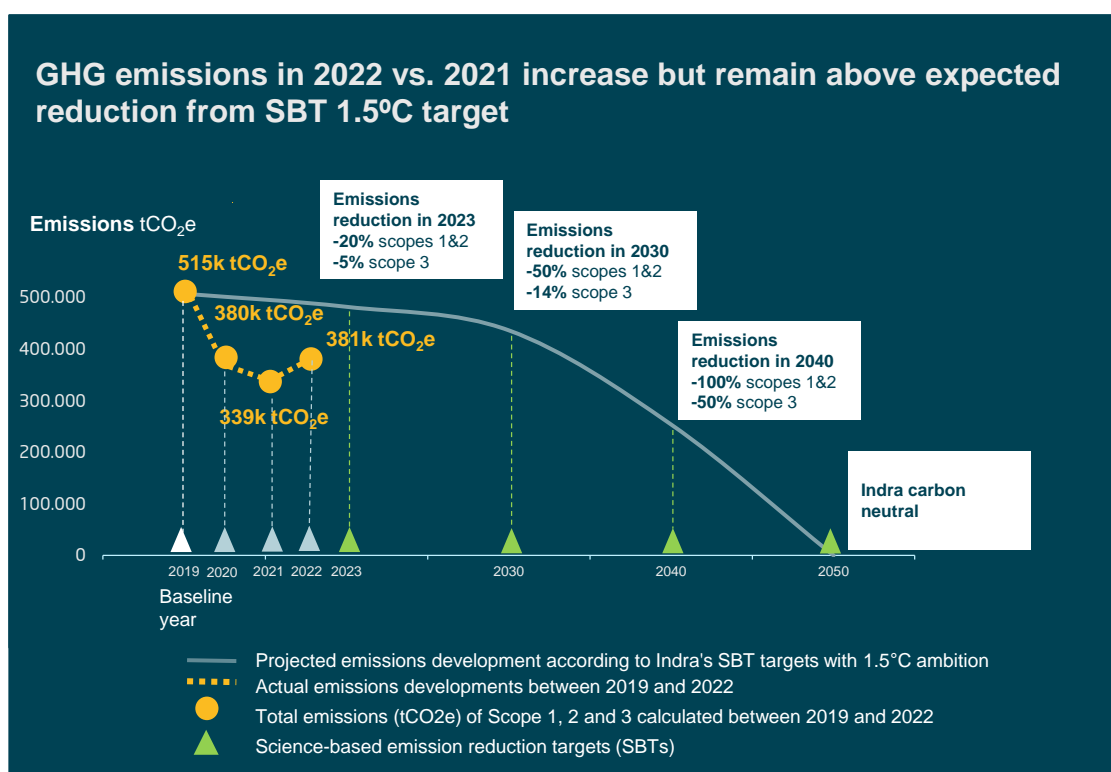
The main climate-related risks and the response measures adopted by Indra are detailed below. To find out more about the opportunities that Climate Change offers for the company and see how well aligned Indra's product offering is with the EU's Climate Taxonomy, please refer to section 7 "Technology with impact".

### 5.3 Climate Change mitigation and adaptation

The main transition risk for Indra is linked to the potential financial, reputational and competition-related impact associated with ever more stringent climate-related regulations across the world – particularly in the European Union, which aims to be the first climate-neutral continent by 2050.

The 2020-2023 Sustainability Master Plan addresses the initiatives that are needed to reduce the company's GHG emissions, involving all the areas that are required to succeed in achieving them

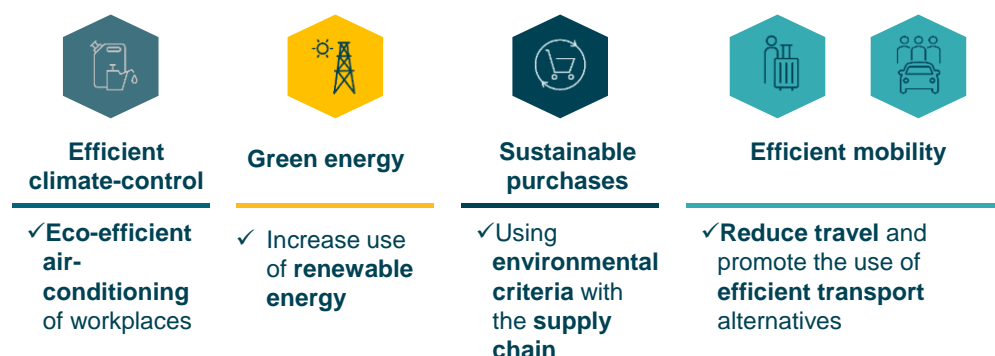
In 2020, the Sustainability Committee designed an ambitious emissions reduction roadmap for the company, which was approved in 2021 by the Science Based Targets Initiative (SBTi) and sets science-based objectives for 2030 and 2040, with the intention of achieving carbon neutrality in 2050.



Emissions in 2022 were up from 2021, due for the most part to the return to more normal travel patterns following the pandemic (business trips were up +37% and commuting +47%), as well as an increase in the energy consumption of products sold (+77%). Despite this, reductions in emissions remain above target (down 26% compared with 2019).



## The 4 keys to achieving the SBTs are: eco-efficiency, green energy, suppliers and sustainable mobility



### Indra Group's carbon footprint in 2022

[GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-4] [GRI 305-5]

Due to its business model, Indra's main environmental impacts are associated with energy consumption in the workplace – electricity consumption and climate control – and with greenhouse gas emissions associated with its supply chain, business travel and employee movements.

Indra recognises the agreements reached in the Paris Agreement and intends to be an active agent in this collective effort to reduce the impact of Climate Change. To achieve this, it has a Climate Change strategy which sets out initiatives across four core areas:

- Energy efficiency in the workplace: optimise electricity consumption and climate control.
- Increase use of green energy.
- Include environmental criteria in procurement procedures.
- Actively encourage sustainable employee mobility: reduce business travel and commuting.

Indra Group's carbon footprint (tCO <sub>2</sub> e emissions)	2019	2020	2021	2022	2022 vs. 2019 (% reduction)
Scope 1: direct emissions	2,733	1,764	1,759	1,681	-68%
Scope 2: indirect emissions	6,198	2,923	1,897	1,211	
Scope 3: indirect emissions (*)	507,063	375,417	335,583	378,127	-25%
Purchases of goods and services	299,163	255,274	234,574	236,668	-21%
Business travel	77,251	24,303	18,273	25,087	-68%
Commuting	35,522	11,954	14,487	21,232	-40%
Other scope 3 categories	95,127	83,886	68,249	95,120	0%

(\*) NB: The main variations between the emissions recorded in 2021 and those recorded in 2022 are detailed below. The return to more normal travel patterns following the pandemic has increased emissions from rail and air travel compared to 2021 (no. of train and plane journeys up +85% and +110%, respectively). Staff returning to the office has also led to higher workplace occupancy (rising from 15% to 32% globally), which has in turn resulted in increased emissions from commuting. Of the remaining scope 3 categories, only the increase in emissions from "use of sold products" (Category 11) stands out, accounting for 18% of total emissions in 2022, up 77% from 2021. The reason for this increase was the change in the mix of products sold. In 2022, the number of product units delivered to clients in the Transportation sector increased (more than 5,300 units delivered in 2022, compared to 4,100 in 2021), while ATM radars with higher levels of energy consumption, such as the MSSR-S (Monopulse Secondary Surveillance Mode-S Radar) or the PSR2D (2D Primary Radar), have also been delivered.



Emission calculations are based on the Greenhouse Gas Protocol (GHG Protocol), the accounting and reporting standard created by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). In 2022, Indra also obtained ISO 14064 Carbon Footprint certification from AENOR for the 2021 inventory of GHG emissions for seven group companies located in Spain, Italy, Brazil, Colombia, Chile and Peru<sup>7</sup>, which account for 76% of the group's total emissions. The company plans to renew these certifications in 2023.

In 2022 energy consumption emissions (scope 1 and scope 2 emissions) as a whole fell compared to 2021, after the following measures were implemented: the Property Efficiency Plan reduced energy consumption by cutting the area (sqm) in use; more than one million euros were invested in improving energy efficiency (lighting and HVAC systems) at our sites in Spain and; the company increased its procurement of green energy, which accounted for 100% of all the energy consumed in Spain in 2022 and 16% of the energy consumed in the company's other geographies (Italy, Portugal, Chile and Australia).

ISO 14064 certified emissions

**76%**

Investment in energy efficiency measures in the workplace

**+ €1 million**

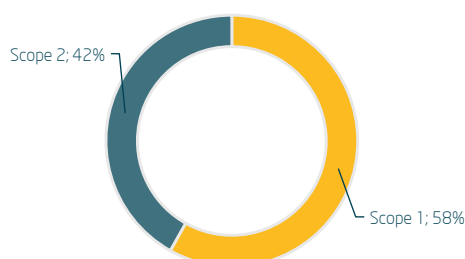
### Energy consumption emissions (scope 1 and 2) in main geographical areas

The main source of energy consumption emissions is workplace electricity consumption, which accounts for 42% of Indra's total scope 1 and 2 emissions. 99.9% of the activity data used are primary data.

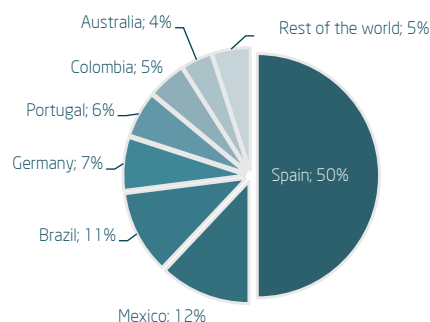
The opening of the new simulation centre in Coslada (Madrid), where a generator is temporarily being used to ensure a reliable supply of energy, has had a major impact on energy consumption emissions (8% of total Scope 1 and 2 emissions). It is anticipated that the transformer station will be operational in 2023, which will allow renewable energy to be used to power the facilities.

The countries that make the largest contribution to the Group's carbon footprint in terms of energy consumption – gas, diesel, refrigerant gases and electricity – are: Spain (50%), Mexico (12%), Brazil (11%), Germany (7%), Portugal (6%), Colombia (5%) and Australia (4%). All other regions represent less than 2% of its emissions.

**Distribution of emissions by energy consumption (Scope 1 and 2)**



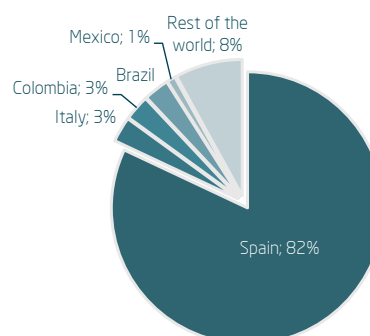
**Distribution of emissions by energy consumption (Scope 1 and 2) by country**



### Indirect emissions (scope 3) from the group's value chain

Scope 3 emissions represent 99% of Indra's total emissions. Spain accounts for 82% of the group's scope 3 emissions, followed by Italy, Colombia, Brazil and Mexico. Due to their significance, an in-depth analysis of the twelve categories that apply to Indra was carried out between 2021 and 2022 to improve the way in which these emissions are calculated. The improvements implemented have reduced the uncertainty of the calculation by maximising the use of primary data sources, e.g. using emissions data provided directly by service providers (travel agencies, couriers, taxi services).

**Distribution of Scope 3 emissions by country**



<sup>7</sup> Indra Sistemas and Indra Soluciones y Tecnologías de la Información (Spain), Indra Italia, Minsait Brasil, Indra Colombia, Indra Sistemas Chile and Indra Perú.



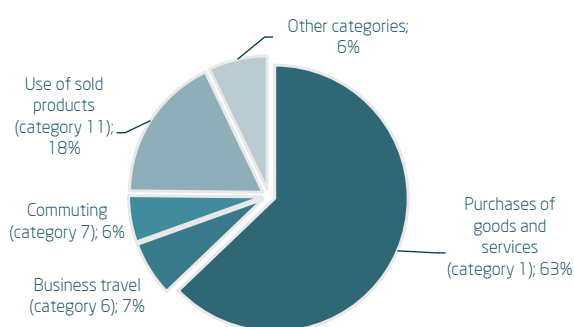


The main categories contributing to scope 3 emissions in 2022 were: purchases (63%), use of sold products (18%), business travel (7%) and commuting (6%). This represents a change in how these categories rank as a proportion of total Scope 3 emissions when compared with the base year (2019):

- Use of sold products: the nature of Indra's business means that it sells a very diverse range of products intended to be used for the purposes of specific projects. The emissions for this category therefore vary depending on the projects and products delivered in that year. The proportion of emissions coming from the use of sold products (Category 11) has increased, with these now representing 18% of all scope 3 emissions (compared to 8% in 2019).
- Business travel and employee commuting: the proportion of emissions coming from journeys made by Indra's workforce was far higher in 2019 than it is today. The move towards more sustainable transport and cutting down on the amount of journeys to and from work has reduced this to a smaller proportion of the company's total indirect emissions.

Scope 3 emissions are calculated using a combination of quantification methods depending on the primary data available. Different emission factors were used depending on the source data and the calculation method. All the information on the emission factors used in these calculations can be found in Appendix 11.6.

**Distribution of Scope 3 emissions by category**



### Main factors driving reductions in Scope 3 indirect emissions

Measures have continued to be implemented in 2022 to reduce both Scope 3 emissions and uncertainties in their calculation. These have included: the campaign to collect Carbon Footprint data from 100+ key suppliers, selected for their emission intensity; the use of primary data on business travel at Indra companies, taken from employee expense data; and the introduction of a product lifecycle management (PLM) tool to collect data on the energy consumption of products sold.

Equally of note in 2022 have been the sustainable transport initiatives introduced in Italy and Colombia. In Italy, Indra has reached agreements with external suppliers, allowing it to offer its workforce the option of carpooling to work or using hybrid rental cars for business trips. While in Colombia, Indra has completely offset the carbon footprint associated with trips its personnel made using taxis.

As a result of all the measures implemented and improvements made, in 2022 scope 3 emissions fell by 25% compared to 2019 – the base year used to calculate the emissions reduction targets.

Two main factors have driven reductions in Scope 3 indirect emissions in 2022:

- Environmental and Carbon Footprint criteria for suppliers: In order to involve its suppliers in the process of fulfilling its environmental commitments, Indra has developed a Supplier Sustainability Policy which focuses on their climate performance. The company's aim is to use the best suppliers from a climate perspective, and to work with key suppliers to improve their climate practices. With this in mind, a tool was introduced in 2022 to assess ESG risks and collect environmental information on suppliers: CO<sub>2</sub> emissions, use of renewable energy and SBTs for reducing emissions. Training workshops on the subject of carbon footprint were also organised for key suppliers in Spain, and these will continue to run in 2023. For more information, see section 7.8.
- Change in workforce travel patterns: As a result of the pandemic, Indra's workforce has adopted new travel and remote work patterns, which have reduced the need for business trips (CO<sub>2</sub> emissions down 68% from 2019) and commuting (CO<sub>2</sub> emissions down 40% from 2019).



## Internal carbon pricing project

As part of the 2020-2023 Sustainability Master Plan, the company created an internal carbon pricing project in 2021 with the aim of measuring and assigning prices to the Group's CO<sub>2</sub> emissions.

Indra aims to align its value chain with the Group's emissions reduction targets, making the CO<sub>2</sub> emissions factor part of its decision-making procedures

The aim of the project, which is supported by the Sustainability Committee, is to incorporate the "CO<sub>2</sub> factor" into its business processes and decision-making procedures and by doing so encourage the implementation of greenhouse gas emission reduction measures.

## Progress in integrating the CO<sub>2</sub> factor into Indra's value chain



A shadow pricing model has been chosen for the project, meaning that a price of €40<sup>8</sup> is applied to every tonne of CO<sub>2</sub>. In order to calculate this price, the social cost of carbon together with the average price of the EU Emissions Trading System (EU-ETS) were used as references. In the future, it may be possible to calculate the internal price of Indra's carbon using the internal fee model instead of the shadow pricing model, which would in turn allow the carbon tax to be used to finance offsetting initiatives for the company's waste emissions<sup>9</sup>.

<sup>8</sup> Pending an in-depth study.

<sup>9</sup> Surplus remaining after including all technically and financially viable sources of emissions in the carbon footprint reduction targets.



## Energy efficiency and purchasing green energy

[GRI 302-1] [GRI 302-2] [GRI 302-3] [GRI 302-4]

Improving energy efficiency and increasing the purchase of green energy are Indra's two key focus areas for reducing the Group's scope 1 and 2 emissions – namely direct and indirect emissions from energy consumption.

Over the years, a number of energy optimisation measures have been implemented at the sites occupied by Indra, including: heating, air conditioning, climate control, insulation, lighting and space optimisation. The results of these measures can be seen in the reduction of Indra's environmental footprint.

The corporate headquarters in Alcobendas (Madrid) is the group's highest capacity location. The building is LEED Gold certified – the US Green Building Council's accreditation system for sustainable buildings – and has been certified under the European EMAS and ISO 50001 standard designed to ensure continual improvement in energy efficiency. The corporate headquarters houses the Energy Control Centre, which remotely controls and monitors the energy consumption of 92% of the group's various head offices in Spain – equating to more than 80% of Indra's total energy consumption globally.

Indra's Energy Control Centre allows the company to maintain and improve the energy saving levels of the Group's various head offices in Spain. To do this, it applies mathematical models to real-time consumption data to produce forecasts for energy and power consumption. The energy consumption control systems located at Indra's facilities are programmed, reviewed and adjusted daily in accordance with occupancy levels, peaks in activity, working schedules and weather, among other factors. This allows any deviations to be corrected and the consumption curve maintained at the optimal level for energy savings, therefore achieving greater energy efficiency at its facilities.

Renewable energy consumed

**88%**

Emissions intensity by energy consumption per employee

**0.053**

**More than 80% of Indra's total workplace energy consumption is centrally tracked and controlled online**

The Energy Control Centre programmes the measures that are directly implemented at its facilities by technicians specialising in energy efficiency. The performance of the key production units in each of its main headquarters are also monitored, working with maintenance technicians to decide the best improvement measures based on the time of year in question. The company also uses portable consumption measuring equipment to take one-off measurements in order to assess the level of energy deviation caused by changes in its business operations: power increases/decreases, changes in office occupancy levels and in working hours, etc.

All these energy efficiency measures have been key in optimising post-pandemic energy consumption, a time when workplace occupancy has varied greatly.

**Green energy accounts for 100% of Indra's workplace energy consumption in Spain and Italy, with this percentage reaching 88% at the global level**

Another energy efficiency measure that Indra has set out as a key objective in its Sustainability Master Plan is to increase the purchase of green energy to 100% in Spain by 2023 and to 85% at the global level by 2030. Since 2019, Indra has been gradually increasing the percentage of renewable energy used at the global level, taking it up to 88% in 2022. Spain (100%) and Italy (100%) are the two leading geographies in terms of the Group's green energy consumption. In addition, in 2022 the company began using green energy in Chile (95%), Portugal (88%) and Australia (10%). Indra's aim is to increase its green energy consumption in these countries and gradually roll this out to other countries.

## Circular economy

[GRI 306-2]

As a high value-add technology provider, Indra offers a wide range of proprietary solutions. Given the specific nature of its products, the company understands that its main contribution to helping create a circular economy is as follows:

- ✓ Improving durability: Many of the products and services Indra provides, particularly in certain segments of the Transport and Defence sectors, require critical use. This is true of integrated systems and those intended for intensive round-the-clock use. Products are therefore designed to have a long service life of 10 to 20 years, and are highly reusable, upgradeable and repairable.



- ✓ Reducing the presence of hazardous chemical substances: The eco-design approach determines which materials and products to use while also laying out the technical criteria for their manufacture and use.
- ✓ Increasing the recycled content and enabling high-quality remanufacturing and recycling: The solutions Indra provides are products composed principally of hardware and electronics. These parts can be readily recovered at the end of the product's service life, meaning that on average, 94% of its components by weight can be reused or recycled.
- ✓ Increasing energy efficiency and reducing the company's carbon footprint.

## Indra has incorporated circular economy thinking into its processes and products

In the course of its R&D processes aimed at identifying general solutions, and particularly those that may include electronic devices, Indra considers responsible design principles with a view to:

- ✓ Ensuring consumer health and safety using its quality management system, which is based on the highest international standards.
- ✓ Eliminating hazardous content in accordance with European RoHS (Restriction of Hazardous Substances) legislation by performing supplier audits and following CE certification procedures.
- ✓ Reducing the use of resources by applying LEAN principles during the design process and eliminating the use of resources from conflict-affected areas, as set out in the company's Sustainability Policy.
- ✓ Reducing and responsibly managing electronic waste using the LEAN approach and the company's environmental management system, and facilitating collection of the waste generated by its products once they have reached the end of their service life.
- ✓ Ensuring the accessibility of its products and services, and undertaking to develop accessible technologies as part of its social action programmes.

In 2022, Indra implemented a plan to increase the eco-design of its products. Phase I of the plan involved launching a pilot project aimed at incorporating eco-design techniques into the design process for the company's radars, starting with the PSR2D NEO. The aim of these techniques is to reduce the environmental impact of the radar over its lifecycle, continually improving its performance without affecting quality or its applications.

In order to achieve this, a detailed LCA (life cycle assessment) was carried out using standardised methodology to identify and make improvements aimed at reducing its environmental impact, as well as analyse its carbon footprint and other associated types of impact. This has allowed the company to identify eco-design methods and strategies that might be extrapolated to other areas and products.

Other initiatives are also being introduced to Indra's Engineering and Technology processes in order to incorporate sustainability criteria into the design and development process:

- Updates to the product catalogue to include information on a product's energy consumption, service life and weight.
- Adjustments to product design, NPI (new product introduction) and gate review procedures following an evaluation.
- Automatic environmental footprint calculation being added to the PLM (product lifecycle management) tool.
- Training and awareness-raising campaigns.
- Marketing and promotion of products whose design process has already been improved from an environmental standpoint.

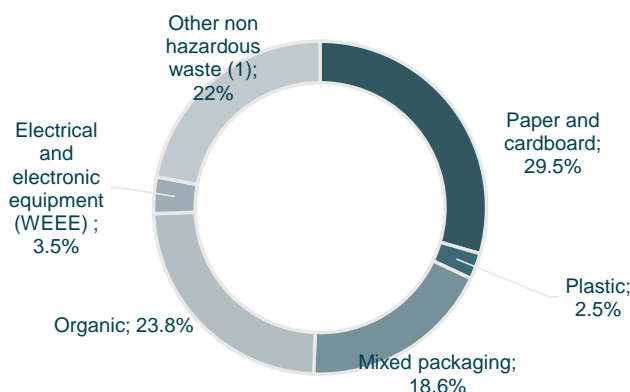
In 2022 Indra finalised the improvement and automation project aimed at complying with the REACH Regulation regarding the use of dangerous and toxic chemicals. As such, internal tools have been implemented that allow project managers to trace the presence of banned substances in the products and components manufactured by Indra via alerts that are generated when any such substance is present.

Indra's business activity does not tend to generate large volumes of waste. Hazardous waste at the production sites, all of which are ISO 14001 certified, accounts for 62% of the total hazardous waste generated at the Spanish centres in Spain, with electrical and electronic equipment (WEEE) being the most representative. Indra is committed to the circular economy and to recycling and/or reusing all waste generated by the group, based on the principles of prevention, preparation for reuse, recycling, and other forms of recovery and disposal.

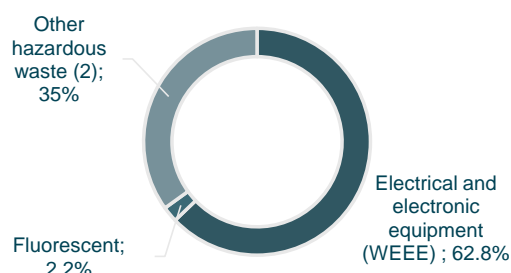
Non-hazardous waste (kg)	91%
Hazardous waste (kg)	9%



### Distribution of non-hazardous waste



### Distribution of hazardous waste



<sup>1</sup>Other non-hazardous waste: mainly discarded equipment, metal and wood

<sup>2</sup>Other hazardous waste: mainly cleaning products, aqueous sludges, batteries and absorbent materials

All hazardous and non-hazardous waste is handled by authorised waste managers in compliance with the local environmental legislation applicable in each area. Indra aims to recover all its waste and, where possible, retrieve and recycle as much of it as possible. As such, the company prioritises the hiring of local waste managers to maximise the proportion of waste recovered and recycled.

89% of the Group's global waste comes from facilities located in Spain; this waste is treated by authorised waste managers using various methods (reuse, recycling, incineration or landfill). Of the Group's total waste, 58% was recycled or reused in centres in Spain<sup>10</sup>. The company's waste accounts for less than 0.1% of its overall emissions.

### Indra has set itself a target of reducing non-recoverable hazardous waste at its production sites by 20% by 2023 (18% in 2022)

Indra's 2020-2023 Sustainability Master Plan includes a target to reduce hazardous non-recoverable waste from manufacturing centres by 20% by 2023. 2022 saw the launch of a number of initiatives, in coordination with the environmental, quality and general services managers at Indra's production sites, aimed at increasing the percentage of hazardous waste recovered.

Among the initiatives aimed at improving the recovery rates for hazardous waste, we would highlight the recovery of hazardous waste with very low (e.g. cutting fluids and developers<sup>11</sup>) to zero (e.g. tin dross, aqueous sludge) recycling rates, as well as the initiative to have waste treatment methods analysed by those responsible for this process. As a result of these initiatives, the percentage of recycled or reused hazardous waste rose to 78% in 2022 (vs. 61% in 2020).

The amount of non-recoverable waste generated by the ten manufacturing centres in Spain<sup>12</sup> fell by 18% compared to 2020.

Hazardous waste recycled at production facilities in Spain (kg)

**78%**

### Indra aims to eliminate single-use plastics from its offices

The Sustainability Master Plan also targets the elimination of single-use plastics from its Spanish offices by 2023 and sets 2030 as the deadline for eliminating them from its offices at the global level.

<sup>10</sup> In Spain, 65% of waste is recycled or reused.

<sup>11</sup> Cutting fluid is an oil- and water-based product used as a lubricant and coolant in metalworking processes.

<sup>12</sup> Manufacturing sites located in Spain: Aranjuez, Torrejón, San Fernando, Bembibre, Ferrol, Fuente Álamo, Puerto de Santa María, Nave Lean, Sierra de Guadarrama and the Coslada Simulation Centre (up and running since September 2022)



Measures implemented to eliminate single-use plastics to date include:

- Replacement of single-use plastics in office cafés and coffee corners with more environmentally friendly alternatives, such as bamboo cutlery (Spain, Brazil), porcelain or paper cups and glasses (Colombia), glass jugs (Portugal, Italy) and takeaway food containers made from compostable fibres (Spain). The company is also working to find alternatives to the plastic bottles sold in vending machines (Spain and Portugal). In Spain, the plastic water bottles sold in vending machines are all made from 100% recyclable PET, and sources of drinking water have been adapted at all our sites to ensure accessibility.
- Reduction in the use of plastics in packaging at production sites, and wherever possible, their replacement with non-disposable alternatives.

### Collaboration in initiatives supporting the fight against Climate Change and the circular economy

[GRI 301-1] [GRI 301-2] [GRI 301-3]



#### Climate Change

Indra participates in the [Spanish Platform for Climate Action](#) which aims to promote compliance with the Paris Agreement. As a member of this initiative, Indra has committed to setting absolute emission reduction targets, to including data on its carbon footprint in Spain's Ministry for the Ecological Transition and the Demographic Challenge's Carbon Footprint register, and to participating in the Global Climate Action initiative.

Indra is also part of [Forética's 'Climate Change Cluster'](#), which comprises more than 50 large Spanish companies, and which aims to raise the profile of the private sector in climate-related matters, as well as value good practices, facilitate both dialogue and the exchange of ideas between companies and serve as a key point of contact with public administrations.



#### Circular economy

Since 2021, Indra has been working via its Minsait subsidiary with the [Ellen Mac Arthur Foundation](#), a charity set up to help achieve the transition to a circular economy by creating tools and resources for business and society.

Indra is also part of [ECOTIC](#), a not-for-profit organisation that works to protect the environment and promote sustainable development by carrying out awareness-raising campaigns and training among manufacturers, distributors and users of electrical and electronic devices. The Foundation's primary activity is to correctly manage the waste from electrical and electronic equipment (WEEE) produced by the companies and entities signed up to it, in response to the legal requirements with which producers and distributors of electrical and electronic equipment must comply.

#### Climate Change adaptation

Indra's main physical risk is related to business disruptions associated with any potential weather phenomena. Any such weather phenomena could restrict access to the company's facilities, damage equipment, cause power cuts to the electricity supply and telecommunications networks or affect the company's utility supply.

Indra has defined the following measures to manage the physical risks associated with Climate Change:

- Property resilience: Indra takes the risks of exposure to weather phenomena into account when selecting its properties. It also establishes additional requirements for work centres and facilities situated in locations that are at high risk of being affected by extreme weather phenomena.
- Continuity and disaster recovery plans.
- Operation decommissioning.
- Option to both work and certify project milestones remotely.
- Insurance policies insuring against physical damage to the company's buildings and facilities.





## Water consumption

[GRI 303-1] [GRI 303-2] [GRI 303-3]

Despite the fact that the company's activities have not been identified as having a significant environmental impact in terms of water consumption, availability and quality, managing its water resources efficiently is also part of Indra's strategy. This is why the company monitors, manages and sets targets for minimising the consumption of water at certain sites.

The efficient management of water consumption is particularly relevant given that Climate Change is expected to exacerbate water stress. Efficient water use is therefore an important way of preventing potential water shortages in the communities where Indra operates, while consequently mitigating the potential risks associated with any water rationing measures imposed by Public Administrations.

Some of its specific initiatives aimed at minimising water consumption include the installation of water-saving mechanisms at the company's facilities and actions carried out to raise awareness of responsible use of water among employees.

## Biodiversity and land use, atmospheric emissions, and contamination

[GRI 303-1] [GRI 303-2] [GRI 303-3]

The impact for Indra on biodiversity and ecosystems, atmospheric emissions, and soil, water and aquifer contamination, has not been deemed to be significant. Nevertheless, the initiatives introduced as part of the company's Sustainability Master Plan and Environmental Management System are having a positive impact in terms of preventing contamination and protecting biodiversity and ecosystems. For example:

- The measures implemented at its ISO 14001-certified locations to prevent spills and uncontrolled dumping, and the training provided and drills on the procedures to follow in case of an environmental emergency, have significantly reduced the risk of contamination to soils and water, thus avoiding negative effects on biodiversity and ecosystems.
- Due to the nature of its business and location of its sites, and thanks to its Workspace Optimisation Plan, Indra's land use is not intensive, meaning that its contribution to soil and ecosystem degradation is minimal.
- Moreover, given the nature of the company's work, it does not use any ozone-depleting substances (ODSs), nor does it produce any significant emissions of polluting gases, such as sulphur dioxide (SO<sub>2</sub>) and nitrogen oxides (NO<sub>x</sub>), or particulates.

In addition, Indra participates in local projects to protect biodiversity. These include reforestation initiatives and schemes to clean up natural environments and collect plastics. For more information, see Appendix 11.6.

## Nature-based solutions

[GRI 303-1] [GRI 303-2] [GRI 303-3]

Indra recognises the importance of nature in the fight against Climate Change and water stress. As a result, through the technology solutions it develops for its clients, the company helps create healthy ecosystems, develop infrastructure that is compatible with nature, and reduce the risk of environmental disasters. The following solutions are worth mentioning in this regard:

- Sensor-based solutions (infrared cameras, meteorological radars and sensors) to monitor fossil fuel infrastructure in aquatic environments and automatically detect any leaks.
- Counter-drone systems with advanced recognition capabilities to avoid false positives involving birds.
- 3D radars and visible-spectrum cameras to detect the trajectories of birds and avoid collisions with wind turbines.
- Satellite data and imaging to detect climate risks.
- Digital solutions that allow companies to include natural capital (biodiversity, climate, water and social well-being) as a parameter when assessing the operational impact of their assets and businesses.





## 5.4 Environmental management

The Group's Sustainability Policy and Global Environmental Policy not only reflect its strategic priorities in this regard, but also its steadfast commitment to protecting the environment and ensuring it makes continual improvement.

The Environmental Policy is implemented through the company's Environmental Management System in accordance with ISO 14001 requirements and the EU's EMAS regulations.

Indra's goal is that by 2023 100% of the company's main facilities<sup>13</sup> at global level are either certified or in the process of being certified under the ISO 14001 standard. At the close of 2022, 100% of its manufacturing centres in Spain and 85% of the group's offices were certified under this standard.

ISO 14001 certification requires high standards in a number of environmental areas such as carbon emissions, energy consumption, waste management, recycling, water use and employee awareness.

During the course of 2021 and 2022, the Environment Unit also carried out an environmental risk assessment at two locations with capacity for more than 500 employees in Mexico and the Philippines, meaning that the company has now conducted an environmental risk assessment on 100% of its work centres. The assessments carried out in both countries did not identify any critical risks in any of the areas evaluated, and which included: energy, water, waste, emissions, spillages, raw materials and industrial security.

ISO 14001 certified offices (\*) with  
over 500 employees

**85%**

ISO 14001 certified manufacturing  
centres in Spain

**100%**

**92% of employees in Spain work at locations certified under the ISO 14001 environmental standard**

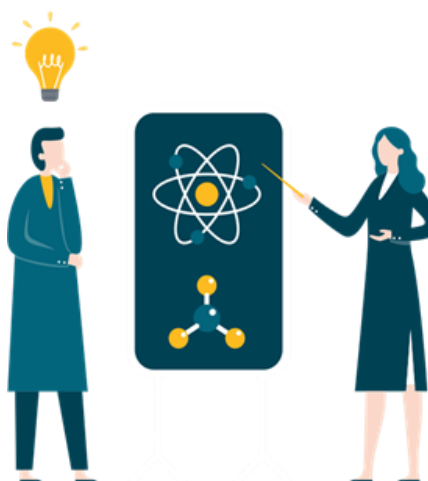
In 2022, Indra took advantage of World and International Days celebrating the environment, water, oceans, recycling and biodiversity to raise awareness among its employees in the main countries where it maintains a presence.<sup>14</sup>

In terms of atmospheric pollution, including noise and light pollution, Indra defines and carries out the relevant regular controls on the sources of atmospheric emissions at all its facilities, in compliance with current regulations. Given the company's activity, none of the sources defined have been significant, either by type or operational hours. The noise levels have also been measured by the Authorised Monitoring Bodies, which have determined that the noise levels outside the certified facilities are below the legal limits. Given the activity of the company, the impact of light pollution is not considered to be significant.

### Use of materials

[GRI 416-1]

In 2022 Indra finalised the improvement and automation project aimed at complying with the REACH Regulation regarding the use of dangerous and toxic chemicals. As such, internal tools have been implemented that allow project managers to trace the presence of banned substances in the products and components manufactured by Indra via alerts that are generated when any such substance is present.



<sup>13</sup> The main facilities are those in which production activities are carried out or where there is capacity for more than 500 employees.

<sup>14</sup> Spain, Italy, Brazil, Colombia, Mexico, Peru and the Philippines.

## 6 People and talent

[GRI 2-7] [GRI 2-8]

Indra's talent management strategy is split into five core areas: attracting talent, empowerment, commitment, care and dialogue, all of which fall under one overarching principle: diversity.

Equal opportunities, respect and non-discrimination are key to Indra's culture

### 6.1 Diversity

#### Indra's diversity strategy

[GRI 405-1]

Diversity is key to Indra's culture, and an element that defines the company's talent management framework. Equal opportunities, diversity, respect and non-discrimination are fundamental principles present throughout all aspects of the professional career of anyone who forms part of Indra: in attracting the best talent, in professional development, in acknowledging the effort of employees, in issues relating to well-being and in terms of how people relate with the world around them.

### The five dimensions of diversity at Indra

Key metrics and initiatives in 2022

#### Cultural diversity

- ✓ More than 140 nationalities
- ✓ Cultural Diversity Week



#### Functional diversity

- ✓ Graduates of more than 100 university degrees
- ✓ More than 300 technical skills
- ✓ Adding Skills Campaign



#### Generational diversity

- ✓ 27% employees under 30 and 16% over 50 years old
- ✓ Smart Start and Mentoring programmes



#### Sex-affective diversity

- ✓ Adherence to UN Standards of Conduct to combat LGTBI discrimination
- ✓ Diversity Club for the LGTBI+ community

#### Gender diversity

- ✓ 33% women in the workforce
- ✓ 26% women in the management team
- ✓ Equality plans and sexual harassment protocols in Spain





All Indra companies are covered by the same Code of Ethics and Legal Compliance, which rejects all forms of harassment and discrimination. All Indra employee relations are governed by the principles of equal opportunity, diversity and respect for others, and no form of discrimination is tolerated, whether on the grounds of race, sex, religion, disability, sexual orientation, origin, economic position, birth, union membership, or any other personal or social condition or circumstance. The company's gender protocols are intended to ensure working conditions free of sexual or gender harassment and set out specific procedures to enable complaints and claims.

In Spain, Equality Plans, the Code of Ethics and Legal Compliance and gender diversity initiatives are Indra's main tools for ensuring that its employees are valued for their skills, effort and talent, regardless of their race, gender, religion, political beliefs, nationality, age, sexual orientation, civil status, disabilities, social origin or any other condition.

In 2022, Indra reached an agreement with unions on new Equality Plans, which include its protocols on sexual and gender-based harassment in Spain.<sup>15</sup> Among the most significant measures to be introduced are those relating to the work-life balance.

In Mexico, in addition to the commitments to diversity and respect for others set out in its relevant policies, in 2022 Indra also put such ideas into practice through the Hack Day initiative, aimed at encouraging female talent in STEM.

In Peru, the company has a Policy for the Prevention and Disciplining of Sexual Harassment, as well as protocols to tackle sexual harassment in the workplace. Two main projects ran in 2022: the agreement on "Enterprise and Employability with Women in Metropolitan Lima" (Emprendimiento y Empleabilidad con Mujeres de Lima Metropolitana), in collaboration with the Spanish Chamber of Commerce in Peru and the NGO Cesal; and the "Networking Women" (Mujeres en Red) project, a joint initiative with Telefónica aimed at increasing female representation in the telecommunications sector as a way of reducing the gender gap.

In Italy, the company has set up a committee to promote gender equality in the country, where more than 700 women are currently employed. In the latest survey of its workforce in Italy, 93.8% said that the corporate culture encourages diversity.

As part of its commitment to generational diversity, Indra has introduced programmes in Spain (Top Senior and Indra Digital Voices) and Brazil (Programa 40+) aimed at supporting senior talent. These programmes draw on the expertise offered by Indra's employees, ensure that their legacy is passed on to the new generations and enhance their training with digital natives from within the company.

### Acknowledgements for good practices in diversity

In 2022, Indra was listed for a third consecutive year on the Bloomberg Gender-Equality Index, thanks to its commitment to equality, diversity, the advancement of women and transparency in reporting on gender-related issues. The company ranked particularly well on disclosure of its policies, achieving 98.51%, well above the average of 94%.

Indra has also held the Spanish government's Equality in the Company Distinction since 2011 and adheres to the Diversity Charter of the Diversity Foundation.

In 2022, Indra won the Inside Company category of the 2022 Generations awards in recognition of its management of generational diversity through the Top Senior programme. It was also awarded the bronze medal in the Achievement in Coaching and Mentoring category at the Stevie Awards for its Digital Voices programme, which promotes reverse mentoring, where young people mentor their older colleagues in how to use social networks in order to build their online personal brand.

Indra Peru was recognised for being one of a small group of companies to have already measured its performance using ELSA – a comprehensive diagnostic and intervention tool that helps companies respond proactively to sexual harassment in the workplace – on two occasions.

<sup>15</sup> Indra Sistemas, Indra Corporate Services, Indra Factoría Tecnológica (IFT), ALG Global Infrastructure Advisors, Prointec, Indra Soluciones Tecnologías de la Información (ISTI), Indra Holding Tecnologías de la Información, Indra Producción Software, Indra BPO Servicios, Indra BPO, Minsait Payment Systems, Indra Business Consulting (IBC), Sistemas Informáticos Abiertos (SIA), Paradigma and Flat 101 (pending negotiation with unions).



## 6.2 Attracting talent

Indra's sourcing strategy across all geographies where it operates consists of improving its employer brand, as a tool to attract and deepen the commitment of its employees; and focus on junior and high-value senior profiles.

Among its priorities, Indra seeks to improve the perception of the company in the employment market and enhance its employees' sense of pride in belonging. To do this, it applies a two-pronged approach:

- Promoting diversity, improving the work environment, more flexible work practices, training programmes, well-being programmes, internal communication campaigns and social impact initiatives with employees.
- Obtaining certifications, participation in indices and external communication campaigns.

In 2022 Indra also developed a new value proposition for all the countries in which it operates, as well as a new brand positioning strategy aimed at building its employer brand. Measures adopted in 2022 have included:

- Symbolic action, in the form of events, to connect with internal and external talent which create a different impact and experience of employment. These have included an internal event attended by 300 people; a job fair with 799 people registered, 70% of them target profiles; and celebrations of World Days related to ETF (Ada Lovelace Day, Systems Engineer Day, Future Day, IT Day, etc.).
- Highlighting the value of Indra's experts by helping them with their online positioning and ensuring that they participate and feature in all initiatives (podcasts, videos, events, etc.).
- Helping bring more young people and people at risk of exclusion into the technology sector in Colombia through the "Young Professionals" (Jóvenes Profesionales) and "Indra Seedbed" (Semillero Indra) programmes, as part of which the company has created new vacancies to increase the availability of quality and qualified local employment.

Final workforce total

**56,735**

New recruits

**19,558**

Women hired as a percentage of the total

**34%**

Employees with permanent contracts

**93%**

**According to Merco Talento, Indra is the consultancy company with the greatest capacity to attract and retain talent in Spain**

In Spain, Indra came first in the 2022 ranking compiled by the reputation monitor Merco Talento as the consultancy company with the greatest capacity to attract and retain talent. This index evaluates the level of employee satisfaction, as well as the perception held by stakeholders of how talent is managed by the company.

### Sourcing and developing young talent

[GRI 401-1]

In Spain, Italy, Brazil, Colombia, Mexico, Peru, Chile and the Philippines, Indra's strategy is focused on sourcing young talent through the development of STEM vocations (science, technology, engineering and mathematics) in the communities where it operates, by participating in employment fairs and events, the Smart Start programme and by working with universities, business schools and professional training centres.

Among the initiatives aimed at improving the onboarding of new employees, increasing their motivation and maximising their contribution to the company, highlights include:

- The integrated management of employee careers in their first two years in the company (Smart Start): this includes training, development, assessment and professional progress. In response to post-pandemic restrictions, Indra developed tools to facilitate inter-professional networking and to help employees create a stronger connection between each other and the company. Thanks to the lifting of Covid-19 restrictions, in 2022 the company began encouraging a return to more in-person initiatives.
- In 2022, work also began on developing the Jumping Program, a new programme aimed at new hires and those who have completed Smart Start, offering a well-defined career development plan, more feedback, and performance-based promotion and remuneration.
- A new process to improve the onboarding experience for all employees (both young and more senior): between 2019 and 2021, Indra updated its entire onboarding process, bringing it fully into line with the digital environment. This process was complemented in 2022 by more in-person arrangements following the end of Covid-19.



- Talent Camps for new employees to fast track their development in areas which are key for the company, such as Analytics, Digital Solutions and Financial Services, Air Traffic Management, Transport and Software Production Development.

---

**More than 50% of the new recruits in 2022 were employees below the age of 30**

---

### Collaboration with the education sector

In 2022, Indra in Spain created the Engineering + Technology Campus, a joint initiative in cooperation with universities (such as the University of Alcalá and the Polytechnic University of Madrid) and specialist consulting firms aimed at fast tracking the development of those with highly specialised tech profiles, such as STEM talent being rare and therefore much in demand and fiercely fought over on the job market. The campus will benefit from the unrivalled expertise of the company's authorities on areas such as radar, electronic defence, and digital communication and technology, used to further the continuous professional development not just of Indra employees, but also students, candidates and clients.

This commitment to education also includes other training initiatives that seek to attract young talent:

- At a unique digital event, held via the online platforms Twitch and Youtube, Indra brought together more than 700 young engineers to familiarise them with the latest disruptive technologies and pioneering projects in transport and defence. The event also saw professionals offer them an insight into careers at Indra and the company's culture of innovation, learning, impact and diversity.
- The Connect and Programme your Development workshops as part of the IT job orientation programme aimed at students at the Instituto Comercial de Linares (Chile) benefit more than 200 students specialising in Programming and Connectivity and Networks at this school, which forms part of the Bicentenary Schools network. The objective of this programme is to address the lack of professionals in this area, an area which will be key to Chile's digital transformation.
- Indra offers students and graduates of Madrid's Universidad Carlos III opportunities for continuous training and challenges on unique engineering technology projects, alongside some of the world's leading experts in solutions for the aerospace, defence and transport sectors.

### Inclusion of employees with disabilities

In Spain, Italy, Brazil, Chile, and the Philippines Indra has specific measures in place to favour the integration of people with disabilities into the company. In Spain and Chile, for example, Indra has put in place an Inclusion Policy. This policy sets out the company's commitment to promoting the right to equal opportunities for people with disabilities, the aim of which is to ensure their inclusion in the workplace, this being instrumental in the full enjoyment of their rights and the elimination of any form of discrimination. It also covers benefits for workers with disabilities and their families.

In Spain, for example, the company offers a parking space or ADSL line when the employee has mobility problems. In addition, the company provides a counselling and support service to assist in the search for employment for both its employees with disabilities and members of their families with disabilities.

In Spain, 95% of the space at Indra's workplaces – in terms of area occupied<sup>16</sup> – is accessible to people with reduced mobility, meaning it complies with the majority of recommendations set out in the Spanish Building Code for Universal Accessibility<sup>17</sup>. An evaluation of workplace accessibility is also underway at the international level, and this process is expected to be completed in 2023. Most of the company's larger workplaces are accessible for staff with reduced mobility. In order to increase its percentage of accessible workplaces, current and future refurbishments and renovations will, wherever possible, include the adoption of measures that ensure access for people with reduced mobility.

In Italy, the company is working on agreements with suppliers specialising in recruitment in order to meet its objectives of providing more opportunities to people with disabilities.

In the Philippines, differently abled professionals are hired based on their ability to perform the duties of a given role. Similarly, they are included and taken into account when devising local programmes.

---

<sup>16</sup> Locations with at least 50 workstations.

<sup>17</sup> Technical Building Code (Código Técnico de la Edificación) approved by Royal Decree 314 of 17 March 2006 on accessibility requirements and the non-discrimination of people with disabilities in relation to the access to and use of buildings.



## 6.3 Empowerment

[GRI 404-2] [GRI 404-3]

Indra's talent strategy is focused on three main processes: career models adapted to the needs of Indra's businesses, Minsait and corporate areas; the ongoing and multi-sourced assessment of employee career plans; and open and continuous learning programmes that incorporate new trends in methodologies and content. All the above is combined with a promotion strategy that champions the internal mobility of employees as a way to further their professional development and help them acquire new skills within the company.

### Employee assessment as the basis of the development model

At Indra, talent management is based on the Performance Experience assessment model which uses various tools and processes to evaluate performance, the achievement of objectives and professional development. The flexible and multisource assessment model enables employee performance to be continually tracked and the evaluation to be tailored to each business.

Within its objectives, the assessment model aims to promote the values of collaboration, empowerment and innovation; to increase agility in team management; and to contribute to employee learning and professional fulfilment:

- Performance Talent: Annual review conducted by line managers of employee performance and progress as this relates to that individual's career development plan and position in order to identify the next steps needed for their professional growth.
- Performance Project: this provides the employee with more immediate and user-friendly feedback from their project lead.
- Performance Goals: measures the degree to which the management team's targets have been met, with these being the employees who have the greatest impact on the company's financial, strategic and commercial results.
- 360° Feedback: an employee's managers, co-workers and peers provide feedback on their professional development. This is designed for employees who have been at the company enough time for this solution to offer meaningful results.
- Young Talent: Younger workers taking part in the Smart Start programme benefit from half-yearly evaluations from the moment they join the company right through to when they complete the programme.

89% of employees have the opportunity to take part in multi-dimensional assessments, which offer an opportunity for various evaluators to provide an all-round, objective view of the employee's performance. These multidimensional evaluations are associated with different company processes (e.g. project-based evaluations, annual review), as well as different stages in a professional's career (e.g. first two years at the company, progression to management roles); this ensures that their performance is continuously monitored, helping them to get the most out of their development.

In 2022 Indra launched the Alto Potencial programme, with Feedback 360° now forming part of this. Thanks to this new tool, in Colombia for instance, all Indra employees are able to find out proactively and in real time what the people they work with every day think about them, providing them with value-added input that can have a real impact on their professional development and career.

### A work environment that encourages lifelong learning

[GRI 404-1]

Indra has a Lifelong Learning model, offering all employees the opportunity to engage in continued training where, how and whenever they want.

The aim of the training strategy is for training to be tailored to the needs of each employee, depending on the business they work in and in which phase of their career they find themselves.

Indra's corporate university, Open University, offers a range of different learning programmes, including specific training – by project, role or business – special programmes and other training content which is freely available to all employees of the main group companies.

The Lifelong Learning model has allowed Indra to adapt to new trends in learning, facilitated the process of updating professionals on new developments in its line of business, and was able to continue during a period in which employees were working remotely from a range of different physical locations.

Employees in a system of comparative assessment

98%

Employees promoted (+6 bp vs. 2021)

28%

Women promoted as a % of total number of promotions

28%

Total hours of training per year

+1 million

Increase in investment in training per employee (vs. 2021)

31%



In addition to this, some countries, such as the Philippines and Colombia, complement this model with classroom-based learning or specialist certification training. A further example comes from Brazil, where training also takes the form of workshops on career management, internal mobility and current trends such as the metaverse.

Additionally, Indra has a technical training campus which provides training corresponding to the company's desired candidate profiles: Key People for Project, Key People for Product, the Engaging Leaders programme, Lead Your Growth, and so on.



## A flexible and dynamic training model

### Project-based training

Aimed at professionals acquiring technical and functional competences.

Responds to the specific needs of the business units.

### Special programmes

It prepares professionals who take on new responsibilities in their role and helps them to network with their peers.

Designed ad-hoc for different groups, from young talent to the management team.

### Self-training

Open access, collaborative and self-consumption training offer:

- Open University, online platform with open courses and content.
- Udey for Business, platform with +3,000 specialised courses.



### Reinforcement of special training programmes in 2022

[GRI 412-2]

For its special training programmes in Spain, Italy, Brazil, Colombia, Mexico, Peru, Chile and the Philippines, Indra assesses employees' training needs to create tailored training schedules. Personnel Managers also have an online community page where they share learning and information.

In Spain, the special training programmes are designed in collaboration with the most prestigious business schools, to help Indra's technicians, managers and directors successfully assume new roles.

Although the majority of these programmes were devised under the blended learning methodology – which combines online and onsite training – the pandemic led Indra to adopt a 100% e-learning model, offering classes via streaming, webinars, microlearning, immersive and gamified experiences and online training modules with task delivery and personalised tutoring. In fact, students must present their Masters and post-graduate projects virtually.

Continuing with its philosophy of continual improvement, in 2022 Indra launched three courses globally (Security, Ethics and Competition, and Secure Software Development) aimed at all personnel.

In 2021, Indra launched a global sustainability training plan which combines specific sessions and open online content for all employees. The company continued to roll out the plan throughout the course of 2022:

- Online sustainability course: compulsory for new staff and voluntary for all other employees. The course aims to present basic sustainability concepts, as well as outlining how the company responds to ESG challenges via its 2020-2023 Sustainability Master Plan. 67% of the group's workforce completed this course in 2022.
- Sustainability master class on the Growing Together and New Director programme: specific sessions on sustainability and strategy have been included in the content aimed at technicians, managers and directors.
- Open content at Indra's Open University: five courses and more than ten topic-based videos available to all employees on key areas of sustainability, including Climate Change, circular economy, sustainable finance, Human Rights, diversity and inclusion, sustainable design and supply chain.
- Special training plan for main soft skills, taught on Udey.

Employees trained in sustainability

**+38,000**





### Importance of professional growth

The company gained further international recognition for its talent management in 2022, with the 2022 LinkedIn Top Companies ranking for Spain placing Indra in the number two spot for a second consecutive year. The opportunities that Indra offers its employees to grow professionally and acquire new skills, the quality of its company culture and the connection that it creates with employees, as well as its stability, gender diversity and variety of educational backgrounds were some of the aspects that were most-valued by LinkedIn.

According to Spanish university students, Indra is the best company in its sector for professional development. Indra came in first in the consulting category of the Merco Talento Universitario España rankings for 2021/2022.

## 6.4 Loyalty initiatives

Indra has made a concerted effort to effect a cultural and digital transition throughout the company, seeking to achieve multiple benefits for its employees and the organisation as a whole:

- Improving efficiency: by identifying and transforming inefficient processes and practices and implementing measures that allow for flexible working and more modern work environments adapted to employees' needs.
- Driving leadership: giving Indra's management team a greater role in defining key processes.
- Increasing transparency and access to information.
- Enhancing assessment models and improving employee screening and onboarding programmes.

Vacancies covered by internal candidates

**+500**

Percentage of women in vacancies covered internally

**38%**

### Analysis of employee priorities and adaptation of value proposition

Indra has used a science-based approach to assess how committed its employees are and identify the motivations that drive them. In order to analyse and identify patterns the results obtained, the company has classified its employees into clusters, grouping them according to variables such as age, length of time at the company, professional status and salary level.

#### People Analytics: Intelligence applied to people management

The development of information systems and the greater availability of data have brought about a paradigm shift in people management: applying a data-based approach to talent management. Indra, as a technology company with a business model founded on talent, is committed to applying People Analytics in the management of its employees. Its goal is to understand people's behaviour at an analytical level in order to develop a much more analytical talent management model that improves the experience for talent while making the process more rigorous and allowing more follow-up.

More specifically, Indra is developing the following projects related directly to People Analytics:

- Single global scorecard, generated automatically in Power BI, with critical indicators for talent management. Available to the Talent team and the business and used as a key tool for identifying areas for action/improvement which can then be followed up: professional development, wage bill per employee, employee turnover, new hires, unfulfilled needs.
- Monthly monitoring using the scorecard of critical talent management indicators, allowing swift action to be taken on the implementation of corrective measures. These measures, for example, the absorption of wage bill increases through pyramid management (mainly "juniorisation" and offshoring); changes in the average cost, by position, of filling vacancies created by unwanted staff turnover, and the gap existing with respect to the current workforce (can be used to measure changes in the degree of wage inflation for certain positions and technological profiles of personnel); proportion of undesired turnover, by business segment and profile type, and how this compares to the rest of the sector; and new hires per month, by field and recruiter.
- Identifying skills gaps, and professional development and retraining: People Analytics and a process known as "association rule learning" are used to identify areas of knowledge that employees could benefit from that are more in line with employees' current skill sets. This allows Indra to improve the process of assigning people with certain profiles to particular projects and helps identify opportunities for retraining staff in related technologies that are in higher demand.
- Use of data analysis to establish talent objectives for each business unit. These objectives concern optimisation of the pyramid structure as a way of keeping increases in the wage bill per employee in check. This involves using historical and market ratios to help determine hiring requirements for junior

staff in order to improve the wage bill, based on turnover statistics for this group, past promotion ratios, and desired growth and targets for juniorisation ratios.

All the initiatives in terms of People Analytics comply with current data protection legislation (GDPR) and respect the privacy rights of the company's employees.

### Assessing levels of commitment

In 2022, the commitment survey was conducted in Spain, Brazil, Colombia, Mexico and Peru. According to the survey, and based on the sample consulted, 78.7% of Indra employees were found to have a high level of commitment, with no significant differences between genders.

The breakdown of results by gender, geographical area, age group and professional category can be found in Appendix 11.6.

**Indra employees had a commitment of 78.7% according to the survey conducted in 2022**

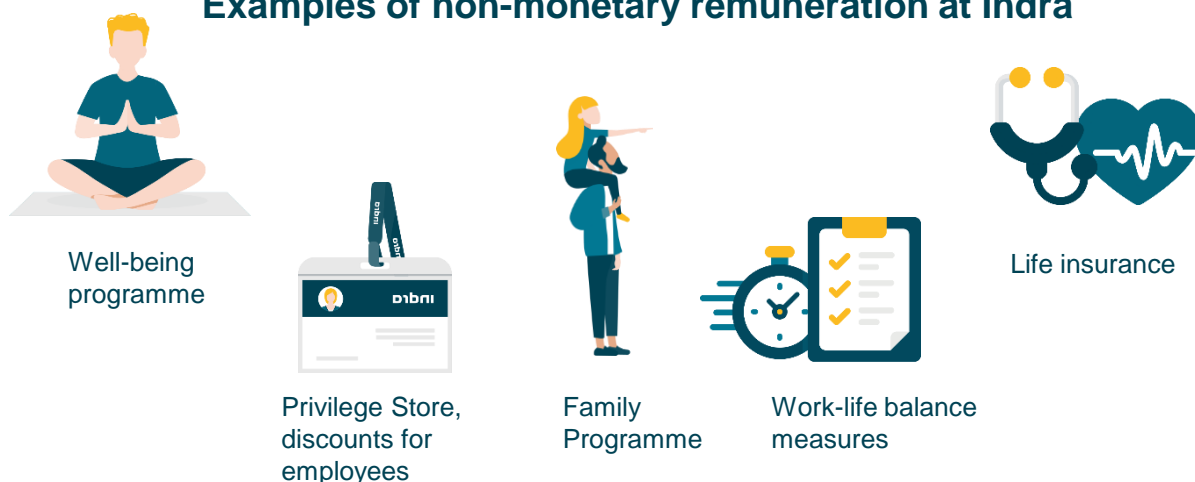
Indra set up the Feedback Office in 2021 – an assessment tool that allows it to carry out multi-language global-level surveys and receive regular employee feedback on key issues for the company.

### Remuneration adjusted to employee needs and focused on the short, medium and long term [GRI 401-2]

Indra's objective is to offer remuneration adapted to the diversity of its talent. The results of the performance assessments have an impact on its employees' career decisions and their remuneration.

Indra's remuneration package comprises a fixed salary, part of which can be paid into each employee's flexible remuneration plan; social benefits, which can vary between the different Group companies; and a system of variable remuneration payable to 19% of employees, which aims to encourage achievement of the objectives set out in the Performance Experience model.

### Examples of non-monetary remuneration at Indra



In Spain, the company offers a flexible remuneration plan via which all employees can allocate part of their salary towards healthcare, transport, nursery vouchers, pension plans, training and restaurant vouchers, allowing them to benefit from discounted prices and tax relief. In 2022, 39% of the workforce in Spain benefitted from the plan. In other geographies, social benefits vary depending on the company (e.g. insurance, restaurant vouchers and company cars).

To ensure the sustainability of the business, 28% of managers have medium- and long-term targets that are tied to the company's strategic objectives being achieved. In the IT business, 40% of the total variable remuneration paid to managers is tied to qualitative objectives, while this percentage is 20% in T&D.

Ten percent of the medium-term variable remuneration paid to senior management and other directors is tied to ESG targets.



## The variable remuneration of senior management is tied to sustainability objectives

The yearly targets for executive directors are published every year, as are the percentage of these targets reached at the end of the financial year in the Annual Report on Director Remuneration.

### Wage gap [GRI 405-2]

In order to improve its management of diversity, Indra distinguishes between two kinds of indicators when assessing differences in salaries between genders. This makes it easier for the company to identify the reasons explaining these differences and define suitable improvement plans. These indicators are wage inequality and wage gap. The wage gap indicator includes all the relevant variables that could affect a person's salary and represents a more realistic measure of differences in salary for the same position.

This difference, illustrated in the table below, is partly explained by the historical structure of the company and the fact that women have been working at the company for less time, among other factors.

Job category	Wage gap (%) (*)			Wage inequality (%) (*)		
	2020	2021	2022	2020	2021	2022
Senior Management (**)	5.48	7.63	10.28	17	12	21
Middle Management	4.05	3.80	3.54	8	8	9
Technical staff	3.14	2.87	3.06	5	5	7
Support staff	3.12	3.55	2.49	27	26	27
Other categories (***)	N.A.	N.A.	N.A.	9	36	57
Total	3.21	3.11	3.00	22	20	21

(\*) NB: the wage gap is defined as the difference in salaries between groups of employees at the same level. The wage gap is calculated by comparing the remuneration between segments of equivalent employees (same category, same business unit, same region/country). In other words, the figure obtained represents the percentage that women earn less than men, considering similar positions and responsibilities. The calculation does not include professional segments that do not contain at least one female and one male employee, meaning that it actually extends to 90% of the workforce. Wage inequality is calculated as the difference in salary (average male employees – average female salary) / (average male salary), without taking into consideration any other factor that could have an influence on a person's remuneration, such as geographical location or the department where they work. This calculation considers the fixed salary and variable amount paid. Additional concepts such as: cash grants, bonuses, long-term incentives, share-based remuneration etc. are not included. For more indicators relating to remuneration by gender and age, see the section headed "Other non-financial indicators". Includes data on 97% of the total workforce at year-end. (\*\*) NB: in 2022, figures for the wage gap and wage inequality at management level widened due to the exit from the company of Minsait's CEO in 2022, which in the case of the wage gap was compared to other members of the Steering Committee. If the CEO had not left the company, the 2022 wage gap and wage inequality figures at the management level would have been 7.8% and 15% respectively.

(\*\*\*) NB: in 2022, wage inequality in "other categories" is a result of both the type of professionals joining the company (e.g. 194 new employees at Teknatrans Consultores) and large-scale hirings in businesses such as BPO (e.g. 413 people hired at Indra Colombia and 225 at Indra BPO México) – where there is a certain time lag between joining the company and taking on roles. Within these groups (especially in the case of recent acquisitions), wages are all very much on a par with each other.

## The wage gap stood at 1.92% in Spain in 2022

There is no gender bias in the remuneration policy implemented by Indra. The two key components of the company remuneration structure (fixed monetary remuneration and variable annual remuneration) are set objectively. Fixed remuneration primarily reflects the employee's experience and their level of responsibility within the organisation, while the variable remuneration rewards the achievement of targets that are fundamentally quantitative and shared amongst the employees that work in the same departments.



Indra works to adopt the most appropriate measures to eliminate this gap. The following measures are particularly worthy of mention:

- The gender diversity strategy: this comprises four lines of action, promoting technological vocations among women, incorporating gender mainstreaming into all talent management processes, ensuring an inclusive culture, and championing female talent in key roles.
- The development of work-life balance policies: in addition to facilitating a balance between employees' personal and professional lives, these policies promote joint parental responsibility by offering the same measures to both men and women; for example, improved maternity and paternity leave following the birth of a child, the possibility of accompanying children and parents to medical appointments, etc.
- Training and awareness: in 2022, Indra continued to offer several training programmes aimed at raising awareness of various aspects of diversity, such as leadership, management of diverse labour environments, the prevention of sexual and gender harassment and unconscious bias.
- In Spain, the Equality Plans of the main companies are negotiated with the majority of union representatives.
- In Colombia, the hiring of women is favoured in the interests of equal conditions and with a view to increasing female presence in the tech sector.

---

### Top Employer Institute recognised Indra as offering one of the best workplace environments and for its capacity to incorporate innovation into talent management

---

#### Improved ratings in external certifications, rankings and awards systems

Indra has tools, rankings and awards systems in place that allow it to monitor the perceptions of its employees regarding its performance:

In 2022, Indra was ranked the best Ibex-35 company to work at in Spain for a second consecutive year. The company is the top listed company and the second in Spain according to the "LinkedIn top Companies 2022" which identifies the companies that best drive long-term professional success.

Indra is also listed in the "100 best places to work in Spain" ranking compiled by Actualidad Económica and was certified as a Great Place to Work in Mexico, Colombia, Peru and Brazil in 2022 in recognition of how the company treats its employees, its ethics and its international leadership.

In 2022, Indra and Minsait both renewed the certification awarded by Top Employers Institute to companies that offer the best work environments, obtaining the highest score possible in workplace environment, ethics and values and improving its score significantly in aspects related to its appeal.

At the seventh edition of its Health and Innovation Awards, Mutua Universal – an insurance company that works in close collaboration with Spain's Social Security – recognised Indra in the Institutional Award category for its ambitious employee well-being programme.

## 6.5 Health, safety and well-being

Indra has a strategic commitment to ensure the highest possible level of health, safety and well-being of its employees, regardless of their business division, geographical location or activity. This commitment is reflected in the Occupational Risk Prevention Policy, the Code of Ethics and Legal Compliance and in the Sustainability Policy, which also apply to the company's suppliers and subcontractors, who also accept the conditions set out in the aforementioned Code of Ethics and the Supplier Sustainability Policy. For more information, see section 7.8.

In Spain, Italy, Brazil, Colombia, Mexico, Peru, Chile and the Philippines, Indra has an annual health and safety training programme in place. All Indra's employees must complete compulsory training on the prevention of occupational risks, with the content varying slightly for different positions. Due to the nature of certain positions within the company, the training programme may include courses on specific matters such as risks at height or in confined spaces. In general terms, none of Indra's employees are authorised to carry out their roles without having completed the required training and without wearing the required PPE.

In Spain, the course on emergency measures was further developed and enhanced in 2022, given that remote working models have affected how emergency teams work and organise themselves. By offering this course, the level of training received by all of Indra's employees is now on a par with that received by emergency teams and as such the company can act appropriately in the event of an incident at any of its sites.

Another example is the Philippines where the first-aid and OHS training given to all employees particularly stands out, or Italy where first-aid training was also enhanced in 2022.



### Health and safety governance model

[GRI 403-1] [GRI 403-2] [GRI 403-3] [GRI 403-4] [GRI 403-7] [GRI 403-8] [GRI 403-9] [GRI 403-10]

As established by the [Board of Directors Regulations](#), the Board is ultimately responsible for the supervision of the organisation's financial and non-financial risk management, the latter supported by the Sustainability Committee and the Auditing and Compliance Committee.

Inasmuch as health and safety risks are part of the company's non-financial risks, they also come under the supervision of the Board of Directors.

---

## The ISO 45001 standard is the benchmark certification used to accredit Indra's health and safety management systems

---

Indra holds ISO 45001 certification for the health and safety management systems in its main companies in Spain and in the group's subsidiaries in Italy, Brazil, Colombia, Peru and Australia. 65% of Indra's employees are covered by a certified health and safety management system. In all cases, the health and safety management systems guarantee the identification of the risks, the implementation of preventative measures and the traceability of related processes (investigation of accidents and continual improvement, among others). This determines the preventative measures which the company should adopt, primarily in terms of personal protective equipment (PPE), medical fitness for work and training.

In 2022, one occupational illness was identified at Indra (endemic in a country which the Indra employee had travelled to). Nonetheless, according to the current legislation in Spain and as reflected in Indra's internal regulations, the company's employees have the right and the duty to report risk situations in the workplace, and where applicable, stop working.

In 2022, 129 work accidents were registered, with and without medical leave, excluding injuries occurring during the commute to or from work. In terms of geography, 83 of the accidents occurred in Spain, 3 in the rest of Europe, 39 in Latin America and 4 in EMEA. All the indicators are available in Appendix 11.6 of this report. During 2022, Indra also identified 3 occupational incidents in Spain, none of which resulted in physical harm to the individuals (only involving material damage). Indra investigated the causes; identified the possible consequences under different circumstances; and identified and implemented corrective action, such as replacing certain equipment or raising awareness among the workforce.

Over the past two years, Indra has steadily reduced the number of work accidents registered. This can largely be explained by the fact that, traditionally, a considerable number of these accidents were those incurred by employees during the commute to or from work. With the Covid-19 pandemic fuelling models based around remote working, employees are commuting to and from work less and as a result the number of accidents has fallen.

Indra has 148 prevention delegates in Spain, who act on behalf of its staff. In the other countries, and where it is required by local legislation, the workforce is represented by the equivalent of the prevention delegates, as contemplated in the legislation of that country. In 2022 there were no relevant formal agreements with unions on these matters.

Spain, Brazil, Colombia, Chile and Peru have an Occupational Risk Management Prevention System Handbook. In Spain, both the manual and the procedure for evaluating risks and planning preventative action are available to all employees on the company's intranet. Meanwhile, all members of the supply chain can refer to the Manual for the coordination of business activities regarding the prevention of occupational risks to see the company's health and safety principles.

In the Philippines, Indra complies with regulatory requirements regarding health and safety in the workplace, such as:

- Carrying out medical check-ups on new employees and every year on all employees.
- Ensuring that there are survival kits in offices.
- Carrying out routine earthquake and fire drills.

### Introducing more flexible work practices

[GRI 401-3] [GRI 403-6]

The company continually assesses and reviews the policies which determine the working conditions of its employees across all the geographies where it operates. Indra has had work-life balance measures in place since 2005, which differ in each of the countries where the company operates.

In line with its work-life balance and flexible working policies, Indra also respects its employees' right to disconnect from work outside working hours and makes it its goal to comply with the regulatory obligations in terms of internal policies in the various countries where it operates. In Spain, Italy, Brazil, Colombia, Mexico, Peru, Chile and the Philippines for example, the company has specific WFH policies which set out a framework for digital disconnection and flexible working hours.

These work-life balance measures are intended to offer a response at different key moments in an employee's working life, such as when they become parents, have to care for family members, or in specific situations such as incidents involving gender-based violence, or when an employee wants to pursue personal goals relating to volunteering or training. In Colombia, there are private spaces for breastfeeding mothers to express milk, while in Spain employees can take extended leave for volunteering work, and request days off to take exams or hours off to accompany a family member or person under their care to a medical appointment. The company also has agreements in place with nearby childcare facilities.

In the majority of Indra Group companies in Spain, all measures that apply are set out in its Equality Plans<sup>18</sup> that go above and beyond the legal requirements, offering maternity and paternity leave that is longer than legally required, along with improvements in terms of the categories of paid leave.

Amongst the company's most notable flexibility measures is its flexitime policy, which is available in the majority of its businesses and allows its employees to enjoy a better work-life balance.

Every year work schedules are drawn up. These ensure that no employee exceeds the number of days that should be worked, while in Spain they also establish the theoretical daily working hours in the daily registration tool available to employees and workers' legal representatives. The daily registration tool meets the requirements of Law 8/2019.

In line with its work-life balance and flexible working policies, Indra also respects its employees' right to disconnect from work outside working hours and makes it its goal to comply with the obligations of the Spanish regulations regarding internal policies.



### The Equality Plans signed in Spain in 2022 underline the company's commitment to flexible work practices and occupational well-being

The Equality Plans signed in the companies located in Spain in 2022 underline the company's commitment to flexible work practices and occupational well-being. These plans contain work-life balance measures designed to ensure employees are able to engage in their work and develop their capabilities in a working environment that compliments their both personal well-being and development. These measures fulfil both individual and business needs, in a global world in which work is not something rigid, but rather something that we are increasingly able to adapt in terms of the when and the where and in terms of making time for people's health and relationships – all while optimising results in the process.

<sup>18</sup> List of companies with Equality Plans in place in Spain: Indra Sistemas, Indra Corporate Services, Indra Factoría Tecnológica (IFT), ALG Global Infrastructure Advisors, Pointec, Indra Soluciones Tecnologías de la Información (ISTI), Indra Holding Tecnologías de la Información, Indra producción software, Indra BPO Servicios, Indra BPO, Minsait Payment Systems, Indra Business Consulting (IBC), Sistemas Informáticos Abiertos (SIA), Paradigma and Flat 101 (pending negotiation with unions).





Below, we highlight some of the measures to promote flexible working and occupational well-being that are currently in place across the company's main geographies:

- In Spain, flexibility in terms of working hours<sup>19</sup>, offering employees flexibility in terms of the times they start/finish work and take their lunch breaks; WFH policy in place for positions in which 40-80% of the required work can be completed remotely. Employees who are pregnant will also be able to work from home as of their twenty-fourth week of pregnancy; flexibility for employees with dependent family members; reduced working hours from Monday to Thursday; parental support – childcare vouchers as part of flexible payments, parking for pregnant women, in addition to Social Security maternity and paternity payments, payments of up to 100% of normal salary applicable as of the first day of leave; nursing leave over and above the minimum required by law until the baby is nine months, with parents able to choose who will take the leave and how it will be split; paid maternity or paternity leave, in addition to the legal minimum requirement, Indra offers paid leave to anyone returning from maternity or paternity leave after the birth or adoption of a child. The beneficiary can take this leave in the way that best suits their needs: either by (i) extending their parental leave by 15 calendar days<sup>20</sup>, or (ii) halving their working day while still on a full salary for the first 30 calendar days<sup>21</sup> upon their return to work.
- In Italy, as well as measures taken to offer reduced working days and parental support, the following measures designed to enhance the work-life balance and introduce more flexible work practices are particularly noteworthy; all employees are included in the flexible WFH policy; there are flexible start and finish times, and the flexible working policy also recognises staff's right to digitally disconnect.
- In Colombia the measures taken to enhance the work-life balance and introduce more flexible work practices promote quality employment, spatial and temporal flexibility and offer advantages for the employee and his or her family. Indra has also established a series of strategic work-life balance measures that help it to both fulfil its commitment to favour the country's development and help increase its birth rate. For example, it has rolled out initiatives to help working mothers, introducing private rooms for expressing milk and promoting flexible start and finish times. This policy recognises the right to digitally disconnect.
- In Peru, there is both a summer working hours policy and a flexible working hours policy which allows each project manager to agree flexible working days with their teams, adapting the start and finish times to suit.
- In Chile, matters relating to flexible working and work-life balance are set out in the Internal Code of Conduct, Health and Safety.
- The Philippines has agreements for flexible work practices in place that allow employees to work remotely via a hybrid model, offer benefits to both pregnant employees and male employees whose partners are pregnant, as well as to single-parent families.

### Occupational well-being

[GRI 403-6]

Beyond the strict compliance with its legal obligations in all the geographies where Indra operates, the company also promotes employee well-being and a culture of prevention across all its operations.

Similarly, across all the regions where it operates, Indra looks to offer training, raise awareness and inform its employees about the basic prerequisites in terms of workplace health and safety that are essential for promoting a culture of prevention. Indra is committed to fulfilling its obligations in this matter and achieving continual improvement.

In Spain, the Joint Prevention Service (SPM in its Spanish acronym) is a key tool that provides coverage to more than 29,000 employees in the field of Health, Safety, Ergonomics and Counselling. This service allows all of Indra's employees to conduct their work safely, regardless of their job or location.

<sup>19</sup> This applies to Indra Sistemas, Indra Corporate Services, Indra Factoría de Software, Pointec, Indra Soluciones Tecnologías de la Información (ISTI), Indra Producción de Software (IPS), Minsait Payment Systems, Indra Holding Tecnologías de la Información, Sistemas Informáticos Abiertos (SIA) and Indra Gestión de Usuarios. It does not apply to Indra Business Consulting, Indra BPO, Indra BPO Servicios and ALG Global Infrastructure Advisors.

<sup>20</sup> 10 calendar days at BPO and BPO Servicios.

<sup>21</sup> 20 calendar days at BPO and BPO Servicios.



### Well-being programme [GRI 403-5]

In November 2020, the company's global well-being programme was restructured around three main pillars – physical, emotional and financial well-being – that make employees the primary focus. This new approach has allowed the company to devise a far-reaching and diverse programme that is tailored to all of Indra's employees, involves the company's various geographical and business areas and takes account of its rich generational, gender, functional, cultural and sexual and affective diversity.

## Indra actively works to raise awareness among its employees of the need to avoid risks and lead healthy lifestyles

Each month, the well-being programme offers activities related to physical, emotional and/or financial well-being which is open to employees. Indra also offers free services such as an online gym, an app-based medical service or a variety of well-being apps that allow every employee to work on any aspect of their health that they wish to focus on or improve. In this regard, in 2022, the company rolled out an exclusive new telemedicine service for employees, offering remote video consults for general health, nutrition and diet, paediatrics and mental health, as well as the possibility of speaking to a personal trainer.

As far as financial well-being is concerned, each month Indra offers workshops and advice on tax returns, savings, paid leave, legal advice, mortgages, risk protection and personal finance planning. It also provides a banking service for the exclusive use of employees which, among other benefits, pays back 50% of the profits that it generates to account holders.

In the interests of its employees' physical well-being, Indra also offers expert-led sessions on healthy eating, physical fitness, how to prevent and manage illness and how sport and rest can have a positive impact on people's health.

### Mental health management [GRI 403-6]

As part of its commitments to the emotional well-being of its employees, each month in Spain, Italy, Brazil, Colombia, Mexico, Peru and the Philippines Indra offers activities based on how to manage oneself and the people around you (children and people in your care). By offering different sessions each month, the company trains its employees in ways to better manage stress, such as mindfulness exercises or applying strategic planning to personal development, as well as offering counselling services.

In Spain, Italy, Peru and the Philippines the company monitors employee health through its workplace risk appraisals, its well-being programme and especially through the initiatives designed to promote well-being and stress management.





## 6.6 Dialogue

[GRI 2-30] [GRI 402-1] [GRI 407-1]

Indra respects the culture of legality that exists in each of the countries in which it operates and complies with the regulatory content of the ILO collective bargaining agreements in relation to the freedom of association and the right to collective bargaining. It therefore interacts with workers' representatives in the company, providing them with a channel for dialogue and the adoption of agreements.

Indra applies the collective bargaining agreements in force at any time to ensure compliance with all the rights established in them as a consequence of collective bargaining, including those relative to pay scales, which are what determine the minimum wage for each category or group of employees. As per the remuneration indicators in Appendix 11.6, the initial standard wage is always much higher than the local minimum wage in each country where Indra has significant operations.

The company is also a member of the Spanish Association of Consulting Companies (AEC in its Spanish acronym), which negotiates the social component of the Collective Bargaining Agreement applicable to all the companies in the sector. Over the course of 2022, negotiations continued on the 18th Collective Agreement for Consultancy Businesses. Indra is a member of the negotiation board, together with other leading consultancy and information technology companies, and the Agreement is expected to be signed and published by the first quarter of 2023.

Indra is also registered with the Asociación de Empresas del Metal de Madrid (Madrid Metal Businesses Association, "AECIM"), the governing board for the metal industry in the Region of Madrid, which is responsible for negotiating collective agreements for businesses working and trading in the metal sector in Madrid.

Indra also participates in the think-tank sponsored by the Cuatrecasas Institute of Legal Strategy in Human Resources, where leading national and international companies hold regular meetings to proactively seek innovative ways to regulate issues, discuss the changes in the regulatory framework and help authorities draft new legislation. Furthermore, the 16th edition of Merco Talento saw Minsait climb up the ranking 12 places to become the leading consultancy company in terms of attracting and retaining talent in Spain in recognition of its capacity to create an optimal work environment for employees.

---

### 99.5% of employees are covered by instruments to safeguard their rights collectively

---

99.5% of Indra's employees have at their disposal the wherewithal to safeguard their rights collectively, either because their interests are defended by unions or worker representatives, or because they could be sheltered by collective bargaining agreements. Of these employees, 75% are effectively covered by collective bargaining agreements.

The company Code of Ethics and Legal Compliance also establishes equal opportunities, respect for people and non-discrimination on any grounds and, specifically, on the grounds of union membership as basic principles.

As part of the active communication of Indra's Code of Ethics and Legal Compliance and its mandatory acceptance by all the company's employees, the company trains its workforce on the issues addressed by the Code and informs them that all employees are expected to participate in meeting the commitment to respect Human Rights listed in the International Charter on Human Rights, along with the principles governing the rights set out in the Declaration by the International Labour Organization, both of which contain specific references to the freedom of association.

Similarly, among the measures taken by the company to ensure strict respect for its rules of conduct and values, the Direct Channel is the main resource available to all employees to report and file a complaint in relation to any incidents occurring in this regard. As described in section 4.1 of this report, in 2022 the Direct Channel did not receive any notifications or complaints from any of the company's employees in relation to their rights of freedom of association and collective bargaining.

It is important for Indra to maintain a continued and open dialogue with social agents, ensuring they participate in the company's guidelines and strategy. In the event of significant changes in operations, the necessary mechanisms to inform the various trade union partners in advance have been put in place. In 2022, the terms for transferring employees between places of work were agreed with trade union partners in order to guarantee the well-being of workers and protect their rights. Furthermore, Indra Sistemas holds quarterly meetings with workers' representatives to facilitate dialogue on the issues that are most important to employees.

The impact that operational changes may have on employees is carefully evaluated, establishing an open dialogue with their union representatives. Even in the event that there are no legal obligations or workers' representatives, Indra ensures that it maintains regular communication with all the employees concerned.

In Spain, the company has union representatives, who act as points of contact for the Group companies. The company helps them carry out their labour union duties in all aspects, including the provision of resources such as computers and workspaces.

### Agreements reached with workers' legal representatives in 2022

The Company's commitment to equality is set out in its Code of Ethics and Legal Compliance, as well as in its Diversity Policy and Equality Plans. In 2022, Indra and the Workers' Legal Representatives in Spain jointly drew up the new Equality Plans for group companies in order to reinforce the principles of equal opportunities, diversity, personal respect and non-discrimination (on grounds of race, gender, sexual orientation, language, religion, disability, origin or any other personal or social condition or circumstance).

In addition, particular attention has been paid to the work-life balance in order to make Indra a better place to work. The Equality Plans for Indra Systems, Paradigma and Prointec have been signed with a duration of four years, while at the remaining companies they will remain in force until 2023.



### Other agreements reached with workers' legal representatives in 2022

In addition, aware of the way that the company was evolving, the technological developments seen in the area of communications and the need to find a balance between the right to reconcile professional, personal and family duties and the potential distortions that could be caused by permanent connectivity, Indra Soluciones Tecnologías de la Información and the Workers' Legal Representatives reached an agreement in Spain in relation to Digital Disconnection.

This agreement defines the way in which the right to disconnect can be exercised, along with training and awareness activities for staff relating to the reasonable use of technological tools in order to ensure respect for employee rest periods, leave and holidays, along with respect for their privacy and enjoyment of their personal lives and family relationships.

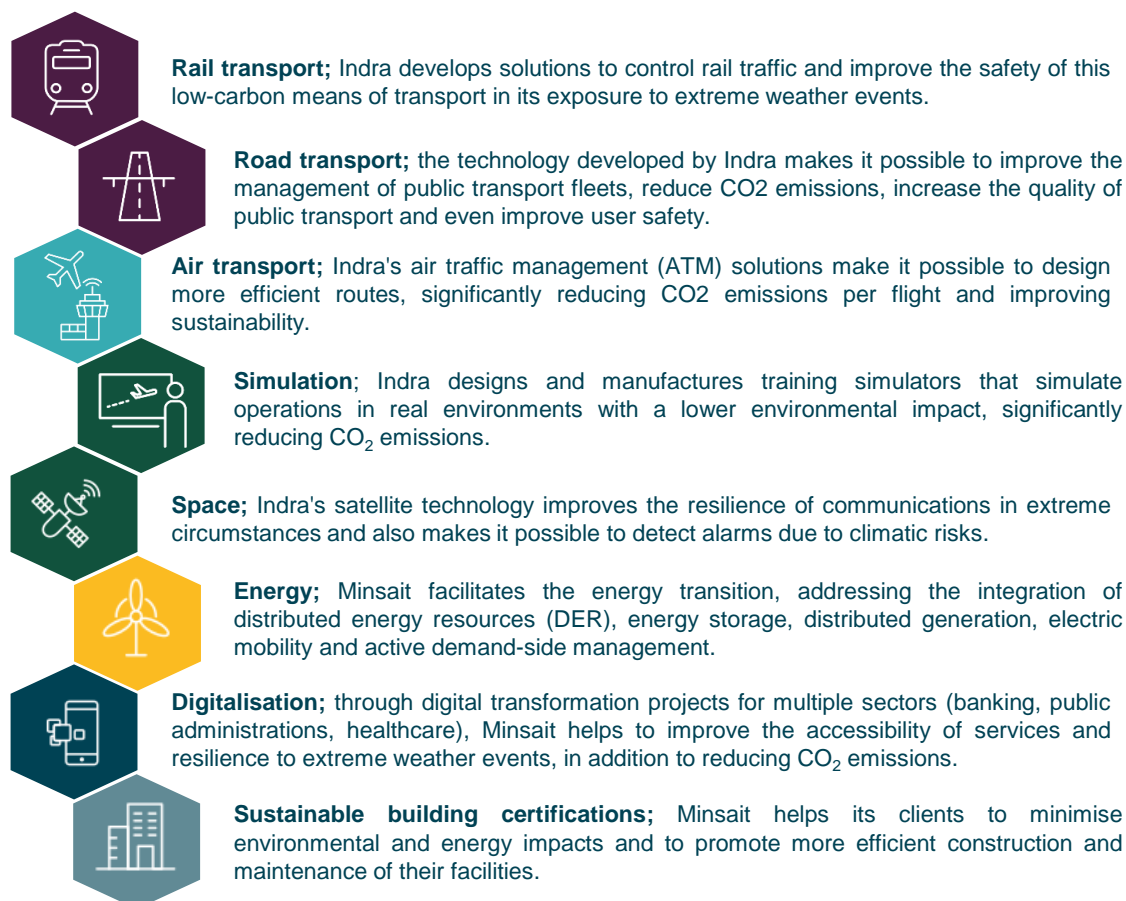
Agreements have also been reached in Argentina, Chile and Brazil to ensure that salaries reflect current inflation figures.



## 7 Technology with impact

Indra's solutions and products have a positive impact on both environmental and social sustainability, contributing towards the achievement of the UN Sustainable Development Goals and the sustainability goals set out in the EU Taxonomy.

### Indra's contribution to climate change adaptation and mitigation



### 7.1 Analysis of application of the EU Taxonomy

#### Regulatory background

The EU Taxonomy is one of the measures implemented by the European Commission as part of its Action Plan for the financing of sustainable growth, which is aimed at directing capital flows towards more sustainable activities and advancing the achievement of the European Union's environmental and social targets. The Taxonomy establishes a common language and a clear definition of which activities can be regarded as "sustainable".

The current version of the Taxonomy has only been developed in respect of environmental issues, defining the requirements that an economic activity must meet in order to be regarded as "sustainable" in relation to Climate Change adaptation and mitigation objectives.

For an activity to be regarded as "environmentally sustainable" under the Taxonomy, a distinction must be made between eligibility and alignment. An activity is "eligible" if it is described in the relevant Delegated Regulation. An eligible activity is regarded as "aligned" if it meets the technical screening criteria (which are specific to each activity and the Climate Change adaptation and mitigation objectives), it does not cause any significant harm to the other environmental objectives (protection of water and marine resources, transition to a circular economy, prevention and



control of pollution and protection and restoration of biodiversity and ecosystems), and it furthermore meets the minimum social guarantees.

Delegated Regulation (EU) 2021/2178 of 10 December establishes the reporting requirements for companies with regard to sustainable activities under the Taxonomy. From the first financial year that this regulation came into force (2021), companies were only required to disclose the percentage of their income, capex and opex that was linked to business activities regarded as eligible, i.e. activities that had the potential to make a substantial contribution to the Climate Change adaptation and mitigation objectives. During the current financial year, it is also necessary to make a complete analysis of any activities aligned with the Taxonomy in accordance with the technical screening criteria.

---

## In 2022, Indra carried out an analysis of the eligibility and alignment of its portfolio of activities in relation to the EU Taxonomy requirements

---

Against this backdrop, during 2022 Indra made a detailed analysis of its portfolio of activities in relation to the Taxonomy requirements, along the same lines as the analysis carried out during the previous year, in which Indra anticipated the reporting obligations relating to the degree to which its activities were aligned. The analysis first consisted of examining the levels of eligibility of the Company's products and services in relation to the sustainable activities defined in the Taxonomy, followed by an analysis of the degree to which these activities were aligned with the technical screening criteria defined in the Delegated Regulation and with the social safeguards.

As of March 2023, the Taxonomy has still not been fully developed, either in terms of climate-related issues or with regard to the rest of the environmental and social objectives. Publication of the Delegated Regulation with the technical criteria for the environmental objectives remains pending, as does publication of the Social Taxonomy for the activities that contribute substantially to the social objectives. The company is closely monitoring developments in the Taxonomy Regulation, and these are reported as and when required to the Sustainability Committee.

### Scope of the analysis

The analysis carried out to identify activities that were eligible under the Taxonomy criteria included the activities of Indra Sistemas and its dependent companies, i.e. all the companies in which Indra Sistemas has a holding of more than 50%.

### Interpretation and application of the Taxonomy's regulatory framework at Indra

According to Article 8 of Regulation (EU) 2020/852, non-financial companies must declare the proportion of their turnover, capex (investment in fixed assets) and opex (operating expenditure) that is eligible under the Taxonomy, together with any explanatory information that allows these three indicators to be properly interpreted.

To analyse the eligibility of Indra's activities according to the Taxonomy, the company started from the consolidated information contained in the Group's analytical accounting systems which, in accordance with its corporate criteria, classify income, capex and opex at a project level and group them together on the basis of the relevant corporate organisation level (division and business unit). The characteristics of the data used as a starting point include the fact that they are consolidated at group level and thus do not give rise to any duplication of accounts, and they are coded at a single project level in terms of income, capex and opex, which enables the criteria used to classify these three indicators to be applied consistently.

Working from this analytical accounting information, an analysis was made of the activities engaged in by the company in order to determine whether the description of each activity corresponded to any of the activities listed in the Taxonomy. Where there was any doubt, reference was made to the National Classification of Economic Activities (CNAE) code that the Regulation identifies for each type of activity.

What's more, in order to ensure consistency between the volumes of income, capex and opex reported on the basis of the analytical accounts and the information contained in the Annual Accounts, a cross-referenced review was carried out between both of these sources of information.



### Accounting criteria used as a reference

The proportion of eligible activities referred to in Article 8, section 2 of Regulation (EU) 2020/852 has been calculated as “eligible activity” = A/B

- Where in each case A is:
  - Business turnover; equals the proportion of net business turnover resulting from products or services associated with business activities included in the denominator - including intangibles - that meets the criteria for eligibility under the Taxonomy (see section 7.2)
  - Capex: equals the proportion of the investments in fixed assets included in the denominator - including additions to investments - that meets the criteria for eligibility under the Taxonomy (see section 7.2)
  - Opex: equals the proportion of operating costs included in the denominator that meets the criteria for eligibility under the Taxonomy (see section 7.2)
- Where in each case B is the initial financial information, as defined below:
  - Business turnover: net business turnover as defined in Article 2, section 5 of Directive 2013/34/EU. The turnover figure includes the income entered in accordance with International Accounting Standard (IAS) 1, paragraph 82, letter a), adopted by Commission Regulation (EC) 1126/2008.
  - Capex: includes the sum of the additions to investments set out in Note 6 (“Property, plant and equipment”) and Note 9 (“Other intangible assets”), of the notes to the Consolidated Annual Accounts, under the headings “Computer software” and “Development costs”.
  - Opex: includes the sum of the amounts entered under “Raw materials and consumables”, “Staff costs” and “Other operating expenses”, net of the amounts entered as “Change in inventories” and “Work carried out by the Company for its fixed assets”, all taken from the “Consolidated Income Statement” included in the Consolidated Annual Accounts.

The proportion of aligned activities referred to in Article 8, section 2 of Regulation (EU) 2020/852 has been calculated as “Taxonomy-aligned activity” = A/B

- Where in each case A is:
  - Business turnover: equals the proportion of net business turnover resulting from products or services associated with business activities included in the denominator - including intangibles -, that meets the Taxonomy - alignment criteria, i.e. that contributes substantially to a climate target, does no significant harm to the other targets, and complies with the social safeguards (see section 7.3).
  - Capex: equals the proportion of the investments in fixed assets included in the denominator - including additions to investments, that meets the Taxonomy-alignment criteria, i.e. that contributes substantially to a climate target, does not cause significant damage to the other targets, and complies with the social safeguards (see section 7.3)
  - Opex: equals the proportion of the operational expenses included under “Supplies”, “Personnel Costs” and “Other operational expenses” included in the denominator, that meets the Taxonomy-alignment criteria, i.e. that contributes substantially to a climate target, does not cause significant damage to the other targets, and complies with the social safeguards (see section 7.3)
- Where B is the initial financial information, as defined in the preceding section.

## 7.2 Taxonomy-eligible activities

The general results of this analysis, expressed in terms of turnover, investments (capex) and operating expenditure (opex), in line with the criteria set out in the Delegated Regulations, give the levels of eligibility shown in the attached table.

These percentages represent the proportion of Indra’s solutions and services that potentially make a positive contribution to the two climate objectives currently provided for in the Taxonomy regulations relating to Climate Change mitigation and adaptation.

As a result of these analyses, it has been found that the Indra activities that are considered eligible under the Taxonomy correspond to the following activities listed in the Taxonomy.

Volume of eligible turnover	90%
Eligible capex	89%
Eligible opex	90%





Activities with capacity to make a substantial contribution to Climate Change mitigation	Activities with capacity to make a substantial contribution to Climate Change adaptation
<p>3.6. Manufacture of other low carbon technologies (e.g. air traffic management ATM technology or the manufacture of simulators)</p> <p>7.3. Installation, maintenance and repair of energy efficiency equipment (e.g. investment made to improve eco-efficiency of the group's facilities by General Services)</p> <p>9.3. Professional services related to the energy performance of buildings (e.g. activities carried out by Minsait's Sustainable Buildings unit)</p>	<p>6.14. Infrastructure for rail transport (e.g. technology developed by the Transports area for the rail industry)</p> <p>6.15. Infrastructure enabling low-carbon road transport and public transport (e.g. technology developed by the Transports area)</p> <p>6.3. Urban and suburban transport, road passenger transport (e.g. technology developed by the Transports area)</p> <p>8.2. Computer programming, consultancy and related activities (e.g. IT operations carried out by Minsait for a variety of sectors)</p> <p>9.1. Engineering activities and related technical consultancy dedicated to Climate Change adaptation (e.g. activity carried out by Prointec)</p>

The activities not deemed to be eligible are mainly the activities associated with the manufacture of technology linked to the Defence and Security business (e.g. FCAS, Eurofighter).

In 2022, the percentage eligibility figures for turnover (90%), capex (89%) and opex (90%) remained in line with the figures for 2021 (88%; 88% and 90% respectively).

## 7.3 Taxonomy-aligned activities

Indra has analysed the alignment of its activities with regard to the Climate Change mitigation and adaptation objectives. The general results of this analysis, expressed in terms of turnover, investments (capex) and operating expenditure (opex), in line with the criteria set out in the Delegated Regulations, give the levels of alignment shown in the attached table.

These percentages represent the proportion of Indra's solutions and services that make a positive contribution to the two climate objectives currently provided for in the Taxonomy relating to Climate Change mitigation and adaptation. This should not be interpreted as meaning that Indra's remaining solutions and services are causing adverse impacts, but simply that, with regard to the climate objectives, they do not make a significantly positive impact.

Aligned turnover

**18%**

Aligned capex

**23%**

Aligned opex

**16%**

In order to assess the degree to which activities are aligned with the technical criteria set out in the Delegated Regulation, Indra has analysed the solutions representing each group of eligible activities with the aim of confirming whether or not they are Taxonomy-aligned, i.e. whether they substantially contribute to a climate objective, do not cause significant harm to the other objectives and comply with the social safeguards.

At corporate level, thanks to Indra's Human Rights policy and compliance with the regulatory framework in place in the different countries in which it operates, the minimum requirements for social safeguards are met across all its activities.

A percentage of the solutions and technologies developed by Indra contribute substantially to achieving the Climate Change adaptation and mitigation objectives set out in the EU Taxonomy, meaning that they are Taxonomy-aligned. These activities include solutions from both divisions. Some examples of these solutions include:

- Transport and Defence: air traffic management (ATM) systems that enable the optimisation of routes; operational support systems (OSS) which improve the efficiency of fleet management; safety systems on the rail network, intelligent free-flow toll systems that offer improvements for road traffic and the reduction of emissions; satellite communication systems that increase the ability of communications to withstand climate events; Earth monitoring tools that make it possible to obtain data to prevent climate-related risk, and simulators that prevent unnecessary emissions during training processes.





- Minsait: technologies for the digitalisation of processes and the migration of data to the cloud, thus providing a more secure and accessible infrastructure in the case of extreme climate events, projects to create intelligent and climate-neutral cities, the holding of online elections, solutions for monitoring energy generation systems, etc.

In 2022, eligible revenues totalled €3,447.6 million (90%), of which €686.2 million (18%) were classified as environmentally sustainable according to the Taxonomy. These mainly corresponded to revenues resulting from technological solutions for the efficient management of air transport (ATM), rail transport, road transport, simulators, digitalisation and renewable energies. The KPI relating to the eligibility of revenues for the 2021 financial year was 88%, in line with the percentage obtained in 2022.

With regard to eligible capex, the figure for 2022 totalled €48.4 million (89%), of which €12.7 million (23%) was classified as environmentally sustainable according to the Taxonomy. The KPI relating to the eligibility of capex for the 2021 financial year was 88%, in line with the percentage obtained in 2022.

Finally, eligible opex in 2022 totalled €3,193.5 million (90%), of which €580.6 million (16%) was classified as environmentally sustainable according to the Taxonomy. The eligibility percentage remained in line with the percentage obtained in 2021 (90%).

### Fulfilment of technical screening criteria

For each of the activities identified as eligible, the substantial contribution and 'do no significant harm' technical criteria were assessed in accordance with the Taxonomy Regulation. The Indra Group's compliance with the minimum social safeguards was also verified.

The activities identified as eligible in accordance with Annex I of Delegated Regulation 2021/2139 have been matched with their corresponding EU Taxonomy definitions and meet both the technical screening criteria and the 'do no significant harm' criteria that apply to these.

The following is a non-exhaustive account of how the main activities identified by Indra as being aligned with the Taxonomy Regulation's climate change mitigation and adaptation objectives meet these technical screening criteria.





## Substantial contribution to Climate Change mitigation

Activity developed by Indra	Macro sector according to Taxonomy Regulation	Mitigation activity as defined by Taxonomy Regulation
iTEC ATM Automation	3. Manufacturing	3.6 Manufacture of other low-carbon technologies
	<p><b>Technical screening criteria:</b> The economic activity manufactures technologies that are aimed at substantial life-cycle GHG emission savings.</p> <p>Indra is the technology provider for the iTEC Alliance,<sup>22</sup> the group tasked with building the Single European Sky. The air traffic management (ATM) solutions that Indra develops for this alliance allow flight routes to be optimised, reducing flight time and fuel use, and therefore CO<sub>2</sub> emissions, in the aviation sector. To be precise, Eurocontrol estimates that the use of collaborative air traffic management solutions in free route airspace (FRA) areas can lead to reductions of up to: one billion nautical miles, six million tons of fuel and 20 million tons of CO<sub>2</sub>.</p>	
Simulation	3. Manufacturing	3.6 Manufacture of other low-carbon technologies
	<p><b>Technical screening criteria:</b> The economic activity manufactures technologies that are aimed at substantial life-cycle GHG emission savings.</p> <p>Indra manufactures simulators that allow training and simulation exercises to be carried out in high-precision virtual environments, which reduce the CO<sub>2</sub> emissions and other types of impact on the environment that would result from carrying out these exercises in a real-world setting. Indra's flight simulators substantially reduce aviation sector GHG emissions from training aircraft pilots. These simulators allow steps to be repeated until they have been perfected without the need to consume fuel, which would be the case if such training was to be carried out in the real world. For an H175 helicopter for example, this would mean a saving of more than 340 litres of fuel per flight hour (given a tank capacity of 2,067 kg and a range of six hours nine minutes at an average speed of 155 km/h). The main energy source for these simulators is electricity, which means a significant reduction in emissions compared to the fuels used in aviation (mainly kerosene), since electricity (in Spain) has a lower emission factor than kerosene (0.259 kg CO<sub>2</sub>/kWh vs. 3.179 kg CO<sub>2</sub>/kg kerosene).</p>	
Traffic control using Free Flow tollgates	3. Manufacturing	3.6 Manufacture of other low-carbon technologies
	<p><b>Technical screening criteria:</b> The economic activity manufactures technologies that are aimed at substantial life-cycle GHG emission savings.</p> <p>Indra's Free Flow tollgate solutions allow tolls to be paid automatically without the need for vehicles to stop, improving traffic flow and reducing the time spent in congestion, which means lower fuel consumption and thus lower CO<sub>2</sub> emissions. According to data from Ferrovial, Free Flow is a significant improvement over traditional tollgates: by cutting out the emissions associated with vehicles stopping and starting, it reduces GHG emissions by between 10% and 30%.</p>	
Measures to improve energy efficiency (eco-efficiency) at Indra's facilities	7. Construction and real estate activities	7.3. Installation, maintenance and repair of energy efficiency equipment
	<p><b>Technical screening criteria:</b> The activity consists in one of the following individual measures: a) addition of insulation to existing envelope components; b) replacement of existing windows with new energy efficient windows; c) replacement of existing external doors with new energy efficient doors; d) installation and replacement of energy efficient light sources; e) installation, replacement, maintenance and repair of heating, ventilation and air-conditioning (HVAC) and water heating systems, including equipment related to district heating services, with highly efficient technologies; f) installation of low water and energy using kitchen and sanitary water fittings which comply with established technical specifications.</p> <p>The initiatives Indra has identified are mainly associated with investments (capex) to modernise its buildings' climate control systems and make them more energy efficient. These include the use of more efficient light sources, and the replacement of heating, ventilation and cooling systems with more efficient versions.</p>	

<sup>22</sup> iTEC is an alliance made up of seven of Europe's leading air navigation service providers (ANSPs) — DFS (Germany), ENAIRE (Spain), NATS (United Kingdom), LVNL (Netherlands), AVINOR (Norway), PANSA (Poland) and Oro Navigacija (Lithuania) — which manage some of the world's busiest and most complex airspaces.



Activity developed by Indra	Macro sector according to Taxonomy Regulation	Mitigation activity as defined by Taxonomy Regulation
Technical consultation on introducing sustainable building practices and obtaining certification	<b>9. Professional, scientific and technical</b>	<b>9.3 Professional services related to the energy performance of buildings</b>
	<b>Technical screening criteria:</b> The activity involves one of the following: a) technical consultations linked to the improvement of energy performance of buildings; b) accredited energy audits and building performance assessments; c) energy management services; d) energy performance contracts; e) energy services provided by energy service companies.	
	Through its subsidiary Minsait, Indra has a specialist unit that provides technical consultation on how to create workspaces with a lower environmental impact by implementing sustainable building practices and obtaining the related certifications (e.g. LEED/BREEAM certification). By introducing the improvements proposed by Minsait, buildings and common areas consume between 35% and 45% less energy, and nearly 40% is saved on tap water. Technical consultation activities include drawing up proposals for action plans for the building and implementing the measures necessary to obtain certification (e.g. proposing and implementing energy saving measures); monitoring, measuring and optimising energy performance; and conducting training on sustainability and energy efficiency.	

### Substantial contribution to Climate Change adaptation

Activity developed by Indra	Macro sector according to Taxonomy Regulation	Adaptation activity as defined by Taxonomy Regulation
Operational and safety systems for rail transport	<b>6. Transport</b>	<b>6.14 Infrastructure for rail transport</b>
	<b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.	
	Indra develops and implements operational and safety system solutions for the railway sector that improve the use of resources – planning for traffic requirements and traffic control – and that help modernise the safety systems used in railway infrastructure. All of which helps rail transport infrastructure better adapt to extreme weather events, to which this sector is highly exposed – as was determined by the Spanish government's Working Group on Climate Change Adaptation Requirements for the country's core transport infrastructure network. Systems such as the Indra Rail TMS implemented in Ireland, for example, allow better management of the rail network through digitalisation and the use of CyberRail IoT, satellite ERTMS, big data and artificial intelligence, with the ultimate goal being to place the train at the centre of the next generation of transport. Indra Rail TMS allows for transport services to be adapted to meet actual demand and users' needs, improves the experience for passengers, and optimises infrastructure and service capacity and their maintainability; it supports increased automation and transport that is more intelligent, sustainable, collaborative and accessible, while also being safe and resilient to extreme weather phenomena.	
Road transport and intelligent traffic control systems and enforcement	<b>6. Transport</b>	<b>6.15 Infrastructure enabling low-carbon road transport and public transport</b>
	<b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.	
	Indra's intelligent traffic system (ITS) solutions such as the Free Flow tollgate, its connected vehicle solutions, the AI-based high-occupancy vehicle detection system (DAVAO), and the automatic incident detection system based on LIDAR laser technology (DAVAO), allow current traffic management systems to be modernised, helping road transport better adapt to Climate Change. These new technologies provide real-time data on the road network and allow routes to be replanned in the event of unexpected incidents. Enforcement solutions help increase compliance with traffic rules. By digitalising these processes, traffic control units can continue to operate remotely even in the event of an extreme weather event.	



Urban/interurban transport and operation support systems	6. Transport	6.3 Urban and suburban transport, road passenger transport
	<p><b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.</p> <p>The urban and interurban transport solutions that Indra has developed, such as its operation support systems (OSSs), improve the management of public transport through route planning, issue and incident detection (e.g. road closures due to torrential rain), and the re-planning of routes as a result of this. The technology developed by Indra for managing urban and interurban transport helps it adapt to situations resulting from incidents caused by Climate Change.</p>	
Space: Satellite communication, geolocation and Earth observation solutions	8. Information and communication	8.2 Computer programming, consultancy and related activities
	<p><b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.</p> <p>The solutions developed by Indra in the field of space technology (for satellite communications, geolocation and Earth observation) help increase the Climate Change resilience of various activities, and thus their ability to adapt. The use of space infrastructure (satellites), which is not affected by Climate Change, means that technological support can be provided for telecommunications, and important satellite data on the Earth can be used to detect potential risks resulting from Climate Change and support decision making. Such solutions help, for example, improve communications in hard-to-access locations, increase efficiency and sustainability in route planning, and also increase the efficiency of traditional primary activities (e.g. precision agriculture).</p>	
Solutions for the Energy industry: Onesait Phygital Grid, Onesait Flexibility, Onesait Metering	8. Information and communication	8.2 Computer programming, consultancy and related activities
	<p><b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.</p> <p>By digitalising operational processes and using new technologies such as AI, virtual assistants and machine learning, Minsait's Energy solutions reduce the cost, improve the quality and increase the efficiency of the power grid's processes and systems. Moreover, by automatically detecting issues and the need for maintenance, the centralised monitoring of the grid that sensorisation allows results in more effective maintenance that is able to cope with the possible consequences of Climate Change, allowing faster action to be taken in the event of a fault or failure (e.g. caused by extreme weather events).</p>	
Digitalisation: Onesait Banking Platform, cloud migration and management systems for Public Administrations	8. Information and communication	8.2 Computer programming, consultancy and related activities
	<p><b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.</p> <p>Solutions involving digitalisation and cloud migration are a more resilient way of managing data processes and infrastructure in the sense that they reduce the risks associated with extreme weather events, allowing state-owned companies and public administrations to continue their work in the event of extreme weather. Indra has helped create platforms, for example, that allow services offered by banks (such as online loans) and public administrations (e.g. judicial services, through the creation of support systems) to be accessed remotely.</p>	
Smart cities	8. Information and communication	8.2 Computer programming, consultancy and related activities
	<p><b>Technical screening criteria:</b> The economic activity implements physical and non-physical solutions ('adaptation solutions') that substantially reduce the most important identified physical climate risks that are material to the activity.</p> <p>Indra's smart city solutions allow the information cities hold (e.g. on public services, energy requirements, etc.) to be digitalised and centralised, helping improve authorities' management of this information and increase the general public's access to it. All of which also helps cities better adapt to Climate Change, since it means that people can access information and perform administrative tasks online, even in the event of extreme weather events that might prevent or impede them from making journeys.</p>	



## Compliance with DNSH criteria

The following section details how the 'do no significant harm' (DNSH) criteria most relevant to Indra's economic activities have been met. The assessment the company carried out covered all the DNSH criteria and looked at how each activity fulfilled these.

- 'Do no significant harm' to Climate Change adaptation (only for the activities that make a substantial contribution to Climate Change mitigation): the principle of 'do no significant harm' to Climate Change adaptation requires the identification and assessment of the physical climate risks associated with Indra's activity by considering climate projection scenarios in order to identify and implement adaptation solutions that substantially reduce the material risks identified. Indra has analysed the physical risks of Climate Change using climate projections to 2030, 2040 and 2050 for pathways RCP2.6 (temperature rise below 2°C by the end of the century) and RCP 8.5 (temperature rise of around 4°C by the end of the century). The climate risks identified are described in section 5.2 of this report.
- 'Do no significant harm' in relation to the sustainable use and protection of water and marine resources: The water Indra consumes is mainly used to supply sanitary facilities. The company does not release any waste into natural or marine waterways which might cause harm or have a significant negative impact. The water consumed is only intended for the consumption of sanitary water.
- 'Do no significant harm' in relation to the transition to a circular economy: Ninety-one percent of the waste generated by Indra is non-hazardous, consisting mainly of paper and cardboard (29%), organic waste (24%) and packaging (19%). Indra contracts out waste collection to authorised waste management companies and performs proper waste control. For more information, see section 5.3 of this report.
- 'Do no significant harm' in relation to the protection and restoration of biodiversity and ecosystems: The economic activities carried out by Indra do not, on the whole, have a significant environmental impact, and therefore do not require an environmental impact assessment. The company's economic activities are also not carried out in areas considered important in terms of their biodiversity (Natura 2000 areas, World Heritage Sites and Key Biodiversity Areas), and therefore do not cause significant damage to any such areas.
- 'Do no significant harm' in relation to pollution prevention and control: Since they do not require any physical hardware, software-based solutions do not use or include any of the substances listed in Appendix C of Delegated Regulation (EU) 2021/2139. The Indra Group has also committed to complying with regulations on the use of hazardous substances through its Procurement Terms and Conditions and in the Supplier Sustainability Policy.

## Minimum social safeguards

In order for an economic activity to be considered environmentally sustainable, it must be carried out in accordance with the OECD Guidelines for Multinational Enterprises and the UN's Guiding Principles on Business and Human Rights.

Indra has due diligence processes in place, as well as company policies and mechanisms, that reflect the company's commitment to following the OECD Guidelines for Multinational Enterprises and the Guiding Principles on Business and Human Rights.

It also has policies and procedures covering, for example, competition, anti-corruption, conflicts of interest and fiscal responsibility, which bolster the company's commitment to social rights.

Corporate codes and company policies that play a role in meeting the minimum social safeguards include:

- Sustainability Policy. See section 3.3.
- Code of Ethics and Legal Compliance and Direct Channel. See section 4.1.
- Due Diligence, Human Rights Policy and Modern Slavery Statement. See section 4.2.
- Supplier Sustainability Policy. See section 7.8.

Given all the points mentioned in the previous sections, Indra is implementing all the necessary requirements in relation to the economic activities reported here in order to ensure compliance with all three levels of technical criteria associated with the climate change mitigation and adaptation objectives.

Details of the eligibility and alignment of Indra's economic activities with the EU Taxonomy Regulation based on the template provided in Annex II of Delegated Regulation (EU) 2021/2178 can be found in Appendix 11.5 of this report.





## 7.4 Sustainability-focused innovation

Innovation is one of the core principles of Indra's business model as a company that operates in highly competitive sectors with a strong technological component. It is precisely innovation that is enabling the company to expand its future product offering and achieve key differentiation with its competitors. Indra's 2020-2023 Sustainability Master Plan includes objectives to drive innovation in response to current and future sustainability-related challenges.

For the Company, innovating means developing new skills, on the one hand to improve the activities related to the design, development and implementation of processes; and on the other hand, to improve how well the systems, platforms and services work and perform. Its innovation-based activities include research, the development of new products and the continual improvement of existing products. The benefits offered by this innovation include increased efficiency, a reduction in time-to-market, and improved reliability, competitiveness and positioning in an ever-changing climate.

Indra's innovation is inspired by the ideas of its own employees, with its open, agile and flexible innovation model designed to actively help to generate and attract ideas.

The objectives of Indra's innovation model are:

- To respond to the strategic needs of the business and make its product offering stand out by creating innovation-based competitive advantages.
- To encourage employees to come up with innovative ideas and seize opportunities for generating in-house technologies and/or patents.
- To improve Indra's product offering in the medium and long term by identifying emerging technologies and collaborating with start-ups, spin-offs and other agents within the innovation ecosystem.

The Innovation Committee, which is the body that governs the innovation model, comprises the Strategy and Innovation management team, representatives from all of the company's business units and technology experts. Its purpose is to ensure alignment between innovation, strategy and products, encouraging cooperation and an inclusive, fluid approach to maximise synergies between markets and generate a real impact on the company's business.

The innovation model is certified for the European quality standards CEN/TS 16555-1 Innovation Management System and for Spain's new UNE 166002:2021 R&D&i Management from AENOR. In 2022, Indra successfully renewed these certifications, associated with a total of 23 centres and covering 95% of the company's innovation-based actions.

The Innovation Model is detailed on the [company website](#) and its objectives are set out in the company's R&D Policy.

Through innovation, Indra contributes to the UN's Sustainable Development Goals for the 2030 Agenda with solutions for key sectors such as transport, energy, health, public administrations and safety, among others. Indra responds to a broad spectrum of needs, from both the public and private sectors. Through its innovation-based activities, the company drives technological and industrial progress across a multitude of sectors that play a key role in economic and social development and in helping the business communities in the countries where it operates to grow.

### Ranked second in Software and Computer Services in Spain

Having dedicated €312 million to R&D&i in 2022, Indra is one of the companies in Spain and the rest of its sector in Europe to invest the most in innovation. In the Software and Computer Services sector – which comprises a total of 97 companies – it ranks second in Spain and seventh in Europe. The company plays a leading role in some of the most innovative domestic and European initiatives that are set to shape the future of next generation technology across all sectors.

Indra was also recognised in 2022 by the ATCA (Air Traffic Control Association) and CANSO (Civil Air Navigation Services Organisation) with the Maverick Awards for outstanding achievements in innovation, collaboration, resiliency and sustainability in air traffic management via the innovative digital remote tower operation at Budapest Ferenc Liszt airport at the height of the Covid-19 pandemic.

R&D investment over sales

**8.1%**

Collaborative R&D projects

**+130**

Employees working full time on R&D in Spain

**+3,800**

Percentage of women amongst employees working full time on R&D in Spain

**30%**

Collaborative agreements with universities and research centres

**+900**





### Innovation strategy: culture and relationship with the innovation ecosystem

Indra's innovation strategy aims to help generate innovative tech-based ideas that offer solutions to the challenges faced by the sectors in which the company is active, both in Transport and Defence and in Information Technology.

Under the leadership of the Innovation Committee, the Indraventures corporate unit actively encourages collaboration between all agents within the innovation ecosystem, creating opportunities that promote a culture of innovation among Indra's employees.

Indra also collaborates both nationally and internationally with leading associations from the sector via joint programmes and initiatives that guarantee the availability of the resources required for its innovation activities, thereby allowing the company to reduce the risks associated with its technological developments.

### Innovators initiative: Think the unthinkable

Innovators is Indra's in-house entrepreneur programme that aims to foster the generation of innovative ideas among its employees and help fast track and develop the best ideas via a tailor-made business plan. Each year, all Indra employees receive either an individual or group invitation to present tech-based disruptive ideas that offer a solution to the challenges proposed by the Innovation Committee.

Employee participation in  
Innovators 2022 (no.)








**+11,400**



Four winning ideas are chosen in each edition of Innovators, three by a panel of experts and a fourth by the employees themselves. In addition to a cash prize and a positive assessment in their performance review, the winners get the opportunity to work alongside the Indra business area that their idea applies to in order to draw up a business plan. If the business plan is approved, the selected initiatives are provided with the means required to develop and turn the idea into a product that can be offered as part Indra's portfolio.

The 2022 edition focused on challenges that are critical for society and the future in sectors that are key for Indra.

### Innovators challenges 2022

<p>New models of <b>citizen services</b> in Public Administrations</p> 	<p>New solutions for <b>connected and autonomous mobility</b></p> 	<p><b>5G-enabled</b> use cases</p> 	<p>Use cases of <b>Artificial Intelligence</b> in Defence</p> 	<p>Solutions for managing our <b>identity in the Metaverse</b></p> 	<p><b>Code prototypes</b> for <b>interacting</b> with and <b>visualising</b> information</p> 
			<p><b>New solutions and business opportunities aligned with Indra and Minsait</b></p>		

In 2022, more than 11,400 employees from 36 countries presented more than 280 innovative proposals.

The three winning proposals offered solutions for the defence sector with a threat radar simulator; for the energy sector with a project aimed at modelling and analysing smart and sustainable electricity distribution networks; and for the security industry, improving the threat detection capabilities of counter-drone systems in order to avoid false positives involving birds.

Indra employees selected an additional winner, which was the proposal to apply Social Media Intelligence with a view to protecting children from the misuse of social media by monitoring abnormal behaviour.



## European research and innovation programmes

Together with the sector's other main players in Europe, Indra plays an active role in defining and implementing a common strategy to improve competitiveness, support inclusive and sustainable economic growth and reduce its environmental impact via scientific excellence and the development of the most advanced technologies.

In 2022, Indra continued to play a very active role both in various research and innovation programmes and the European R&D&I ecosystem.



Indra was the leading Spanish company and the second most prominent company in Europe in the **Horizon 2020** innovation programme. Indra was the company to obtain the largest return in Spain, leading the Smart, Green and Integrated Transport sector and participating in almost a hundred R&D&I projects.

Indra is also involved in **Horizon Europe**, the European Union's new framework programme for research and innovation (R&I) running from 2021 to 2027, leading innovative projects that take on the EU's priorities for action, such as the ecological transition, the digital transition and meeting the UN's Sustainable Development Goals.



It also participates in the **Connecting Europe Facility** programme, the aim of which is to develop high-performance, sustainable and efficiently interconnected trans-European networks in the fields of transport, energy and digital services.



**OMICRON:** Indra is overseeing this project aimed at ensuring roads are in good condition and reducing accidents by digitalising infrastructure.



**SPACEWAYS:** Indra will use its extensive experience in Air Traffic Management (ATM) to develop recommendations and guidelines for the European Commission to be used in Space Traffic Management (STM).

## Innovation in air traffic: safety and efficiency

Passengers from all five continents fly thanks to the use of Indra technology, whose latest in-house technology provides an integrated response to the challenges of air traffic at a global level.



**SESAR 3 JU:** Indra is one of the founding members of this macro innovation programme, which has a budget of more than €1,600 million up to 2030, to create a more digital, sustainable, connected and accessible Digital European Sky for all airspace users.

As part of the SESAR programme, the **ECHOES** project, co-led by Indra, aims to revolutionise the air navigation sector using space technology to make it more sustainable and achieve the EU's 2050 decarbonisation target, as well as provide a better quality service in areas that cannot currently be covered by terrestrial systems.

**iTEC Alliance:** Indra forms part of the iTEC Alliance, comprising the leading European navigation service providers. At the World ATM Congress 2022, Indra presented the progress it had made in developing the air traffic control system on which the creation of the Single European Sky is based.



## Innovation in transport: digitalisation and sustainability

Indra leads the main European innovation initiatives aimed at digitalising transport via the use of new intelligent solutions based on cutting-edge technologies.



**Europe's Rail:** Indra is one of the 25 founding members of this major innovation programme for Europe's rail network, which, with a budget of €1,200 million, aims to promote digitalisation and sustainability in the sector. As part of Europe's Rail Joint Undertaking, Indra will develop new large-scale digital and sustainable solutions that place the train at the centre of the transition to green transport.



**R3CAV** (Robust, Reliable and Resilient Connected and Automated Vehicle for People Transport): Financed with NextGenerationEU funding, this project promoted by Indra aims to develop technology that can be used to create the autonomous and connected vehicles of the future, and address the challenges of sustainable transport. Indra is overseeing the development of the connected infrastructure for self-driving cars.

### Innovation in Defence and Security: protection and cyber defence

In terms of its innovation in the area of Defence and Security, Indra works in collaboration with clients, partners and governments across the five continents to make the world a safer place. Indra has end-to-end innovative solutions in the five areas of defence: land, sea, air, space and cyberspace.

Through its participation in major European programmes such as the EFA, A400M, NH90, Meteor and ESSOR and the NATO framework, among others, Indra develops critical projects for the defence of the countries in which it operates.



**FCAS:** Indra plays a key role as industrial coordinator of the largest European defence programme, the aim of which is to develop the next generation of air combat systems, with the FCAS and EuroDrone being two standout examples. In Phase 1B of the programme, Indra expects to be awarded a contract worth more than €600 million for work to be carried out over the next three years. This will lay the groundwork for Phase 2, which will last a further three years, bringing the programme up to 2029, and ending with test flights of working demonstrator aircraft.



**European Defence Fund (EDF):** Indra is one of the three European companies most involved in the new European Defence Fund. The company is participating in 19 projects, representing 60% of the €1,200 million pledged by the EU. One example of Indra's leading role in these is as coordinator of the EU-GUARDIAN project, which will transform cyber defence, using artificial intelligence to detect and respond to cyber attacks. Other key projects for the company will be MDOC, which aims to develop combat clouds for multi-domain operations, and ARTURO, which focuses on evolving the next generation of radars to respond to new threats.

Among its land-based projects, Indra will expand the capabilities of next-generation armoured vehicles as a member of the FAMOUS2 consortium, provide key systems for unmanned vehicles as part of the COMMANDS project and, through ACHILE, help equip soldiers with new sensors that will enhance their capabilities.

Indra will also play a role, through the EDINAF project, in the development of the ships of the future, as well as participating in a long list of projects covering areas such as space surveillance, the security and resiliency of satellite communications, the use of quantum technologies, and energy efficiency and independence.

### Innovation in sustainability: Biodiversity and digital transformation

**enerTIC Awards:** three Indra projects received prizes at the 2022 enerTIC awards in recognition of their commitment to sustainability: the Reads project to assess how natural capital is impacted; the bird detection solution to safeguard protected bird species on wind farms; and Madrid Multicloud, Madrid City Council's digital transformation project.





## 7.5 Design and manufacture of products and services in line with ESG criteria

[GRI 416-1]

For Indra guaranteeing the maximum level of quality, safeguarding the health and safety of its clients and end users, and incorporating responsible design principles in the product development process is vital.

Indra's integrated quality management systems cover projects and services that account for 91% of the group's sales across 50 companies in 16 countries, including the company's main geographies: Spain, Italy, Brazil, Colombia, Mexico, Peru and the Philippines. More than 28,000 employees located across 75 workplaces actively participate in Indra's quality management.

### Integrated quality management systems ISO 9001:2015

**91%**  
Sales

**50**

#### Companies

Argentina, Australia, Brazil, Chile, Colombia, Czech Republic, Italy, Mexico, Panama, Peru, Philippines, Portugal, Spain, Philippines, United Kingdom, USA, Uruguay

**~28,000**

#### Professionals

In 175 worksites in 16 countries



### Transport, defence and aerospace activities certifications



Rail  
▪ ISO 22163, IRIS



Defence  
▪ PECAL/AQA P 2110-2310  
▪ PECAL 2210



Aerospace  
▪ UNE 9100  
▪ UNE 9110  
▪ EN 9110 y EN 9120



Maintenance  
▪ PERAM 145, EASA 145c

### Certifications of software development and testing activities

- TMMi level 3 for software testing and engineering, in 5 countries
- CMMi level 3 and level 5 for software development at Minsait in 9 and 5 countries respectively
- CMMi level 3 for software development in the Transport market and in the area of Defence Simulation and Automation
- CMMi level 3 for software development in the areas of Radars, C2I, Digital Labs and Software Development Centres
- CMMi level 5 for software development in ATM, I&T CES Operations, Communications.

### Quality auditing

Internal and external quality audits are some of the main tools Indra uses to identify opportunities to improve the way products and services are developed:

- External audits: in 2022, 44 external audits were carried out, including those conducted by independent and accredited firms as part of certification processes and those undertaken – in line with standard practice – at the request of clients as part of their approval processes or as a contractual requirement. It is important to note that Indra also audits its suppliers and subcontractors to guarantee the quality of the products and services supplied to its clients (see section 7.9).
- Internal audits: in 2022, the quality team completed 307 internal audits in addition to the audits carried out on business operations and those aimed at ensuring the quality and effectiveness of the Quality Management System processes.

### Product health and safety conditions

[GRI 417-1]

Indra guarantees the highest standards of quality and safety required by legislation and industry certifications (e.g. EASA, PECAL, IRIS), as well as those expected by its end clients. The company has also established the CE marking procedure, which informs users and competent authorities that the equipment placed on the market complies with the binding legislation regarding essential requirements, including the health and safety of products.



## 7.6 Client satisfaction

The Corporate Quality department is responsible for monitoring client satisfaction and reporting back internally to the company's governing bodies. To ensure that client feedback reaches these bodies correctly, the Corporate Quality department, which falls under Corporate Services and Media, is structurally independent of Indra's business lines.

The Corporate Quality department monitors the needs and opinions of clients through two main channels: the annual satisfaction survey, and the complaints and claims reported to project managers.

Taken together, these channels allow it to keep track of the main risks and opportunities arising from Indra's relationship with its clients, such as those relating to service quality, the quality of the Indra's customer service and the competitive context.

The information gathered from these two channels is presented to both the Sustainability Committee and the Board of Directors. Survey results and records of complaints and grievances are presented at least once a year.

In order for the necessary improvements to be made, the Corporate Quality department passes on the main conclusions arrived at as part of this process to Indra's operating units. The company has the following mechanisms for this:

- Feedback Committee: a body set up in Indra's Transport and Defence markets to monitor client satisfaction and propose initiatives for improvement. On the committee are representatives from Quality, Business Development for the Transport and Defence Markets, Legal, Management Control, Operations, Operations Transformation and Global Risks.
- Minsait committees: with Minsait's Operations division, with client complaints and claims monitored quarterly, and with Markets and Verticals, as milestones for the Annual Satisfaction Survey are reached.

### Complaints and claims management

[GRI 417-3] [GRI 418-1]

Indra has a clear process in place for dealing with complaints and claims made by its clients. This process is subject to various internal and external reviews and audits which verify its effectiveness. Being aware of clients' complaints and claims and how they are appropriately and effectively dealt with is essential to improve client satisfaction and the relationship with them, as well as the company's processes.

During 2022 the Quality Organisation received 32 complaints and claims, of which 78% were customer complaints and 22% were claims. 69% of all complaints and claims received were dealt with and closed in 2022 and the remainder are in the process of being managed.

### Implementing improvement measures

As part of the Client Experience framework, Indra continues to identify, analyse and implement improvements aimed at enhancing client relationships and increasing their loyalty and satisfaction, as well as improving processes and the quality of the products and services offered.

As part of this process of continual improvement, and as a result of the client feedback gathered from the satisfaction survey and in the form of complaints and claims, 2022 saw Indra introduce various improvements with a bearing on client satisfaction. These include:

- Holding regular meetings with important clients.
- Devising action plans for clients when deemed necessary.
- Setting up bodies to share insights on client experience, similar to the Feedback Committee in Regions.
- Introducing a quality scorecard for complaints/claims and nonconformities for the Traffic and Defence markets, which will be rolled out to Minsait at the beginning of 2023.
- Improvements to management reporting.
- Identifying and measuring the costs of quality and non-quality, and establishing an economic impact matrix that determines the correlation between origins/causes and effects/typologies based on the lifecycle of the product.





## 7.7 Information security, privacy and data protection

The company's annual double materiality assessment, described in more detail in Appendix 11.2 of this report, has identified information security and data privacy as the company's most significant sustainability topic. This reflects the critical nature of the information managed by the systems and technologies that Indra helps to implement, as well as how important it is to customers and end users.

As a result, Indra has developed a number of policies and procedures that govern cybersecurity and privacy within the company. Although the management systems for information security and data privacy themselves have been included in this section, it is worth noting that, as a general rule, Indra's undertakings in this area are covered in the company's Code of Ethics and Legal Compliance and Human Rights Policy. In this way, Indra recognises that for every one of the stakeholders with whom it interacts, data security and privacy is a fundamental human right, and the company therefore complies with its obligation to respect and defend these rights.

### Governance of information security and data protection

[GRI 418-1]

Indra's objective is that all places and channels where information can be stored or transmitted from guarantee:

- Its confidentiality, ensuring that only authorised parties who need to have access – on a need-to-know-basis – can access the information, thus avoiding problems of leaks or unintentional deletions of sensitive information.
- Its integrity, ensuring information and the methods used to process it are accurate and complete, avoiding any potential unauthorised modifications.
- Its availability, ensuring that the authorised users can access the information and its associated assets when they need to, and guaranteeing access to the company's critical systems at all times by drawing up business continuity plans.
- That any alteration, loss or unauthorised processing or access of data of a personal nature is avoided.

Critical cybersecurity incidents

0

Percentage of employees trained in information security and data protection

95%

The long-term objective is to remain cyber resilient, ensuring that cybersecurity incidents do not have a critical impact on Indra

Indra has defined a global Security Governance Model that ensures the correct coordination and organisation in matters of Information Security. The Information Security Department is responsible for overseeing the implementation of the most effective controls and procedures that will help minimise the privacy and information security risk to which the company is exposed. On a regular basis, and at least once a year, the CISO (Chief Information Security Officer) and the DPO (Data Protection Officer) report to the Board's Auditing and Compliance Committee and to the Risk Coordination Unit, informing them of the performance of the controls and any potential incidents that have occurred during the financial year.

The reports made to these governing bodies allow information security and privacy risks, as one of the main risks identified by the company, to be monitored. The members of the Auditing and Compliance Committee have been appointed based on their experience in the management of financial and non-financial risk. Its president, Virginia Arce, for example, has extensive experience in the field of auditing, notably for companies in the Telecommunications, Media and Technology sector, where cybersecurity risks are a major concern.

### Information security management

Indra has developed an Information Security Management System, certified under the ISO 27001 standard and which covers the companies representing 93% of Indra's sales and which are located in Spain, Brazil, Mexico, Colombia, Peru, Italy, Portugal and the Philippines. The system is responsible for defining, implementing and improving controls and procedures to minimise and manage the risks in the company's internal processes, in its daily operations, in the development and execution of projects, programmes and services and in client management.





## 93% of Indra's sales are via companies certified under the Information Security ISO 27001 standard

The Information Security Strategy is based on five fundamental principles:

- Governance of Information Security, ensuring the proper coordination and organisation of information security at all levels.
- The Regulatory Framework on Information Security, applicable to all the company's markets and departments – as well as to all Indra's companies, branches and subsidiaries – and compliance with which is mandatory for the entire Indra collective. The [Information Security Policy](#), which is publicly available (together with the [Privacy Policy](#)), establishes the core principles for achieving the objectives related to confidentiality, availability and integrity.
- Awareness-raising and continued training on Information Security for all company employees. Indra also offers cybersecurity training to its suppliers following the findings of its audits.
- Technology and security controls designed to safeguard the confidentiality, integrity and availability of both information and resources.
- Audits and monitoring of compliance. Internal audits are carried out to complete security and network control processes, procedures to audit the technical vulnerabilities of platforms and applications, and processes to validate the security architecture prior to the connection of platforms to Indra's network, as well as continuous monitoring processes. External audits are also completed to verify compliance with all applicable regulations and international standards, as well as with the requirements established in this regard by clients. For example, the audits completed by AENOR under the ISO 27001 standard, the financial audits, the audits of the Internal Control Over Financial Reporting (ICFR) and TIC audits. Additionally, Indra assesses a sample of 25 suppliers deemed critical to the company's use of information. In the event that a flaw is identified in the data security management of these suppliers, Indra makes recommendations for improvement by referring to a Basic Guide to Cybersecurity, based on the principles and recommendations of INCIBE.<sup>23</sup> The company subsequently performs checks to ensure that the recommendations are being complied with, with any failure to comply potentially leading to the supplier being dropped or replaced.

In addition, to ensure that its information security management is sufficiently robust, Indra has an ISO 22301-compliant business contingency and continuity plan. Certification to ISO 22301 standards means that Indra has the necessary governance model, strategies and recovery solutions in place to deal with a variety of disruptive scenarios, such as cyberattacks, natural disasters, pandemics and armed conflicts. The business contingency and continuity plan is tested periodically. As part of the plan, which is governed by the company's internal regulations, various exercises were carried out in 2022 involving simulations of technical failures, malicious attacks, and other events that could threaten the continuity of Indra's services.

To ensure the proper implementation of this strategy and guarantee the company's cyber resilience, Indra periodically tests (at least once every six months on average) its information security systems using:

- Cyber exercises, including targeted attacks, role-playing and simulations of security incidents, in order to prepare and increase the company's defence and resilience capabilities in response to attacks or situations of imminent risk.
- Exchanges between the Red Team and Blue Team to evaluate the effectiveness of our capacity to respond to threats, based on tactics and techniques from the MITRE ATT&CK<sup>24</sup> methodology and international framework.
- Intrusion tests designed to identify possible security weaknesses.

<sup>23</sup> Spain's National Institute for Cybersecurity

<sup>24</sup> MITRE ATT&CK is a knowledge base that models cyber adversaries' behaviour, reflecting the various phases in an attack lifecycle and the platforms known to be targeted.



## Data protection

Since 2010, Indra has had an Office for Privacy and Data Protection, and since 2017 the Privacy and Data Protection Policy has been adapted to the requirements of Regulation EU 679/2016 (GDPR). Additionally, the Code of Ethics and Legal Compliance, compliance with which is mandatory for Indra's employees and partners, includes aspects related to information security and protection.

The [Privacy and Data Protection Policy](#), which is publicly available, establishes that data of a personal nature collected has to be appropriate, pertinent and not excessive, and collected for explicit and legitimate ends; identifies the channels facilitated by the company so that users can exercise their rights; describes the assumptions made by the company when processing personal information; and defines what type of personal data are considered to be sensitive.

Indra is a B2B company, so its treatment of the personal data of clients which represent the legal entities with which the company holds a commercial relationship allows for no other treatment and it is therefore not necessary to use personal data for secondary purposes. Also, in relation to the users who contact the company via its website, the legal advice on privacy recognises that the supply of information regarding products and services is the main purpose of the information collected, and this information is not used in any other way that could be considered a secondary purpose. This principle is further supported by the principle of "data minimisation" via which Indra only gathers the minimum and purely essential information to contact other companies. With this sole purpose, Indra maintains a register of website users who have contacted the company, storing only the minimum amount of information necessary (email and IP address and the contents of the consultation made) in accordance with applicable law. This information is not used for any other secondary purpose given that Indra's relationship with website users does not involve the provision of services, and therefore there are no cases where the transfer of this data to other service providers is requested.



The implementation and effectiveness of the privacy policy is reviewed as part of the audits for the UNE 19601 certification of the Legal Compliance System and the ISO 27001 certification of the Information Security Management System.

## Information security culture

In 2022, Indra continued its work to increase security awareness and culture within the company. To this end, in addition to the mandatory training for all staff on data security, personal data protection and data privacy described in the company's onboarding plan, a new mandatory course, based on the dos and don'ts associated with the most frequent security problems, will be run annually, and is intended to provide information on the most common risk situations for the company and the specific procedures to follow in the event that they occur.

In addition, a series of courses on security is available for all employees to voluntarily sign up to, allowing them to take the training that they deem necessary. This includes special courses on the National Security Scheme, Secure Development, Advanced Security, and Indra's Information Security and Privacy and Information Security Regulatory Framework policies, as well as access to other courses and materials on more specialised matters which are available for self-study. Similarly, in order to increase awareness at every level, special training on information security has also been provided to the Board of Director's Audit and Compliance Committee.

## Initiatives undertaken in 2022 to improve information security

In 2022, the company continued to roll out the Information Security Transformation Plan that it began in 2020. The following initiatives undertaken in 2022 in each of the five priority areas are particularly worthy of mention:

- Improvements to the security of operations: The company's operations were divided up, and security management procedures adapted and developed accordingly based on the operations' level of criticality and the requirements of clients and external auditors.
- Improvements to information security governance: Indra has worked to improve information security management across its operations by refining both the internal measures used by all companies belonging to the group, as well as those used by the suppliers and third parties that process information on Indra's behalf.



- Improvements to the security measures applied to key company processes: Improvements to tools providing information on the exposure of the public perimeter and security controls in multicloud environments, and the removal of insecure protocols for connecting to corporate systems, etc.
- Improvements to technology and the management and service model: Implementation of a zero trust security model, a device hardening system and a system for classified information based on the specifications made by Spain's National Cybersecurity Centre (CCN), and adapting of early detection tools for incidents and attacks to the MITRE ATT&CK methodology.
- Greater awareness and responsible use: Indra has been working on increasing employee awareness and encouraging more responsible use by carrying out cyber exercises and simulations of phishing attacks. This has led to increased resilience, according to measurements performed by Spain's National Institute for Cybersecurity (INCIBE).

### Complaints relating to privacy and action taken as a result

In 2022, Indra Sistemas S.A. was the subject of a privacy complaint, filed with the Catalan data protection authorities (Autoritat Catalana de Protecció de Dades), relating to a service performed for a client. The incident that led to the complaint was remedied within hours and did not involve the leaking of any sensitive data with a significant effect on individuals' privacy, nor did it involve any direct damage to the client or have an impact on the proper execution of the project.

In response to this complaint, Indra set in motion the procedures intended to be used in such cases, responding to requests from the relevant authorities in a timely and appropriate manner and reviewing its existing processes to ensure that they include response and prevention measures for avoiding this type of situation occurring. As a result of the complaint, Indra was fined €23,000, an amount that it has already paid.

Indra continues to implement measures in relation to data protection that ensure the security and proper provision of the services that it offers its clients.

## 7.8 Sustainable supply chain management

Indra is aware of the importance of its supply chain in meeting its objectives, both due to its international presence and the supply chain's importance and impact on the company's revenue. The Code of Ethics and Legal Compliance, and the [Supplier Sustainability Policy](#) approved by the Board of Directors, set out the principles that guide the company's procurement processes. These are included in the Procurement Terms and Conditions for all orders, which is available to view both on the Supplier Portal and the [company website](#).

Indra's Procurement Department is tasked with setting the strategy and procedures for the procurement of services and products, as well as overseeing this process and ensuring that the strategic objectives established by the Board of Directors are met. One of the aims of the procurement strategy is to effectively incorporate environmental, social and governance (ESG) criteria into the company's supply chain management.

Indra's commitments to excellence in the supply chain:

- Transparency, ethics and compliance
- Independence
- Value generation and competitiveness
- Local impact (purchases from local suppliers)
- Reliability and efficiency

The aim is to secure the best suppliers via business procedures designed to ensure transparency and equality of conditions for all bidders.

Indra periodically identifies the suppliers that it deems most critical in terms of income generated, how essential the products/services provided are, associated risks and the extent to which the company is dependent on the supplier. Given the nature of its business, the most critical procurements for Indra as a whole are those related to the outsourcing of production, the purchase of equipment, and electrical and electronic components.

During the purchasing process, Indra ensures that a supplier risk assessment is carried out. The following risks in particular are gauged: credit risk, fraud risk, cybersecurity, ethics, ESG, human resources and tax risk.

The volume of purchases Indra makes from a given supplier is directly correlated to its local presence and the projects it carries out in these countries, and is consistent with its practice of encouraging partnerships with local suppliers.

By looking specifically at the ESG risks associated with suppliers, the company aims to determine the impact of its supply chain on sustainable development, as well as to identify any operational, legal or reputational risks that might arise from its cooperation with suppliers.





## Sustainable supply chain management

[GRI 308-1] [GRI 308-2] [GRI 407-1] [GRI 408-1] [GRI 409-1] [GRI 412-1] [GRI 414-1] [GRI 414-2]

It is Indra's responsibility to encourage its suppliers to improve their ethical, social and environmental performance. With this in mind, Indra has developed a management model for suppliers and incorporated ESG principles into every stage of the supplier management process.

In the supplier approval phase, an initial evaluation is carried out before the supplier is authorised to provide products or services to Indra. All suppliers must pass this stage without exception. Indra verifies that its suppliers are aligned with the company's policies, codes and operating principles. In order to receive approval, suppliers must meet the following criteria (listed in order of importance):

- ✓ Acceptance of Code of Ethics and Legal Compliance
- ✓ Compliance with applicable local law in supplier's country
- ✓ Evidence of a stable financial position and absence of credit risk
- ✓ Reputational risk
- ✓ Sustainability performance
- ✓ Civil liability (for certain contracts)

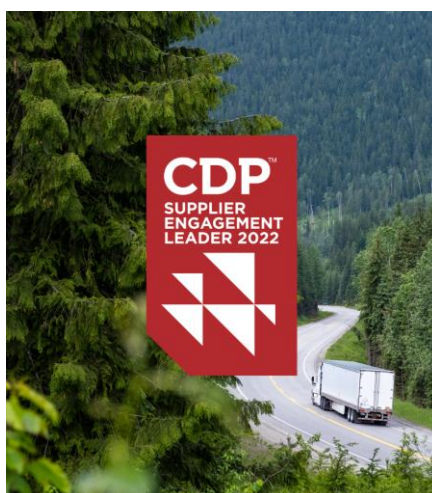
Indra requires its approved suppliers to comply with applicable local laws in relation to occupational risk prevention, as well as any associated legislation. The supplier undertakes to provide the required documentation to fulfil these obligations within the framework of the services provided.

In 2022, the Procurement Department began the process of introducing a global model for evaluating suppliers' sustainability performance which would be adapted to Indra's global presence and based on the ESG criteria. Suppliers are evaluated by measuring how well they perform in areas such as Climate Change risk management, Human Rights due diligence, talent management, and information security and privacy. In addition to this, critical suppliers must also provide evidence and documentation supporting their claims and attesting to their performance. The three bases on which suppliers are evaluated are their environmental (management policies and system, carbon footprint), social (Human Rights and employment practices) and governance (ethics and compliance, information security) standards.

By the end of 2022, 70% of Indra's critical suppliers had been evaluated using the company's sustainability criteria. Of these suppliers, 66% exceeded the level of sustainability considered adequate (scoring more than 51 points out of a possible 100).

The objective in carrying out an ESG evaluation of suppliers is not only to allow Indra to select those that perform best from a sustainability perspective, but also to motivate suppliers to improve their ESG performance, thereby increasing their competitiveness.

To determine the level of risk that the company assumes through its supply chain as a result of the local contexts in which its suppliers operate, Indra refers to the SDG Index Score<sup>25</sup>, which uses indicators such as peace, prosperity, and care for people and the planet. Of the purchases Indra makes from direct suppliers, 97% come from countries with a high sustainable development score<sup>26</sup>.



Critical suppliers assessed using ESG criteria

**70%**

Volume of purchases in countries with a high sustainable development score (SDG Index Score)

**97%**

**As Supplier Engagement Leader** Indra works with its suppliers to extend environmental measures to its supply chain

The procurement process is periodically subjected to an internal audit. The recommendations and opportunities for improvement that emerge from these reviews are analysed and implemented, and their implementation is then periodically monitored to ensure the continual improvement of the company's processes. During the audits performed in 2022, no significant weaknesses were detected.

<sup>25</sup> The SDG Index Score is a summary index developed by Bertelsmann Stiftung, the Sustainable Development Solutions Network and Cambridge University Press that measures each country's level of progress towards achieving the UN Sustainable Development Goals.

<sup>26</sup> A high SDG Index Score is a score of 70 points or more out of 100.



## Social and Human Rights requirements for suppliers

Indra promotes and defends the protection of Human Rights in its supply chain. Since 2017 it has required all of its approved suppliers to accept and comply with its Code of Ethics and Legal Compliance, which are included in the General Procurement Terms and Conditions.

The Code of Ethics and Legal Compliance reflects the company's commitment and what it requires its suppliers to respect: the International Declaration of Human Rights, the principles relating to the rights set out in the Declaration of the International Labour Organization and the principles of the United Nations Global Compact. In addition, compliance with Indra's Supplier Sustainability Policy, in place since 2021, is also mandatory for suppliers, and this policy forms part of the company's General Procurement Terms and Conditions.

Similarly, Indra has a Statement on Conflict Minerals, which sets out its commitment to not use minerals or components in its products that have been extracted from "conflict" mines. Thereby further strengthening its responsibility in the defence of Human Rights throughout its value chain.

In 2022, there were no incidents involving suppliers and the rights to freedom of association and collective bargaining or the use of child or forced/non-consensual labour, nor is there any record of complaints in this regard having been received. Moreover, no suppliers were identified as having a significant negative social impact.

In 2022, five suppliers were reported through the mechanism set up to handle complaints (the Direct Channel). All reports were investigated and there were no confirmed findings. For more information, see section 4.1.

## Carbon footprint training for suppliers

In 2022, the Environment team launched a series of training sessions on carbon footprint for certain critical suppliers in Spain selected for their emissions intensity. Over 100 suppliers were asked to attend, representing more than 15% of Indra's total emissions from purchases. The sessions focused on explaining the basic principles for calculating carbon footprint, the importance of monitoring CO<sub>2</sub> emissions, future regulatory requirements in this area, and how to record emissions through the platform that Indra has set up for its suppliers. Thanks to this initiative, the ESG and carbon footprint information on suppliers available to Indra has increased 143% for those suppliers who attended the sessions.

## Responsibility to suppliers

Indra is committed to the sustainability of its supply chain and developing production and the social fabric locally. The company is therefore mindful of the following when setting out terms:

- Ensuring that invoices are paid within an interval that does not extend beyond local legal limits, and that such payment terms are in no way abusive towards the supplier.
- Maintaining stable relationships with suppliers that provide them with visibility in terms of levels of cooperation into the long term, as well as financial and economic security.
- Working with local suppliers whenever possible.

## Supply chain: purchases from local suppliers

[GRI 204-1]

In 2022, €1,843 million worth of purchase orders were placed with more than 6,600 approved suppliers in over 87 countries.<sup>27</sup> By purchasing from local suppliers, Indra contributes to the development and growth of the business network in its local communities. In 2022, 77% of purchases were made through local suppliers – meaning that 85% of all approved suppliers were local. Suppliers are considered to be local when their country of origin (registered address) coincides with that of the purchaser. The high volumes of local purchases made by Indra are a driver of growth in the regions in which it operates, stimulating business growth and industrial and social development within these countries through the creation of jobs at the companies supplying products and services.

Local suppliers (no.)

**85%**

SME suppliers in Spain

**71%**

<sup>27</sup> Supplier data covers 91% of Indra's total purchases and does not include purchases made by companies that do not use the corporate procurement model, such as Indra Navia, Avitech and Indra USA, although Avitech is expected to be incorporated in 2023.





## 8 Society and commitment to local communities

### 8.1 Social investment and volunteering

[GRI 203-1] [GRI 203-2] [GRI 413-1]

Indra is committed to making a meaningful contribution to the socio-economic development of the communities where it operates. It therefore believes that contributing to the sustainability of the communities where it operates forms part of the company's responsibility and long-term value creation aims for all its stakeholders. At the same time, Indra firmly believes that, to maximise the positive impact it has on its local communities, it must focus its support for social causes through initiatives that are closely linked to its core business and to areas in which the company is most skilled: promoting knowledge and innovation.

Investment in social projects

**€1.3 million**

Volunteers (no.)

**+900**

In 2022, Indra's investment in social action shrank 26% compared to 2021, as a result of allocating more funds to hiring through Special Employment Centres and the increased amount of people with disabilities forming part of the company's workforce – in line with the General Act on the Rights of Persons with Disability.

Indra champions a variety of initiatives – direct donations, accessible technology projects and corporate volunteering – that all form part of four key lines of action: Accessible technology, improving the environment, promotion of STEM careers and support to groups at risk of exclusion and to children. These key lines of action for social initiatives take on a different form in each of the countries where Indra operates and are also tailored to the specific needs of each region's local community. Appendix 11.6 to this report details the main social impact initiatives undertaken by country.







### Developing accessible technologies

As a technology company, Indra understands that it has a significant capacity both to resolve the problems encountered by people with disabilities through the use of technology and to reduce the digital gap in accessing technology and the services that may be associated with this group. In 2022, as well as promoting inclusive technology, Indra spearheaded, together with the FDI Foundation and HandsOn Spain, the second call for the entrepreneurship platform Ventures4Inclusión which is open to innovative tech-based projects presented by people with disabilities and charitable organisations and designed to help this collective access the jobs market.

### Promoting STEM careers

Many of the markets where Indra operates are suffering from a shortage of professionals with STEM qualifications and skills, areas that are key to the company's business. The company therefore believes that promoting STEM careers will not only benefit the communities where it operates, but also the company's long-term interests by ensuring the future availability of qualified professionals in these fields.

As such, Indra aims to promote the presence of women with disabilities in STEM positions, collaborating once again in the third edition of the RADIA initiative. Currently only one out of every six employed ICT specialists is a woman. In addition, having a disability only makes it even more difficult for women to enter higher education and find employment. This is why the RADIA initiative seeks to offer training and employment that includes more women with disabilities in the digital sector, recognising both the value of their contribution and their talent, factors which are key to building an inclusive, competitive and dynamic digital society.

### Improving the environment

Indra is committed to protecting the environment and contributing to the fight against Climate Change. It is therefore important for the company to take action that can partially offset its environmental impacts, while at the same time help it to improve its employee relations and their pride in being a part of the company.

Indra engages in volunteer work that as well as helping to conserve and restore the ecosystem also helps to integrate people at risk of social exclusion. In 2022, in collaboration with Fundación FDI (*Fundación para el Fomento del Desarrollo y la Integración*) the company took part in an initiative to repopulate forests across Spain. The initiative saw close to 280 Indra employees volunteer and join forces with over 200 people with learning disabilities from ten social organisations across various provinces and with conservation specialists to take part in the project.

### Supporting groups in danger of exclusion and children

Access to and demand for technology is heavily dependent on an individual's socio-economic profile. The greater the level of development, the greater the demand for technology. As such, Indra firmly believes that supporting socio-economic development and eliminating any kind of risk of social exclusion benefits both the community and the company itself.

Together with the Red Cross, Indra works to support primary and secondary school children in Spain in their learning and homework to reduce the risk of social exclusion and help secure them a more successful future.

Indra has also strengthened its social commitment by collaborating with the CEOE Foundation in its Sustainable Digitalisation campaign and providing the Labdoo non-profit with laptops.

### Employee participation in social initiatives

Indra is a socially responsible company committed to sustainable development, which helps to encourage, channel and expand the positive impact of its employees, clients and collaborators on the planet and on individuals.

In 2022, Indra continued to encourage its employees to participate in various social initiatives designed to help the most vulnerable groups. These initiatives took a variety of forms, including: *Charity food delivery*, delivering food at Christmas to more than 60 families and people belonging to vulnerable groups and attending soup kitchens; supporting those affected by the eruption of the La Palma volcano with Red Cross and supporting those affected by the war in Ukraine with World Central Kitchen.



### Volunteering in 2022

- ✓ More than 5,400 volunteer hours
- ✓ 10,600 direct beneficiaries and more than 51,000 indirect beneficiaries
- ✓ More than 40 collaborating entities



## 9 Stakeholder relations

[GRI 2-29]

### 9.1 Commitments and communication channels with stakeholders

Via its Sustainability Policy, Indra commits to certain fundamental principles that govern the way it conducts its relations with the company's stakeholders.




















Stakeholder	Summary of the policy undertaking made	Section of the report in which it is described
<b>Shareholders and investors</b>	Guarantee shareholder rights. Guarantee representation of the interest of all shareholders. Ensure diversity in governing bodies.	3.2 Business model and strategy 9.2 Shareholders and investors
<b>Clients</b>	Guarantee security and the highest standards of quality. Manage projects responsibly. Facilitate communications with the company's clients. Guarantee data protection.	7.8 Information security, privacy and data protection 7.6 Design and manufacture of products and services in line with ESG criteria
<b>Professionals</b>	Promote creativity and innovation. Integrate employees into the workforce and supporting their development. Promote employment stability. Actively champion health, safety and well-being. Broaden the channels of communication with employees. Guarantee the rights of social dialogue and collective bargaining.	6 People and talent 9.1 Commitments and communication channels with stakeholders
<b>Suppliers</b>	Integrate principles of responsibility and sustainability into supply chain management. Maintain standards of respect for Human Rights. Treat suppliers fairly and impartially and encourage local contracting. Apply due diligence processes in relation to third parties.	4.2 Guiding principles on Business and Human Rights 7.9 Sustainable supply chain management
<b>Local communities</b>	Develop solutions that benefit the development of a more integrated society. Promote STEM careers. Encourage employee participation. Develop fiscal activities within a framework of ethics, transparency and integrity.	3.2 Business model and strategy 4.3 Responsible taxation 6.2 Attracting talent 8.1 Social investment and volunteering
<b>Foundations and society in general</b>	Undertake a commitment to combat Climate Change. Minimise environmental impact of facilities, operations, solutions and services. Incorporate principles of the circular economy. Collaborate on social action programmes for the benefit of society as a whole.	5 The planet and Climate Change 9.3 Associations and foundations



Stakeholder	Summary of the policy undertaking made	Section of the report in which it is described
<b>Entrepreneurial ecosystem</b>	Promote in-house entrepreneurship to foster the generation of innovative ideas. Create entrepreneurship platforms for vulnerable groups, providing them with the tools they need to help facilitate their integration. Reduce the digital gap for accessing technology and services.	7.4 Sustainability-focused innovation 11.6 Table of sustainability indicators – Society – Social and accessible technology initiatives
<b>Universities and research centres</b>	Drive innovation in response to current and future sustainability-related challenges. Work on research projects in the field of accessible technology and using technology to drive social integration. Fast-track the development of highly specialist tech profiles.	7.4 Sustainability-focused innovation 11.6 Table of sustainability indicators – Society – Social and accessible technology initiatives 6.2 Attracting talent

### Communication channels with stakeholders

Indra provides its stakeholders with various communication, participation and dialogue channels which are continuously reviewed and updated.

Shareholders and investors	     
Clients	    
Professionals	      
Suppliers	   
Local communities	  
Foundations and Society in general	  
Entrepreneurship ecosystem	   
Universities and training centers	  
Regulator and authorities	  
Media	   

#### Legend

	Direct relation		Specific publications
	Specific events or events		Indra and Minsait websites
	Satisfaction surveys		Social and professional networks
	Channel for communications or complaints		



## 9.2 Shareholders and investors

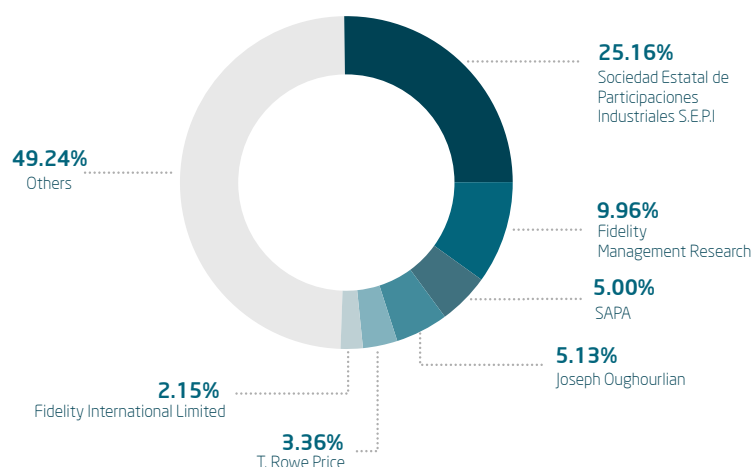
### Ownership structure

[GRI 2-9]

The ordinary shares have been listed on the Continuous Market since 23 March 1999 within the Communications and Information Services industry and the Electronics and Software sub-sector.

Since 1 July 1999 Indra has also formed part of the IBEX 35 selective index, which includes the leading 35 companies in the Spanish securities market in terms of market capitalisation and liquidity.

The shareholders in the graph below have a holding of more than 3% registered on the [CNMV's official site](#) at the end of 2022.



Source: Indra corporate website, data updated to 31/12/2022. With regard to the position of Mr. Joseph Oughourlian, it should be noted that 3.24% of his stake is held directly by Amber Capital Investment Management ICAV - Amber Global Opportunities Fund, which is a fund managed by Amber Capital UK LLP, which has the discretion to exercise voting rights. The remaining interest (1.89% of the share capital) is held by other funds managed by the Amber management companies.

On 22 February 2022 the Cabinet announced its decision to allow SEPI to acquire an additional 10% of Indra's capital and thereby take its stake up to 28%. In its notification to the CNMV, SEPI stated that its decision was a response to the State's commitment to the company, which had taken on particularly important challenges relating to the national interest (FCAS) and the interests of the country's closest allies, and was also aimed at providing the company with shareholder stability.

On 16 September 2022, the Council of Ministers announced that it was granting authorisation for joint foreign investment in the Spanish company Indra Sistemas, S.A. from the companies Amber Capital UK, LLP (United Kingdom) and Amber Capital Italia SGR, S.P.A. (Italy), up to a joint total holding, either in shares or other financial instruments representing shares in the said company in the form of underlying value, amounting to 9.99% of the share capital.

### Shareholder rights

As set out in the Regulations governing the General Shareholders' Meeting, Indra's relations with its shareholders are founded on principles of equal treatment among shareholders, transparency and the continuous provision of comprehensive information.

Under Article 12 of the Regulations, each share entitles the holder to one vote, and the resolutions proposed at the General Shareholders' Meeting are adopted by a simple majority of votes, except where the Law requires a specific majority.

Under the terms of Article 3 bis of the Regulations and Article 519 of the Spanish Companies Act, any shareholder representing at least 3% of the company's share capital may ask for an item to be included in the Meeting's agenda, or submit proposals on items already in the Meeting's agenda.



As a way of encouraging shareholder participation, before convening a Meeting, Indra sends out a notice to all of the company's shareholders, inviting them to submit proposals for items to be included in the Meeting's agenda.

The rights of shareholders to participate in the General Shareholders' Meeting are explained in the [company's internal regulations](#), as well as in the notice in which each [General Shareholders' Meeting](#) is convened.

The two basic channels through which shareholders can access information are the company website, particularly the [Shareholders and Investors](#) section, and the [Shareholders' Office](#). Under the Shareholders and Investors section, the sub-section relating to Corporate Governance includes comprehensive information on the company's General Shareholders' Meetings, including ways in which shareholders can take part, the agenda and the results of any votes taken. In addition, as a measure designed to increase transparency for shareholders and the various shareholder groups, every General Shareholders' Meeting is broadcast live on the [Indra website](#). Once the Meeting has ended, a recording of the session is also made publicly available on the [Indra website](#). In addition, while every General Shareholders' Meeting is being held, the Shareholders' Office remains open to shareholders as a point of access between them and the company.

### Relationship model

The Board of Directors is responsible for overseeing the information provided to shareholders, institutional investors and the various stakeholders at the highest level. It is also responsible for maintaining contact and communications with all of these groups, ensuring, protecting and facilitating the exercise of their rights and interests within the framework of defending the Company's interests, all in accordance with the following general principles: i) Transparency and veracity of information; ii) Equality of treatment in the distribution of information; iii) A guarantee that information can be accessed by all target audiences via the use of adequate information vehicles; iv) Compliance with the provisions set out in Law, the Company's internal regulations and the recommendations relating to Corporate Governance, along with the principles of cooperation and transparency with the authorities, regulatory bodies and competent administrative bodies.

In accordance with Recommendation 4 of the Code of Good Governance for Listed Companies, the company has a policy for communicating with shareholders, institutional investors, proxy advisors and other stakeholders, and criteria for reporting financial data, non-financial data and corporate information.

Most notably, the policy regulates the various channels for communicating with and informing the public and the markets in general, the main channels being:

- The General Shareholders' Meeting is the main way in which Indra's shareholders can participate.
- Communication with the CNMV (Spanish Securities Markets Commission) and other regulatory bodies to notify the market of any information that is classified as privileged or relevant under the legislation in force.
- The company website is the main channel used by the company to communicate with and inform its shareholders, institutional investors, proxy advisors and the markets in general.
- Regular informative meetings (roadshows) with shareholders, institutional investors and proxy advisors.
- Conference calls and webcasts via which Indra presents its quarterly results to investors and analysts.
- [Shareholders' office](#): channel available to all shareholders to answer their questions and offer any other information they may require.
- Investor magazine: a digital means of communication specifically aimed at minority shareholders.
- Widely accepted and broadly distributed traditional media outlets and social media networks that are present and followed in the European Union. This distribution is carried out adhering to the recommendations and criteria set out by the CNMV for this matter.

## 9.3 Associations and foundations

[GRI 2-28] [GRI 415-1]

Indra works with a large number of associations and foundations, with a view to achieving a broad range of goals, including:

- Further develop the company's political, economic and social intelligence
- Increase the company's external visibility, improving its positioning and protecting and enhancing its reputation
- Apply Indra's focus on open innovation through the development of innovation-based projects
- Work on social action programmes to benefit the local communities where the company operates.

In some cases, the legal remit of the associations and foundations that Indra collaborates with, includes the power to consult with State bodies with regard to the public policies implemented by government (such as, for example, the Spanish Chamber of Commerce). Any actions that may result in influence from a company such as Indra being applied through these institutions, is therefore governed by law. These associations and foundations are the only intermediary to the regulator, outside of the company itself.



Indra is not aware of having collaborated with any type of organisation whose objective could be understood to be political influence and has therefore made no contribution to lobbying or representation of interests, organisations or similar; to political campaigns, organisations or candidates; or any other expense associated with political influence.

When Indra enters into agreements with different kinds of associations or engages in direct contact with governments or their representatives abroad, it is careful to ensure that their lobbying activities conform to the same principles of cooperation and transparency that are set out in Indra's own Code of Ethics and Legal Compliance.

The Code of Ethics and Legal Compliance sets out the following obligations for Indra's employees in this regard:

- The prohibition of donations to political parties: the Code of Ethics and Legal Compliance prohibits any direct or indirect financing of political parties, their representatives or candidates.
- The prohibition of facilitating payments and restrictions on corporate hospitality: under the appendix on corporate hospitality, the Code of Ethics and Legal Compliance prohibits so called facilitating payments and limits the conditions and amounts in which Indra employees are allowed to offer business gifts to public officials.
- As the Code of Ethics and Legal Compliance sets out, Indra's internal procedures and processes include certain additional control measures relating to the engagement of politically exposed persons, given the greater risk of bribery and corruption to which these kinds of relations are subject. Indra is committed to complying with the legislation in force regarding transparency of lobbying activities.

The table of non-financial indicators in the appendix to this report includes the breakdown of the total contributions to associations and foundations.

In 2022, Indra maintained collaborative relationships with associations in the general sphere and its own sector or linked to lobbying and dialogue. The most relevant are listed below:

Transport and Defence	
AED – Aeronautics, Space and Defence Cluster	EOS – European Organisation for Security
UNIFE - European Rail Supply Industry Association	Eurocae
ALAMYS - Latin American Metro and Subway Association	ITS Spain - New Technologies in Transport Forum
ASD – Aerospace and Defence Industries Association of Europe	MAFEX - Spanish Railway Association
CANSO – Civil Air Navigation Services Organisation	TEDAE - Spanish Association of Defence Technologies, Security, Aeronautics and Space
	UITP – International Association of Public Transport
Information Technology	
ABES - Brazilian Association of Software Companies	AEC - Spanish Association of Consulting Companies
AMITI – Mexican Association of Information Technologies Industry	ENERTIC Platform - Platform for ICT companies for the improvement of energy efficiency
Innovation and Sustainability	
AEC - Spanish Quality Association	Spanish Platform for Climate Action
Global Compact	OECC - Spanish Climate Change Office
Forética	Ellen Mac Arthur Foundation
Foundations and associations devoted to forming relationships with foreign states	
Spain-Australia Council Foundation	Spain-USA Council Foundation
Spain-Brazil Council Foundation	Spain-India Council Foundation
Spain-China Council Foundation	Spain-Peru Council Foundation
Spain-Colombia Council Foundation	Fundación Iberoamericana Empresarial





In 2022, Indra contributed a total of €1,557,231 (€1,717,605 in 2021) to associations and organisations associated with political and institutional lobbying. The most significant of these contributions are listed below:

Most significant contributions (not an exhaustive list)			
<u>ASD – European, Aerospace and Security Association</u>	78,746	<u>AEC – Spanish Association for Consulting Companies</u>	43,600
<u>TEDAE – Spanish Organization for Aerospace and Defence</u>	76,188	<u>Spanish Chamber of Commerce</u>	65,000
<u>EOS – European Organization for Security</u>	14,520	<u>Confederation of Employers and Industries of Spain (CEOE)</u>	25,000
<u>UITP – International Association of Public Transport</u>	24,950		
<u>UNIFE – European Rail Supply Industry</u>	13,390		

In short, the company's public lobbying activities are directed towards supporting its business interests, stressing the importance of investment in innovation and its potential to contribute to economic and social development, and highlighting the impact of the company's products and services on society, on people and, therefore, on the pursuit of the Sustainable Development Goals (SDGs). In this way, the company showcases the positive effects of innovation and technology and their potential to make a contribution in a range of areas such as energy, health, education, financial inclusion, access to essential resources such as water, sustainable mobility, security and defence, combatting Climate Change through solutions aimed both at adapting and mitigating its effects, improving the way in which public administrations operate, and promoting and consolidating democratic societies through transparent election processes that are in line with international standards. Indra therefore legitimately promotes its commercial interests within the limits imposed by the company's Code of Ethics and Legal Compliance.

## 9.4 ESG indices and analysts

In 2022, and for a second consecutive year, Indra was named the global leader of the IT Services sector, after achieving the highest score on the Dow Jones Sustainability World Index (DJSI). The company leads the ranking in terms of social criteria, achieving the sector's maximum score in innovation, privacy, social and environmental reporting, workplace practices, attracting talent, climate strategy, institutional relations, fiscal strategy and corporate citizenship.

After being included in the index for 17 uninterrupted years, maintaining the highest position for the second year running is the ultimate recognition of Indra's commitment to improving its financial, social and environmental performance, using technology to make its contribution to the 2030 Agenda and increasing the positive impact that it has on people and on the planet. These results are testament to the continued effort made by the company to place sustainability at the heart of its stated mission and strategy.

2022 also saw Indra rated an A-List company in the fight against Climate Change by *Carbon Disclosure Project* (CDP). A classification that easily outstrips the sector average (C). This is true recognition of the company's environmental strategy which is fully integrated into its management of Climate Change risks and opportunities. Indra also obtained the highest rating for areas such as its governance model for climate-related issues, emissions reduction targets and its carbon footprint.

Other indices such the FTSE4Good and the MSCI-ESG rating agency have also recognised Indra's practices in matters of sustainability as far superior to the sector average.

In fact, in 2022, Sustainalytics lowered Indra's ESG risk rating, with the company remaining in a low-risk category (12.9), a level that places it in percentile 3 for the Software and Services sector and percentile 4 for the IT Consulting sub-sector.

In 2022, Indra was also included in the Bloomberg Gender Equality Index for a third consecutive year, and it was also certified once again as a Top Employer along with Minsait. These acknowledgements recognise the good practices of Indra and Minsait in talent management, especially the group's commitment to gender equality.



## Prominent presence in major ESG indices



### No. 1 in the industry in DJSI World in 2021 and 2022

#### 89 points overall rating

In 2022 Indra is for the **second consecutive year the leader in the IT Services sector**, achieving the best score in the sector in the economic and governance dimension, obtaining the **highest possible score** (100 points) in the criteria that value **lobbying practices**, **fiscal strategy**, **innovation**, **environmental reporting** and **social reporting**.

**Sustainability Award**  
Gold Class 2022  
**S&P Global**



### AA sector rating on MSCI-ESG

#### AA Rating

MSCI-ESG has awarded Indra an AA rating. This is the **second best score awarded by this index**, which shows the company's efforts in terms of sustainability and transparency. Above-average performance in ethics and fiscal transparency stand out.



FTSE4Good

### Top 11% of the sector on Ftse4Good

#### 4.2 overall rating points

Indra has the **highest possible rating** in the **Climate Change**, **labour standards** and **supply chain** categories, and in the **Governance pillar** (risk management, corporate governance and anti-corruption).

## Participation in specific social and environmental assessments



### Advanced level of reporting to the Global Compact

Indra has been a member of the Global Compact **since 2004** and annually reports progress on the Compact's 10 principles using the "advanced" format.



### Member of the Bloomberg Gender Equality Index

Indra is one of only 18 Spanish companies that form part of the **Bloomberg Gender-Equality Index (GEI)**. This index distinguishes companies that stand out with respect to the promotion of equality and the transparency of reported data.



### Top Employer company

**Top Employer Institute** has recognised Indra and Minsait as two of the best companies to work for in Spain for the third consecutive year.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SCIENCE  
BASED  
TARGETS

Indra's **emission reduction targets** are set according to the Science Based Target Initiative methodology with ambition **1.5°C** and have been formally approved in 2021.



CLIMATE

The company has received an **A List** rating for its 2022 **Climate Change** strategy, which means it is recognised as a leading company in the fight against Climate Change.



Indra has a **low ESG risk** rating according to Sustainalytics.



## 10 Financial and non-financial risk management

The risk factors which affect Indra depend on the countries where it carries out its activities and the nature of the sectors in which it operates. Indra aims to identify and evaluate the risks so that it can introduce measures far enough in advance in order to mitigate the probability of these risks actually materialising and/or having a potential impact on its business objectives.

The main risks that affect Indra implementing its strategy are outlined in section 8 of the Management Report.

### Risk management policies and procedures

Indra's Risk Management and Control System is a process advocated by the Board of Directors and Senior Management, the responsibility of which falls upon each and every member of the company. The purpose of the system is to provide reasonable certainty regarding the achievement of the established objectives.

**The Risk Management System, externally certified under the ISO 31000 standard, places a special focus on ESG risk assessment**

In 2022 Indra renewed its Risk Management certification with AENOR under the ISO 31000 standard. This highlights that the company's Risk Control and Management System is compliant with the principles, processes and best practices in terms of governance and accredits the effective integration of risk management across the group's operations, with the special consideration of non-financial aspects related to its performance in matters of ESG and Climate Change in the internal and external risk factor management process.

### Risk Management Process



This certification is valid for three years, with annual audits ensuring that the key elements of the system are effectively in place, and that the company continues to strive to make continual progress and improvements. This allows Indra to demonstrate its commitment to sustainability and further strengthen its resilience, as continually identifying and managing threats and opportunities places the company in a privileged position regarding the challenges faced in an increasingly competitive and ever-changing global environment.

In terms of adapting to an ever-changing world, Indra regularly updates its Risk Management and Control Policy, which was approved by the Board of Directors in 2016. The last review was conducted in 2022 and is available on the [website](#). In addition to the Policy, Indra also has policies and procedures in places for its main processes. These are also reviewed and regularly updated to ensure compliance with the legislation in force and the best risk management practices.



Indra's Global Risks Unit has a Risk Management Manual which outlines the processes for the company's risk identification and management. The main procedures for Indra's risk management include:

- Risk Management and Control Policy
- Risk Management Manual and procedures
- Risk management criteria
- [Code of Ethics and Legal Compliance](#)
- Criminal Risk Prevention Programme
- Competition Risk Prevention Programme
- Policies and procedures for [Business Continuity](#), [Information Security](#) and [Privacy Protection](#)
- Occupational Risk Management System Prevention Programme
- Human Resources Policies
- Tax Policy
- Indra Project Management and Project Risk Management Method
- Procurement Policies and Procedures
- [Sustainability Policy](#)
- [Human Rights Policy](#)
- Diversity Policy
- [Director Remuneration Policy](#)
- [Environmental Policy](#)
- [Position on Climate Change](#)
- [Energy Policy](#)
- [Statement on "Conflict Minerals"](#)
- Tendering Committee Regulations

For further information on the description of the risks and the Risk Management and Control System, please see section 8 of the [Management Report](#) and section E of the [Annual Corporate Governance Report](#), both of which are available on the company website.

### Three-pronged risk management model



#### First line

Operational management



#### Second line

Global risks Management control  
Legal advice  
Quality and production auditing



#### Third line

Internal Audit  
Compliance Unit

All Indra professionals. They must identify, assess, manage and report on the risks in the processes for which they are responsible.

Areas related to Indra's internal control and risk management system. They facilitate and supervise the management and reporting of risks by the operational management units.

Internal audit management. Provides reasonable assurance on the proper functioning of the internal control and risk management system. Audits the first and second line of defence.

**Report to the Management Committee\***

**Reporting to the Board of Directors and the Audit and Compliance Committee**

\*Except for the Global Risk Unit, which reports directly to the Board of Directors and the Audit and Compliance Committee

#### External assurance

External auditors, regulators and supervisors, among others



## Integration of risk management culture

Based on the framework set out in the COSO Report entitled Enterprise Risk Management, Integrating with Strategy and Performance (ERM 2017)<sup>28</sup>, which particularly stresses the importance of culture and the principled approach, Indra integrates risk management concepts within its culture based on the following principles:

- Identifying, assessing, monitoring and reporting risks: Indra's Global Risks Unit involves the company's various operational and corporate units in the regular (at least once a year) review and update of the catalogue and map of the company's risks. The company identifies its global risks through specific analysis of recognised sources, internal documents and interviews with key employees. It also regularly monitors risks and mitigation actions and, as with the Risk Map, reports its findings to the Auditing and Compliance Committee in the interests of its risk supervisory obligations. Additionally, Indra has formal committees for identifying risks. These allow employees to proactively identify and report potential risks as soon as a project enters the bidding stage. These risks are documented in the corporate tools. Indra has management tools that enable the company to identify, quantify and propose measures to mitigate risks throughout the entire lifecycle of a project. Finally, monitoring committees are set up to identify and analyse risks related to the company's operations.
- Disclosure and training: the company's key values (set out in the definition of its culture) are actively notified to all Indra employees via the various channels at the company's disposal, including the onboarding courses for new recruits and the company's intranet. In 2022, the Global Risks Unit has carried out culture initiatives by updating its risk management criteria and distributing the risk map and the risk functions to the Steering Committees and the Senior Management of the main geographies where the company operates, such as Italy, Brazil, Chile, Colombia, Mexico and Peru. As part of the annual process to update Indra's Training Plan, the company identifies training requirements, including those that may be associated with risk management. In 2022, via its Training Plan Indra developed specific training to target important areas such as people management, occupational risk prevention, cybersecurity, project management and the management of tenders, tax management, ethics and compliance. Via these courses, the company controls risk such as talent retention, health and safety, information security and privacy, compliance with project milestones, fiscal compliance, competition and corruption and bribery.
- Screening and performance assessments: the professional profiles of the positions at Indra (particularly in the case of the management team) and annual performance assessments are based on the company's key values and incorporate the principles of risk management.
- Remuneration and financial incentives: the company's remuneration system is aligned with risk management principles. At the highest level of the organisation, decisions on the remuneration of Indra's executive directors and senior management incorporate the necessary precautions to avoid assuming excessive risks and rewarding unfavourable management results, as reflected in the [Remuneration Policy](#). The variable remuneration paid to the heads of departments that manage company risk (e.g. the departments of compliance, prevention of occupational risk, information security, etc.) is dependent upon the proper management, disclosure and integration of risks throughout the whole company.

Section 7.5 of this report describes the measures taken to integrate risk management into the products and services offered by the company.

---

<sup>28</sup> COSO (Committee of Sponsoring Organizations of the Treadway) is a voluntary committee comprising representatives of five private-sector organisations in the US to give intellectual leadership to three interrelated themes: corporate risk management (ERM), internal control and the deterrence of fraud.



## Emerging risks

As part of the risk-management cycle described above, Indra includes a timeline that allows it to identify, assess and manage any risks that may have an impact on the business over the medium or long term and that may require specific mitigation or response measures.

As an example of these emerging risks identified by Indra, two particularly worthy of note are the difficulty the EU is facing to bring down inflation, and the geopolitical polarisation caused by the conflict in Ukraine and the reversal of globalisation that this has caused.

### High inflation in Europe over a prolonged period

#### Description

A total of 67% of the company's revenue comes from Europe (50% from Spain). In 2022, the region was particularly affected by the high level of inflation that came with the gradual shift to post-Covid economic recovery beginning as early as the end of 2021. This was then aggravated by the energy crisis triggered by Russia's invasion of Ukraine in 2022, which spread to the economy as a whole thanks to higher industrial and transportation costs. Although the general trend since July 2022 has been for inflation to fall, inflation in Spain remains at levels not seen since 1992. In addition to which, the European Central Bank's use of monetary policies to curb inflation by raising interest rates are increasing the cost of debt and serving to encourage investments and discourage spending in the economy. Although the impact of all this has at least been partially mitigated in 2022 by circumstances such as fixed rates on debt and salaries remaining stable, if high inflation persists, it will end up having an effect on the company's financial and personnel costs once it has to carry out its annual salary reviews and review its debt and financing structure and agreements. The risk is therefore that high inflation and interest rates will persist over a prolonged period or be compounded by a slowdown in economic activity.

#### Impact on Indra

Indra is exposed to this risk as a result of its strong presence in Europe, and particularly in Spain. Its intensive use of talent (and the associated risk of wage inflation) also play a role, as does the need for investment in its Transport and Defence and Information Technology businesses in order to retain a technological edge. If Indra fails to pass this inflation in costs on to its customers, it would result in lower profitability and less capacity to invest. Moreover, measures such as wage restraint could lead to increased employee turnover and a loss of productivity. Finally, if higher interest rates are sustained over a longer period, this will have an effect on the cost of the company's debt. In short, persistent inflation could affect Indra's capacity to innovate and have an impact on ongoing and future projects, the quality of its products and services and, more generally, the company's competitiveness.

#### Mitigating measures

On the whole, the policies aimed at improving operational efficiency that Indra has been implementing in recent years (such as Minsait's Operational Transformation Plan, Margin Boost in Transport and Defence, Lean Making and automated testing) should make it possible to absorb part of the cost increases associated with inflation. However, the company has plans to adopt special measures if the risk persists over time, such as:

- Continuing with its strategy to optimise the cost of its debt through diversification.
- Introducing wage restraint measures, to be compensated for by other, non-monetary benefits connected with flexibility and work-life balance in order to mitigate any impact on employee turnover.
- Distributing the workload more evenly among the different countries in which Indra operates by offshoring more of its production to locations where inflation has been lower and which offer a cost advantage over Europe.





## Geopolitical polarisation and its reversal of globalisation

### Description

More than a year into Russia's invasion of Ukraine and with no near-term resolution in sight, there is a risk of the conflict persisting and becoming endemic. The sanctions imposed by the EU and other Western countries continue to escalate. Russia's isolation from the West is prompting it to strengthen its ties with other countries, such as China. This could lead to the formation of two opposing blocs that do not see eye to eye geopolitically, and result in an escalation of the conflict in commercial, economic or military terms. It is in this context that countries have become increasingly concerned with assuring their independence and sovereignty in areas such as energy, raw materials, technology and industry. Problems affecting the energy market, global supply chains, and barriers to export (due to increased protectionism) could be aggravated and become persistent.

### Impact on Indra

For Indra's Transport and Defence division, it is important to ensure that the cost of the raw materials (mainly metals) and components (semiconductors, electronic components, etc.) needed to manufacture products remains stable. At the same time, many T&D projects apply the export model (teams are deployed to different locations for implementation). Protectionism and greater geopolitical polarisation could lead to reduced sales for the company, as well as higher supply costs and delays to production.

### Mitigating measures

The main mitigation measures adopted by Indra involved:

- Diversifying the supply chain.
- Proper stock planning for the materials needed to manufacture products. Indra constantly monitors the state of its supply chains, and in the event of any disruption to these, its reserves of materials are increased by making advance purchases to prevent gaps in their supply.
- Developing local capacity in the different countries in which the company operates through alliances with local partners, and knowledge and technology transfer.





### Impact of the conflict in Ukraine on Indra's business

The invasion of Ukraine by the Russian military had wide-ranging repercussions for the economy in 2022, resulting in economic downturn and high inflation which worsened as the year progressed, particularly in Europe.

The conflict has had little direct impact on Indra's business, as it has no permanent local presence or implementation companies based in the countries involved in the conflict (i.e. Russia, Ukraine and Belarus). In the rest of Eastern Europe, Indra has a limited presence (less than 1% of its entire workforce\* as of the end of 2022). Indra's priority has been to ensure the safety of its professionals working in countries close to the conflict. Indra's Corporate Security team are carefully monitoring the situation in the region, and while such a scenario is highly unlikely to ever occur, evacuation plans are in place for local personnel should they be needed.

With regard to energy, the conflict and the resultant shortage of natural gas from Russia have resulted in a change in Europe's energy mix. This has not, however, affected Indra's climate targets. Spain and Portugal – which account for 87% of the company's electricity use – benefit from their status as “energy islands” and have an energy mix that is not dependent on Russian fossil fuels.\*\* Indra is therefore pressing ahead with its energy transition plan based on science-based targets (SBT), committing to the use of renewable energies (100% in Spain and Italy, and 88% globally) and the implementation of energy efficiency measures, with more than one million euros invested in Spain in 2022.

For further information, please refer to the Consolidated Financial Statements 2022, Note 2.

(\*) NB: Bulgaria, Czech Republic, Slovakia, Estonia, Latvia, Lithuania, Moldova, Poland and Romania

(\*\*) NB: In January 2022, Russian fuels accounted for just 2% of oil imports and 6% of gas imports, according to data from CORES, Spain's Corporation for Strategic Reserves of Petroleum Products. Moreover, since mid-2021, Spain has halved its imports.





# Appendices

# 11 Appendices

## 11.1 About this report

[GRI 2-2] [GRI 2-3] [GRI 2-4]

In accordance with the provisions set out in Law 11 of 28 December 2018 in respect of non-financial information and diversity, this Sustainability Report and Non-financial Information Statement forms part of the 2022 Consolidated Management Report for Indra and subsidiaries. It is subject to the same criteria for approval, presentation and publication, and has been verified by an independent verification services provider. In particular, the report was prepared by the Board of Directors together with the Management Report at its meeting of 27 March 2023, with a favourable recommendation from the Sustainability Committee and the Auditing and Compliance Committee.

This report includes the information required to understand the risks, business model, policies, strategy, performance, results and the situation of the Group and the impact of its activity in relation to environmental and social issues, as well as those relating to staff, respect for Human Rights and combatting corruption and bribery.

In line with its commitment to continual improvement regarding transparency, before preparing this report, Indra carried out a review of its materiality assessment, which led it to review the structure of the content and indicators used in the report. More specifically, the structure of the report has been aligned with Indra's 2020-2023 Sustainability and Social Impact Master Plan and the contents relating to the environment, Climate Change, data privacy and other emerging risks have been substantially revised.

The 2022 Sustainability Report refers to the period from 1 January 2022 to 31 December 2022, with the last report published in March 2022.

This report has been prepared in accordance with the following recommendations, standards and regulations:

- Act 11 of 28 December 2018, amending the Spanish Commercial Code; the consolidated text of the Spanish Companies Act, approved by Royal Legislative Decree 1 of 2 July 2010; and Act 22 of 20 July 2015, on Auditing Accounts in matters of non-financial information and diversity. The selected GRI standards have been applied in order to ensure compliance with this legislation.
- GRI Standards for the preparation of Global Reporting Initiative (GRI) Sustainability Reports in their comprehensive format.
- Article 8, section 2, of Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 (EU Taxonomy), which requires non-financial companies to disclose information on the proportion of their turnover, investments in fixed assets and operating expenditure ("key results indicators") that is associated with actions or processes linked to economic activities that qualify as environmentally sustainable, with regard to the goals established for Climate Change mitigation and adaptation.
- EU Guidelines 2017/C125/01 on the presentation of non-financial reports (Methodology for reporting non-financial information).
- The recommendations issued by the Task Force on Climate-Related Financial Disclosure (TCFD) for the analysis of Climate Change risks and opportunities, as well as the supplement published on 20 June 2019 to the EU Guidelines on reporting of climate-related information (Climate supplement).

The table showing the contents of Spanish Act 11/2018 (Appendix 11.8) and the table listing the GRI indicators (Appendix 11.7) indicate exactly where the information can be found (either the page(s) in the report, the reference in the sustainability indicator table (Appendix 11.6) and/or the URL for an external reference), or the reasons justifying its omission.

The economic, social and environmental information included throughout the various sections of the report and, in particular, in the sustainability indicator table in Appendix 11.6, has been externally verified by an independent third party. The scope, description of the work and conclusions of this verification are found in the Deloitte Verification Report.

The information presented includes all the companies which Indra has financial control over – those in which its stake is more than 50% – unless otherwise indicated. For a complete list of the companies that form part of Indra as of 31 December 2022, please refer to the 2022 Consolidated Annual Accounts.

In the drafting of this report, Indra has taken into account the principles set out in the Global Reporting Initiative on Sustainability Reports, as detailed below.

### Content principles

- Inclusion of stakeholders: Indra provides its stakeholders with various channels of communication, participation and dialogue, which are continually reviewed and updated and which it uses to detail its future expectations.
- Sustainability: this report details how the company creates value for its stakeholders, as well as its management strategy and approach for the various areas of sustainability.
- Materiality: the company has reviewed its materiality analysis to detect and update the relevant sustainability-related issues for the company and its stakeholders.
- Completeness: throughout this report Indra provides qualitative and quantitative information on the company's environmental impact.

### Quality principles

- Accuracy: all of the information included in this report is collected and analysed through Indra's various Information Systems.
- Balance: the report addresses the main issues in relation to the matters identified in the materiality assessment.
- Clarity: the company is aware of the importance of presenting information in an orderly, schematic and summarised format, to ensure stakeholders find it easy to read and understand.
- Comparability: the information is presented in accordance with international standards and it compares the performance of the company in 2022 with prior years.
- Reliability: as part of Indra's commitment to the reliability of the information reported, the information has been verified externally by an independent third party.
- Timeliness: Indra has been publishing annual sustainability reports since 2003.

## 11.2 Double materiality assessment

[GRI 3-1] [GRI 3-2] [GRI 3-3]

Prior to preparing the Sustainability Report, each year Indra updates its corporate materiality assessment in order to define the content that would be relevant to its stakeholders and identify non-financial aspects that would have a bearing on the sustainability and value creation of its business operations in the short, medium and long term. As well as defining the way in which this report is structured, the topics identified as material have an impact on the company's decision-making processes. Likewise, the materiality analysis also allows Indra to identify its non-material topics in line with the characteristics of its business model, and as described throughout this report.

In recent years, Indra has been progressively adapting to the new methodological requirements for materiality assessments imposed by the new versions of the GRI Standards (particularly GRI 3) and EFRAG's draft European Sustainability Reporting Standards (ESRSs). Specifically, since 2020, Indra has been assessing material topics from the perspective of the impact they have on all stakeholders, as well as their financial impact on the company (in terms of revenue and costs), in a way that is more or less aligned with the new concept of "double materiality" developed by EFRAG.

In addition, and with a view to expanding on this impact materiality approach, in 2021 Indra conducted a comprehensive impact study to quantify, including in monetary terms, the contribution to sustainable development that it makes as a corporation and through the solutions and services that it provides.

In 2022, Indra updated its double materiality assessment, allowing it to take greater account of EFRAG's reporting standards. In order to prepare the double materiality assessment, Indra follows the procedure indicated below:

1. Identification of potentially material topics. As in previous years, Indra has taken "topics" to mean anything of significance for the company in terms of the impacts (whether positive or negative) that it has on people and the environment, and the risks and opportunities presented by the business environment in which Indra operates. This is all also considered from a value chain perspective which takes into account both the company's own operations and its links with business partners. In order to identify potentially material topics, Indra referred to the following information sources:
  - 2021 Indra materiality assessment.
  - Reporting rules and standards: Spanish Act 11/2018 on the reporting of non-financial information and diversity, the Global Reporting Initiative (GRI) Sustainability Reporting Standards and the Sustainability Accounting Standard Board (SASB) materiality map.
  - ESG investment analysts: ISS-Oekom, DJSI, FTSE4Good, VigeoEiris and MSCI-ESG.
  - World Economic Forum (WEF) Global Risks Report.
2. External prioritisation in accordance with ESG reporting standards and investment analysts: Indra uses these external arbiters on matters of sustainability and its reporting as an indirect approximation of the views of the stakeholders with whom it interacts. This assumption is based on the fact that these groups have developed their lists of priorities in consultation with stakeholders and experts.
  - Reporting standards: the GRI publication "Sustainability Topics for Sectors" was used to identify the topics that are particularly important in the "Software and Services" sector, along with the aspects identified by SASB as relevant in the "Software and IT Services" sector.
  - ESG investment analysts: the company has applied the weightings allocated to each of the assessment criteria used by each of the analysts for the sector in which Indra is classified.
3. Internal prioritisation based on consultations with managers: a survey was conducted among a representative sample of 178 managers – including corporate level, business and country-level managers – asking them their views on various issues relating to the importance of each potentially relevant ESG aspect identified: the impact on their business, society and the environment. This was a marked improvement on the previous year, since significantly more directors were consulted (178 this year compared with 38 the year before). This allowed Indra to conduct a separate materiality assessment for each of the main countries in which it operates, in line with the new EFRAG requirements.
4. The double materiality perspective: the Corporate Sustainability Reporting Directive (CSRD) introduced the double materiality perspective in 2019, meaning that companies must report on how sustainability issues affect their business and the impact that the company's operations have on society and the environment. In ESRS 1 and 2, EFRAG's proposed European Sustainability Reporting Standards (ESRSs) set out the methodology and requirements for materiality reporting.
5. Identification of indicators: finally, for each material topic, Indra has identified the information and indicator requirements set out by the main reporting standards and ESG analysts, including Spanish Act 11/2018 and the GRI standards.



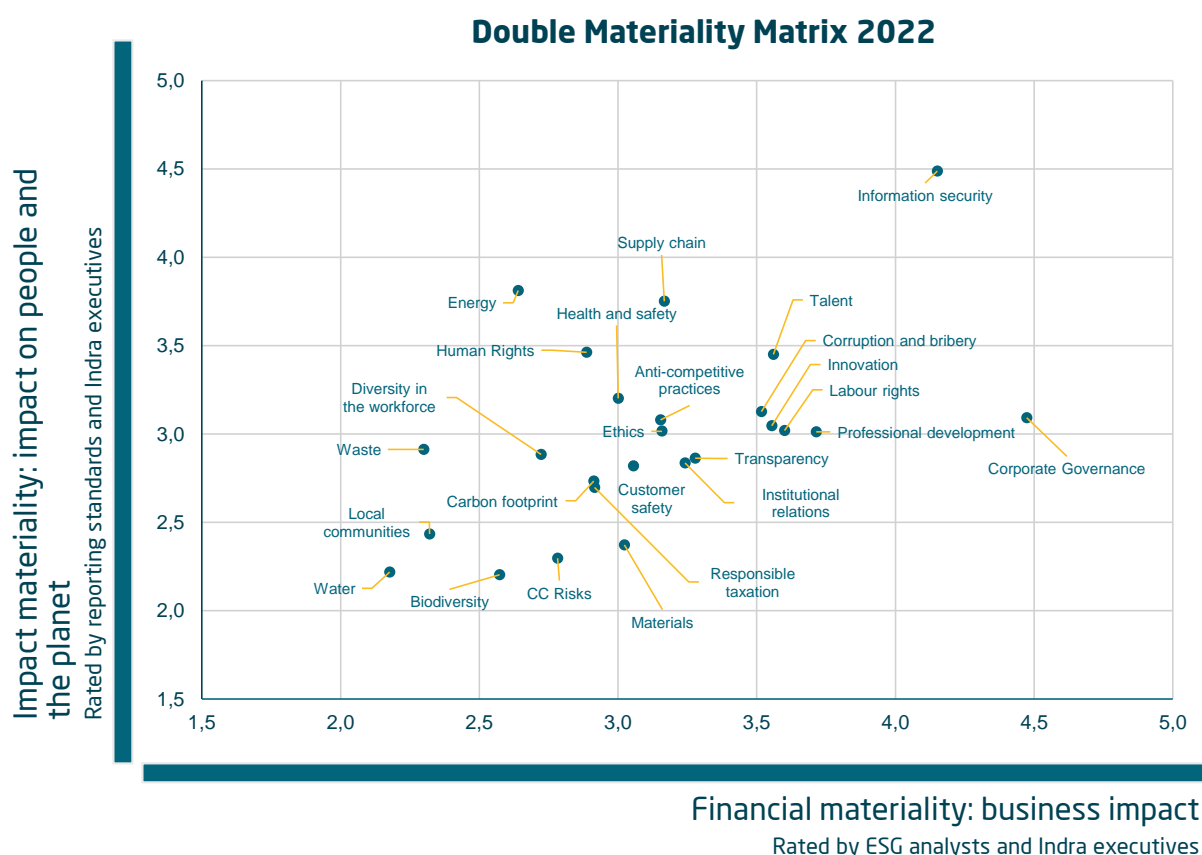
The list of material topics identifies the non-financial issues linked to the company's operations that significantly affect its performance and the decisions made by its stakeholders.

This year, Indra carried out separate materiality assessments for each of the main countries in which it operates (Spain, Brazil, Mexico, Colombia, Peru, Italy and the Philippines). Although there were slight variations between these countries in terms of their priorities, overall, the assessments were consistent in identifying topics related to information security, talent (including labour rights and professional development), corporate governance and innovation as those most significant for the company.

The materiality assessment was presented to the Sustainability Committee, which reports directly to Indra's Board of Directors, at its November 2022 meeting, to ensure that topics are also being prioritised as part of the decision-making process at the highest level.

Moreover, Indra's sustainability department, which was responsible for conducting the assessment, held meetings with the heads of the company's various management departments to inform them of the results of the assessment. These meetings included a working session with the risk department to allow the findings of the materiality assessment to be incorporated into the company's overall risk management.

As a result of its materiality assessment, Indra identified the following issues as the ten most important for the company.



The different sections of the report contain a description of the company's main policies and rules, the challenges faced and milestones reached during the year and the indicators and results relating to each of the material topics:

## Material topic

## Governance

**Information security and privacy:** some of Indra's solutions are directed towards the management of critical infrastructure (Transport, Energy, Defence, etc.), or involve the management of key personal data (health, financial services, election processes, etc.). Indra's ISO 27001 certified Information Security Management System is responsible for defining, implementing and improving highly effective controls and procedures to minimise and manage the risks in the company's internal processes, in its daily operations, in the development and execution of projects, programmes and services and in client management. For more information, see section 7.7.

**Corporate governance:** Although the decision-making process is equally important to all types of organisations, the regulator and the capital markets make greater demands of large listed companies such as Indra. For example, Indra has to comply with the corporate governance requirements imposed by Spain's Law on Limited Companies, the Spanish National Securities Market Commission's (CNMV's) recommendations on good governance for listed companies, and the demands of international analysts and investors or proxy advisors, to list but a few. The company therefore takes care to ensure that modifications are constantly being made to its internal regulations to bring them in line with best international practices and facilitate swift and efficient decision-making, benefiting all the stakeholders it interacts with. For more information, see section 3.4.

**Corruption and bribery:** in the normal course of its business, Indra forms relationships with a large number of stakeholders in their capacity as clients, suppliers and shareholders. With regards to these relationships, Indra rejects corruption and any illegal practice and makes a commitment to comply with the law. The company's Code of Ethics and Legal Compliance defines what is meant by corruption and bribery, including the basis of the anti-corruption policy. For more information, see section 4.1.

**Human Rights:** as a benchmark, the company acts in accordance with the international frameworks in matters concerning Human Rights, including the International Bill of Human Rights, the principles relating to rights set forth in the Declaration of the International Labour Organization, the principles of the United Nations Global Compact, of which Indra has been a signatory since 2004, and the UN's Guiding Principles on Business and Human Rights. Indra is committed to promoting responsibility and respect for Human Rights in all the company's actions, ensuring it does not infringe the rights of third parties and that it addresses the potential adverse impacts which may arise from its activity. For more information, see section 4.2.

## People

**Recruitment and talent retention:** as a technology company Indra's employees are renowned for their high level of professional expertise and STEM qualifications (Science, Technology, Engineering and Mathematics). The jobs market often experiences a shortage of professionals with this kind of profile, which means that companies can encounter problems when it comes to attracting and retaining talent. Indra therefore places great emphasis on managing culture and diversity to improve the commitment and retention of its employees. For more information, please see sections 6.2, 6.3 and 6.4.

**Professional development:** the capacity to innovate, create solutions and offer customers the best service lies with the company's employees. Having the talent that makes this possible depends on both the capacity to attract the best professionals in the marketplace and the ability to fully develop their potential within the company. Indra's assessment model, Performance Experience, is an integrated and personalised model aimed at ensuring professional growth and development. Indra also offers a 360° learning environment in which each person can receive training, however and whenever they wish, using the tools provided by Open University, Indra's own corporate university. For more information, see section 6.3.

**Employment conditions and rights:** as a tech-based service company, Indra is a staff intensive company, and takes safeguarding its employees' fundamental employment rights extremely seriously. Indra complies with the regulatory content of the International Labour Organization's (ILO) Collective Bargaining Agreements in relation to the freedom of association and the right to collective bargaining. As such, it works and liaises with workers' representatives in the company, providing them with a channel for dialogue and the adoption of agreements. For more information, see section 6.6.

## Planet

**Energy:** The energy consumed by computer equipment and data processing centres means that the Information Technology sector is a major consumer of electricity. Introducing renewable sources of energy and ensuring that processes and equipment are as efficient as possible is therefore key to mitigating the impacts of Climate Change, while also reducing the company's energy costs. That is why Indra espouses a philosophy of continuous improvement in relation to optimising its technological infrastructure, processes and company culture. In 2021, Indra decided to migrate its main data processing centres to the cloud. The company also ensures that its IT equipment has energy certifications and encourages its professionals to use technology responsibly. For more information, see section 5.3.

## Impact

**Innovation:** as a company that operates in highly competitive sectors with a strong technological component, innovation is one of the core principles of Indra's business model. Innovation implies developing new skills to improve the activities related to the design, development and implementation of systems and processes. Indra's innovation activities include research, the development of new products and the continual improvement of existing products. For more information, see section 7.5.

**Supply chain:** the supplier management process aims to secure the best suppliers via procedures designed to ensure transparency and equal conditions for the various bidders. Indra's relationship with its supply chain is based on a commitment to independence, transparency and compliance and the creation of long-term value. For more information, see section 7.9.

Finally, it is also worth mentioning that between 2021 and 2022, Indra carried out an impact assessment of both its externalities as a company and those of its solutions and services. This assessment provided it with an objective and quantifiable measurement in monetary terms of Indra's material topics that have an impact on people and the environment.

## 11.3 Main brands

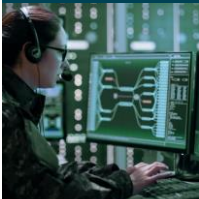
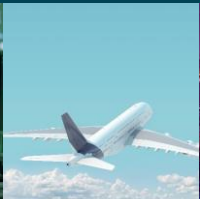
[GRI 2-6]

In a firm commitment to specialisation, the company supplements its corporate brand with its own identifying brands in each market sector.

In the Transport and Defence markets, the company operates under the Indra brand.

It groups all its Information Technology businesses under the Minsait brand, which trades as “An Indra Company”. Minsait is known for creating high-impact solutions aimed at reinventing its customers’ businesses – following its slogan “Mark Making the way forward”. Minsait’s new sales-marketing approach provides greater clarity and simplifies its offering, bringing all its products under one single product sub-brand – Onesait.



<h3>Transport and Defence</h3> <p>World-leader in providing proprietary Solutions in specific segments in Transport and Defence markets</p>			<h3>Digital and Information Technologies</h3> <p>Leading firm in Digital Transformation and IT in Spain and Latin America, through its affiliate Minsait</p>
			
<p><b>Defence and Security</b></p> <p>Envisioning a safer tomorrow</p>	<p><b>Air Traffic</b></p> <p>Creating skies together</p>	<p><b>Transport</b></p> <p>Unlocking life in motion</p>	<p><b>minsait</b> An Indra company</p> <p>Mark making the way forward</p>

## 11.4 Value creation model: economic value generated, distributed and retained

[GRI 201-1] [GRI 203-1] [GRI 203-2]

The economic value generated, retained and distributed by Indra is calculated based on the GRI 201-1 indicator. In accordance with the GRI Standards, information on the creation and distribution of economic value indicates how an organisation generates wealth for stakeholders. Some components of economic value generated and distributed also reflect the economic profile of the organisation, which allows for the normalisation of performance-related figures. The components of the indicator are: revenues, operating costs, employee wages and benefits, payments to capital providers, payments to government and community investments.

The economic value generated includes ordinary income and other income amounting to €3,904 million, corresponding to the financial year 2022. On the other hand, the economic value distributed amounted to €3,669 million in 2022 and corresponds to: personnel expenses; accrued income taxes and levies; investment in social action; supplier expenses including consumption and other supplies and other operating expenses minus investments in social action and levies; financiers, which includes the financial result and the result of companies valued by the equity method. The economic value retained by the company is the result of subtracting personnel expenses, taxes on profits and other taxes, social action, expenses on suppliers and financial backers from income.

**Economic value generated, distributes and retained by Indra calculated according to GRI 201-1**



Note: figures in thousand euros

## 11.5 EU Taxonomy

### Revenues

		Substantial contribution		DNSH criteria										
				Climate adaptation mitigation	Climate adaptation Change	Sustainable use and protection of water and marine	Transition to circular economy	Pollution prevention and control	Protection and restoration of biodiversity and					
Economic activities	Code(s)	Total revenues	Proportion of revenues	Climate adaptation mitigation	Climate adaptation Change	Sustainable use and protection of water and marine	Transition to circular economy	Pollution prevention and control	Protection and restoration of biodiversity and	Minimum safeguards	Percentage of revenues aligned with taxonomy 2022	Percentage of revenues aligned with taxonomy 2021	Category of activity (enabling/transition)	
		€	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E/T	

#### A. ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

##### A.1. Environmentally sustainable activities (aligned)

Fabrication of other hypo carbonic technologies	3.6	163.22	4.24	4.24	-	N.A.	Y	Y	Y	Y	Y	Y	4.24	N.A.	E
Infrastructure for the railway transport	6.14	54.68	1.42	-	1.42	S	N.A.	Y	Y	Y	Y	Y	1.42	N.A.	E
Infrastructure that enables hypo carbonic transport by road and public transport	6.15	62.29	1.62	-	1.62	S	N.A.	Y	Y	Y	Y	Y	1.62	N.A.	E
Urban and suburban transport, road passenger transport	6.3	8.20	0.21	-	0.21	N.A.	N.A.	N.A.	Y	Y	N.A.	Y	0.21	N.A.	E
Installation, maintenance and repair of energy-efficient equipment	7.3	0.00	0.00	0.00	-	N.A.	Y	N.A.	N.A.	Y	N.A.	Y	0.00	N.A.	E
Programming, consulting and other activities related to informatics	8.2	391.63	10.17	-	10.17	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	Y	10.17	N.A.	E
Professional services related to energy efficiency in buildings	9.3	6.27	0.16	0.16	-	N.A.	Y	N.A.	N.A.	N.A.	N.A.	Y	0.16	N.A.	E
<b>Total volume of revenues of sustainable activities (A.1)</b>		<b>686.29</b>	<b>17.82</b>	<b>4.40</b>	<b>13.42</b>								<b>17.82</b>	<b>-</b>	

##### A.2. Eligible activities but not environmentally sustainable according to the Taxonomy (not aligned)

Fabrication of other hypo carbonic technologies	3.6	287.01	7.45												
Infrastructure for the railway transport	6.14	0.00	0.00												
Infrastructure that enables hypo carbonic transport by road and public transport	6.15	0.00	0.00												
Urban and suburban transport, road passenger transport	6.3	0.00	0.00												
Installation, maintenance and repair of energy-efficient equipment	7.3	0.00	0.00												
Programming, consulting and other activities related to informatics	8.2	2,423.17	62.92												
Technical engineering services and other activities [...]	9.1	51.20	1.33												
Professional services related to energy efficiency in buildings	9.3	0.00	0.00												
<b>Total volume of revenues of activities eligible but not sustainable (A.2)</b>		<b>2,761.38</b>	<b>71.70</b>												
<b>Total (A.1 + A.2)</b>		<b>3,447.68</b>	<b>89.52</b>										<b>89.52</b>	<b>N.A.</b>	

#### B. NOT ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

<b>Volume of revenues of not eligible activities</b>	403.71	10.48
<b>Total (A+B)</b>	<b>3,851.39</b>	<b>100.00</b>

Details on the analysis carried out to determine eligible activities aligned with the Taxonomy can be found in sections 7.1 to 7.3.



## CAPEX

Economic activities	Code(s)			Substantial contribution		DNSH criteria									
		Total capex	Proportion of capex	Climate mitigation	Climate adaptation	Climate mitigation	Climate adaptation	Sustainable use and protection of water and marine	Transition to circular economy	Pollution prevention and control	Protection and restoration of biodiversity and	Minimum safeguards	Percentage of capex volume aligned with taxonomy 2022	Percentage of capex volume aligned with taxonomy 2021	Category of activity (enabling/transition)
		ME	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	%	E/T

## A. ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

## A.1. Environmentally sustainable activities (aligned)

Fabrication of other hypo carbonic technologies	3.6	4.70	8.60	8.60	-	N.A.	Y	Y	Y	Y	Y	Y	8.60	N.A.	E
Infrastructure for the railway transport	6.14	2.16	3.94	-	3.94	S	N.A.	Y	Y	Y	Y	Y	3.94	N.A.	E
Infrastructure that enables hypo carbonic transport by road and public transport	6.15	0.40	0.74	-	0.74	S	N.A.	Y	Y	Y	Y	Y	0.74	N.A.	E
Urban and suburban transport, road passenger transport	6.3	0.58	1.06	-	1.06	N.A.	N.A.	N.A.	Y	Y	N.A.	Y	1.06	N.A.	E
Installation, maintenance and repair of energy-efficient equipment	7.3	1.34	2.45	2.45	-	N.A.	Y	N.A.	N.A.	Y	N.A.	Y	2.45	N.A.	E
Programming, consulting and other activities related to informatics	8.2	3.17	5.80	-	5.80	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	Y	5.80	N.A.	E
Professional services related to energy efficiency in buildings	9.3	0.39	0.72	0.72	-	N.A.	Y	N.A.	N.A.	N.A.	N.A.	Y	0.72	N.A.	E
<b>Total volume of capex of sustainable activities (A.1)</b>		<b>12.74</b>	<b>23.31</b>	<b>11.77</b>	<b>11.54</b>								<b>23,31</b>	<b>N.A.</b>	

## A.2. Eligible activities but not environmentally sustainable according to the Taxonomy (not aligned)

Fabrication of other hypo carbonic technologies	3.6	2.21	4.04												
Infrastructure for the railway transport	6.14	0.00	0.00												
Infrastructure that enables hypo carbonic transport by road and public transport	6.15	0.00	0.00												
Urban and suburban transport, road passenger transport	6.3	0.00	0.00												
Installation, maintenance and repair of energy-efficient equipment	7.3	11.54	21.10												
Programming, consulting and other activities related to informatics	8.2	21.91	40.07												
Technical engineering services and other activities [...]	9.1	0.00	0.00												
Professional services related to energy efficiency in buildings	9.3	0.00	0.00												
<b>Total volume of capex for eligible but not sustainable activities (A.2)</b>		<b>35.65</b>	<b>65.21</b>												
<b>Total (A.1 + A.2)</b>		<b>48.39</b>	<b>88.52</b>										<b>88.52</b>	<b>N.A.</b>	

## B. NOT ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

<b>Total volume of capex for not eligible activities</b>	6.29	11.48													
<b>Total (A+B)</b>	<b>54.68</b>	<b>100.00</b>													

In sections 7.1 to 7.3 is the detail on the analysis carried out to determine the eligible activities aligned with the Taxonomy.

## OPEX

Economic activities	Code(s)	Total Opex	Percentage of opex	Substantial contribution		DNSH criteria							Minimum safeguards				Category of activity (enabling/transition)	
				Climate mitigation	Change	Climate adaptation	Change	Climate mitigation	Sustainable use and protection of water and marine	Transition to circular economy	Pollution prevention and control	Protection and restoration of biodiversity and ecosystems	Percentage of opex volume aligned with taxonomy 2021	Percentage of opex volume aligned with taxonomy 2022	Minimum safeguards	Percentage of opex volume aligned with taxonomy 2021	Percentage of opex volume aligned with taxonomy 2022	ET

## A. ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

## A.1. Environmentally sustainable activities (aligned)

Fabrication of other hypo carbonic technologies	3.6	123.61	3.49	3.49	-	N.A.	Y	Y	Y	Y	Y	Y	3.49	N.A.	E
Infrastructure for the railway transport	6.14	49.64	1.40	-	1.40	S	N.A.	Y	Y	Y	Y	Y	1.40	N.A.	E
Infrastructure that enables hypo carbonic transport by road and public transport	6.15	55.01	1.55	-	1.55	S	N.A.	Y	Y	Y	Y	Y	1.55	N.A.	E
Urban and suburban transport, road passenger transport	6.3	10.04	0.28	-	0.28	N.A.	N.A.	N.A.	Y	Y	N.A.	Y	0.28	N.A.	E
Installation, maintenance and repair of energy-efficient equipment	7.3	0.00	0.00	0.00	-	N.A.	Y	N.A.	N.A.	Y	N.A.	Y	0.00	N.A.	E
Programming, consulting and other activities related to informatics	8.2	336.83	9.50	-	9.50	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	Y	9.50	N.A.	E
Professional services related to energy efficiency in buildings	9.3	5.55	0.16	0.16	-	N.A.	Y	N.A.	N.A.	N.A.	N.A.	Y	0.16	N.A.	E
<b>Total volume of opex of sustainable activities (A.1)</b>		<b>580.68</b>	<b>16.38</b>	<b>3.65</b>	<b>12.73</b>								<b>16.38</b>	<b>N.A.</b>	

## A.2. Eligible activities but not environmentally sustainable according to the Taxonomy (not aligned)

Fabrication of other hypo carbonic technologies	3.6	237.43	6.70												
Infrastructure for the railway transport	6.14	0.00	0.00												
Infrastructure that enables hypo carbonic transport by road and public transport	6.15	0.00	0.00												
Urban and suburban transport, road passenger transport	6.3	0.00	0.00												
Installation, maintenance and repair of energy-efficient equipment	7.3	0.00	0.00												
Programming, consulting and other activities related to informatics	8.2	2,329.68	65.72												
Technical engineering services and other activities [...]	9.1	45.77	1.29												
Professional services related to energy efficiency in buildings	9.3	0.00	0.00												
<b>Total volume of opex for eligible but not sustainable activities (A.2)</b>		<b>2,612.88</b>	<b>73.71</b>												
<b>Total (A.1 + A.2)</b>		<b>3,193.56</b>	<b>90.10</b>										<b>90.10</b>	<b>N.A.</b>	

## B. NOT ELIGIBLE ACTIVITIES ACCORDING TO THE TAXONOMY

<b>Total volume of opex for not eligible activities</b>	351.06	9.90													
<b>Total (A+B)</b>	<b>3,544.62</b>	<b>100.00</b>													

In sections 7.1 to 7.3 is the detail on the analysis carried out to determine the eligible activities aligned with the Taxonomy.

## 11.6 Table of sustainability indicators

### Governance

Indicators	2018	2019	2020	2021	2022
<b>Ethics and Compliance</b>					
Communications via the Direct Channel (n°)	307	407	371	396	470
Enquiries (n°)	183	270	276	293	369
Irregularities (n°)	124	137	95	103	101
Employees that have received training in ethics and compliance (n°) (*)	38,396	47,849	21,251	50,965	55,270
(*) Note: for more information on ethics and compliance training, see chapter 4.1 of this report.					
<b>Employees trained in the Code of Ethics by category and gender (m   f) (no.) (*)</b>					
(*) Note: the data on employees trained in the Code of Ethics broken down by category and gender correspond to 54,691 employees, representing 96% of the reporting perimeter.					
Senior management	391   85	408   90	409   90	411   84	387   79
Middle management	2,678   863	2,841   928	2,865   991	2,903   1,041	3,129   1,109
Technical staff	20,017   9,559	20,663   10,310	18,872   8,739	22,543   10,323	24,870   10,907
Support staff	2,101   1,473	6,510   4,435	5,143   4,130	6,031   4,773	5,892   2,917
Other categories	201   132	57   65	341   208	373   476	2,350   3,051
<b>Employees trained in the Code of Ethics by geographical area (n°) (*)</b>					
(*) Note: the data on employees trained in the Code of Ethics broken down by geographic area correspond to 54,691 employees, representing 96% of the reporting perimeter.					
Spain	24,281	27,235	25,968	27,677	28,832
Europe	1,514	1,945	1,959	2,989	2,998
America	9,912	15,139	12,018	16,376	20,852
Asia, Middle East and Africa	1,780	1,988	1,843	1,916	2,009
<b>Employees trained in ethics and compliance in the last 3 years (2020-2021-2022)</b>					
Employees trained in ethics and compliance in the last 3 years (2020-2021-2022)	88	98	89	95	97
Employees trained in ethics and compliance in the last 3 years by gender (m   f) (%)	89   85	98   98	89   88	95   95	97   97
<b>Suppliers trained in the Code of Ethics (*)</b>					
(*) Note: suppliers integrated in the corporate purchasing model representing 91% of the Group's purchases in 2022.					
Total suppliers (no.) (*)	-	-	6,716	6,338	6,661
Suppliers under the scope of application of the Code of Ethics (no.)	-	-	6,716	6,338	6,661
Suppliers under the scope of application of the Code of Ethics (%)	-	-	100	100	100
Suppliers to whom the Code of Ethics has been communicated (no.)	-	-	6,716	6,338	6,661
Suppliers who have received communication of the Code of Ethics (%)	-	-	100	100	100
Suppliers trained in the Code of Ethics at some point in the last 3 years (no.)	-	-	274	5,684	10,400
Suppliers trained (%) (*)	-	-	50	86	100
(*) Note: the increase in the percentage of suppliers trained in the Code of Ethics from 2021 is due to the inclusion in the orders of training content on this subject. In 2022, the figure corresponds to suppliers whose orders comply with the Group's Terms and Conditions.					
<b>Cybersecurity and data privacy (*)</b>					
IT infrastructure covered by ISO 27001-certified management system (% of sales)	-	74	83	83	93
Cybersecurity incidents with critical impact (no.)	0	0	0	0	0
Substantiated complaints regarding breaches of customer privacy and loss of customer data (no.)	0	0	0	0	1
Requests for customer information received from governments (no.)	N.A.	0	0	0	0

Indicators	2018	2019	2020	2021	2022
Users whose information is used for secondary purposes (%)	-	0	0	0	0
(*) Note: in accordance with the company's policies and as reported in the database of these incidents.					

### Competence matrix of the Board of Directors 2022

Competence	M.T. Murta	L. Abril	J. Aperribay	A. Cuevas	F. J. García	I. Mataix	M. Sebastián	B. Anatriain	V. Arce	A. Arendt	C. Armero	O. San Jacinto	B. Villazón	J. Moscoso
<b>Management experience</b>														
Top level business management (CEO, COO)	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Senior Administration and Civil Service	•			•		•							•	
<b>Experience on the boards of listed companies</b>														
Member of the Board / Committees	•	•		•	•	•	•		•	•		•		
Chairman / commissions chairman / leading director	•			•		•				•		•		
<b>Sector</b>														
IT	•	•		•		•	•	•				•	•	
Defence / Aerospace / Transport			•			•			•					
Industry	•		•	•	•	•	•		•	•		•		
Services	•	•		•		•		•		•	•	•	•	
<b>International experience</b>														
Europe	•	•	•	•	•	•	•	•	•		•	•	•	•
Latinamerica / USA	•	•	•		•	•	•	•	•	•	•	•	•	
AMEA		•		•	•				•					
<b>Functional</b>														
CFO / Controller / Risk Management / Audit Partner			•		•			•	•		•			
Production / Manufacturing / Operations	•	•		•	•		•		•			•		
Talent / Top management / Remuneration	•	•	•			•	•	•	•		•	•	•	
ESG	•	•		•			•	•		•	•	•	•	
Cybersecurity	•	•		•		•								
<b>Other</b>														
Engineering	•				•				•			•		
Finances	•		•	•	•	•	•	•	•	•	•	•	•	
<b>Tenure of office</b>														
0 to 3 years	•	•	•		•		•	•	•	•	•	•	•	•
4 to 9 years			•		•	•								
10 years or more														

Independent  
Proprietary  
Executive  
Other external

## Planet

Indicators	2018	2019	2019 (operational control)	2020 (operational control)	2021 (operational control)	2022 (operational control)
Energy consumption [GRI 302-1] [GRI 302-2] [GRI 302-3] [GRI 302-4] (*)						
(*) Note: Indra has carried out an analysis of how the GHG Protocol operational control criteria is applied to each of its emissions sources, including energy consumption and leakage of fluorinated refrigerant gases. This may influence the development of energy consumption data between 2019 and 2020. In 2021, an improvement has been made in the selection of conversion factors used for diesel data expressed in MWh, natural gas data expressed in m3 and energy data in MWh for the years 2019 and 2020.						
Diesel oil C (litres) (*)	24,659	24,426	57,939	47,988	40,639	115,915
Diesel C (MWh) (*)	238.7	236.4	560.9	464.5	393.4	1,122.3
Natural gas (m3)	437,628	344,741	276,005	209,456	244,201	253,629
Natural gas (MWh)	5,121.2	4,033.5	3,229.3	2,450.6	2,857.2	2,967.4
Electricity (MWh) (*)	-	-	65,508.4	52,453.9	49,962.6	43,830.0
Electricity from renewable sources (MWh)	-	-	44,369.1	40,565	40,908.5	38,764.3
Electricity from renewable sources (%) (*)	56	57	68	77	82	88
Energy from non-renewable sources (MWh)	-	-	21,139.3	11,888.9	9,054.1	5,066
Other energy sources (MWh) (*)	8.8	5.0	1,301.1	643.7	802.3	1,029.4
(*) Note: the reasons for the variations between the data reported in 2021 and 2022 are explained below.						
<b>Diesel C:</b> in 2022 the consumption of Diesel C has increased due to the opening of the simulation centre located in Coslada (Spain) where a generator set is temporarily being used to supply energy to the centre while waiting for the transformation centre planned for 2023 to be commissioned. The figures for Diesel C in 2022, excluding the consumption of this centre, are 26,805 l and 259.5 MWh respectively.						

**Natural gas:** in 2022 consumption has increased due to the return to face-to-face work (in Spain the percentage of occupation of the centres has increased from 17% to 33% in 2021 vs. 2022) and consequently the change in the operating patterns of the work centres. During 2021, the low presence of workers during the afternoon allowed the air conditioning to be switched off in unoccupied areas. In 2022 consumption is close to 2019 levels.

**Electricity:** in 2022 electricity consumption has been reduced as a result of the Space Optimisation Plan and the changeover to coworking centres where there is no operational control over consumption.

**Electricity from renewable sources:** in 2022, the percentage of green energy in Spain has been increased (100%) and other geographies such as Chile (95%), Portugal (88%) and Australia (10%) have been included in the calculation.

**Other energy sources:** this concept includes the residual energy sources used in some facilities, in particular the urban heating and cooling network known as "Districlima" in the 22@ centre located in Barcelona (Spain).

Indicators	2018	2019	2020	2021	2022
Total energy consumption at global level (with or without Operational control) [GRI 302-1] [GRI 302-2] [GRI 302-3] [GRI 302-4]					
Total electricity (MWh)	76,840.2	77,374.7	60,073.2	56,082.8	55,349.6
Total energy (MWh) (*)	82,208	82,945.7	63,632.1	60,135.6	60,671.1
(*) Note: in 2022 energy consumption (with and without operational control) has been increased due to the implementation of an improved calculation method to make additional estimates of consumption in the absence of primary data.					
Energy efficiency corresponding to the San Fernando de Henares DPC. In 2021, the San Fernando DPC facilities were sold to a third party and ceased to form part of the infrastructure owned by Indra.					
PUE (Power Usage Effectiveness) in data centers	1.681	1.703	1.730	-	-
Energy consumed in data centers (MWh)	7,415	7,912	7,836	-	-
Percentage of renewable energy (%)	100	100	100	-	-

#### Carbon Footprint [GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-4] [GRI 305-5] (\*)

(\*) Note: during 2020, Indra has made certain methodological improvements in the measurement of its carbon footprint that may affect comparability with previous years. Specifically, in 2019, Indra carried out a project to determine the most relevant Scope 3 categories for the company and measure those that apply to them. As a conclusion of the analysis, Indra has identified that 81.2% of Scope 3 emissions are concentrated in three of the categories: acquisition of goods and services (59.0% of total Scope 3 emissions), business travel (15.2%), and commuting of professionals between home and work (7%). As a result of the scope 3 emissions measurement project, Indra has also reviewed the criteria used to include certain energy consumption as sources of scope 1 and 2 emissions, to ensure that there are no relevant duplications or omissions in the measurement of the footprint. In particular, Indra has reviewed those centres in which it has operational control and whose footprint should therefore be considered as scope 1 or 2. In addition, in accordance with the GHG Protocol methodology, Indra has improved the measurement of its scope 1 emissions to include the fluorinated gases (HCFs) associated with its refrigeration equipment. To ensure comparability of data, below is the 4-year history with the old methodology and the new one.

Note: in 2021, Indra, following the indications of the UNE EN ISO 14064-1 Standard: energy from the "Districlima" source has been reclassified as scope 2, as it is a source of heat originated by steam (this change represents a variation of 7.46 tonCO<sub>2</sub>e); the classification of vehicles with operational control assigned to work centres has been improved (this change represents an upward variation of less than 1% in scope 1 emissions in 2021).

Old Methodology (up to 2019)					
Scope 1: direct CO <sub>2</sub> emissions (tonCO <sub>2</sub> e)	949	828	N.A.	N.A.	N.A.
Scope 2: indirect CO <sub>2</sub> emissions from electricity consumed (tonCO <sub>2</sub> e)	9,555	9,169	N.A.	N.A.	N.A.
Scope 3: indirect CO <sub>2</sub> emissions from company transport by third-party vehicles (tonCO <sub>2</sub> e)	24,110	24,759	N.A.	N.A.	N.A.
Scope 1 intensity (tonCO <sub>2</sub> e/average number of certified sites)	0.039	0.033	N.A.	N.A.	N.A.
Scope 2 intensity (tonCO <sub>2</sub> e/average number of certified sites)	0.230	0.194	N.A.	N.A.	N.A.
Intensity (Scope 1 intensity + Scope 2 intensity)	0.269	0.227	N.A.	N.A.	N.A.
New methodology (from 2019) (*)					

(\*) Note: in 2022 the percentage of green energy in Spain and other geographies (Portugal, Chile and Australia) has been increased. For the calculation of Scope 1, the emission factors used for fuel consumption and fluorinated gases are DEFRA 2022 (UK Government GHG Conversion Factors for Company Reporting 2022 version 2) and those provided by the supplier for vehicles. 100% of the activity data used are primary data. The emission factors used for the Scope 2 calculation are the energy mix emission factors for each geography published by the International Energy Agency (IEA) - location-based - and those provided by energy traders - market-based.

Scope 1: direct CO2 emissions (tonCO2e)	N.A.	2,733	1,764	1,759	1,681
Scope 2 (market-based) indirect CO2 emissions per consumed electricity (tonCO2e)	N.A.	6,198	2,923	1,897	1,211
Scope 2 (location-based) indirect CO2 emissions per electricity consumed (tonCO2e)	N.A.	19,075	11,161	8,211	7,211
Scope 3: all categories (*)	N.A.	507,063	375,417	335,583	378,127

(\*) Note: in 2022 for emissions calculated from economic data (categories 1, 2, 4, 6, 8 and 15), emission factors from CEDA - Comprehensive Environmental Data Archive - with price base 2021 USD have been used. For emissions calculated from direct activity data (categories 3, 6, 7, 8 and 11), emission factors from DEFRA 2022 - UK Government GHG Conversion Factors for Company Reporting 2022 version 2 have been used. For emissions from waste treatment (categories 5 and 12), emission factors from DEFRA 2022 - UK Government GHG Conversion Factors for Company Reporting 2022 version 2 - , Ecoinvent version 3.7 and IHOBE 2021 - Calculation tool 2021 Department of Economic Development, Sustainability and Environment of the Basque Government - have been used. In addition, emissions data provided directly by service providers (categories 1, 4 and 6) have also been used.

Scope 3: most relevant categories, procurement of goods and services, business travel and commuting	N.A.	411,936	291,531	267,333	283,007
Category 1: purchase of goods and services (*)	N.A.	299,163	255,274	234,574	236,688

(\*) Note: the volume of purchases is calculated using orders issued excluding intercompany. Purchases from suppliers represent 91% of the Group's total, excluding companies that do not use the corporate purchasing model (including Indra Navia, Avitech and Indra USA, with Avitech expected to join in 2023). Out-of-scope emissions do not exceed 5% of total emissions in the category.

Category 6: business travel	N.A.	77,251	24,303	18,273	25,087
Category 7: commuting	N.A.	35,522	11,954	14,487	21,232

(\*) Note: in 2022 the reduction of emissions, compared to the base year 2019, in the business travel and commuting categories (categories 6 and 7) has increased the relevance of emissions from the use of products sold (category 11), therefore this information is broken down.

Category 11: use of sold products	N.A.	41,787	39,430	37,674	66,751
Scope 1 intensity (tonCO2e/average template) (*)	N.A.	0.058	0.036	0.035	0.031
Scope 2 (market-based) intensity (tonCO2e/average template) (*)	N.A.	0.131	0.060	0.038	0.022
Intensity (Scope 1 intensity + Scope 2 intensity/average template) (*)	N.A.	0.188	0.096	0.073	0.053

(\*) Note: In 2022, an average workforce of 54,816 professionals is assumed.

#### Water consumption [GRI 301-1] [GRI 301-2] [GRI 301-3] [GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 306-1] [GRI 306-2] (\*)

(\*) Note: from 2020, the scope of the information is 97% of Indra's workforce.

Drinking water from utilities (m3) (*)	144,383	139,008	78,742	93,048	112,431
Well water (m3)	7,073	5,693	5,233	5,867	5,942
Water discharges (m3)	-	-	0	0	0

(\*) Note: In 2022 the increase in drinking water consumption is due to higher occupancy of workplaces.

#### Waste generation [GRI 301-1] [GRI 301-2] [GRI 301-3] [GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 306-1] [GRI 306-2] (\*)

(\*) Note: 89% scope in 2022 including all production centres in Spain and excluding centres with less than 20 workstations and co-working, condominiums and campuses where waste management is carried out by the property.

Total hazardous waste (Kg)	104,755	102,860	96,655	58,946	69,486
Electronic waste (WEEE) (Kg) (*)	-	-	57,524	38,160	43,659
Fluorescent (Kg)	-	-	7,636	1,821	1,555
Others (Kg) (**)	-	-	31,495	18,965	24,273

(\*) Note: in 2022, WEEE hazardous waste increased mainly due to the replacement of screens in the workstations of the centres in Spain and the closure of the San Fernando centre (Madrid).

(\*\*) Note: the "Other" waste category includes lead batteries, paint, coolant, absorbents and filtration materials, contaminated metal waste, laboratory chemicals, packaging containing traces of hazardous substances and toner, among others.



Non-hazardous waste (Kg)	2,228,031	2,048,812	793,910	560,976	737,676
Paper (Kg) (*)	-	-	167,077	127,299	217,281
Plastic (Kg) (*)	-	-	68,781	53,382	18,743
MSW (organic) (Kg) (*)	-	-	282,063	223,333	175,661
MSW (mixed packaging) (Kg) (*)	-	-	-	-	137,377
Non-hazardous WEEE (*)	-	-	-	-	26,125
Other (Kg)	-	-	275,989	156,961	162,489

(\*) Note: the differences between the data reported in 2021 and 2022 are mainly due to the implementation of several improvements in the calculation as detailed below. Paper, in Spain, includes withdrawals of confidential paper from projects and withdrawals from cleaning providers in urban containers; Plastic, mixed packaging is segregated in the category of "municipal solid waste (mixed packaging)"; MSW (organic), there has been an increase mainly due to increased activity at the centres and the reactivation of canteens (especially at the corporate headquarters and at the production centres in Spain). In 2022, the catering service and corners, which during 2021 were still operating with reduced opening hours, have been recovered; MSW (mixed packaging), previously accounted for as plastics, is now segregated in a separate category; non-hazardous WEEE, previously accounted for as hazardous WEEE, is now segregated.

Total waste (Kg) (*)	2,332,786	2,151,672	890,566	619,922	807,162
----------------------	-----------	-----------	---------	---------	---------

(\*) Note: the increase in 2022 is due to improved accounting of paper-type waste and an increase in municipal solid waste as a result of higher occupancy at workplaces.

Recycled waste (%) (*)	-	-	66.7	58.5	65
------------------------	---	---	------	------	----

(\*) Note: scope 89% corresponding to waste generated in Spain. Using the principle of prudence, waste pending recovery is considered to have 0% recovery.

Hazardous waste recycled/recovered in production sites (%) (*)	-	-	61	70	78
--	---	---	----	----	----

(\*) Note: scope of production centres located in Spain. Using the principle of prudence, waste pending recovery is considered to have 0% recovery. In 2022, the simulation facility in Coslada (Madrid) is included.

#### Hazardous and non-hazardous waste recovery/disposal operations (\*)

(\*) Note: in 2022, the scope of reporting on treatment methods has been increased to all the Group's geographies (in 2021 only Spain), which has meant an increase in the scope of the information.

Waste recycled/reused (Kg)	-	-	-	324,247	710,408
Waste disposed of (Kg) (*)	-	-	-	77	19,502
Waste sent to landfill (Kg)	-	-	-	426	59,408
Waste incinerated (with or without recovery) (Kg)	-	-	-	0	312
Wastes with unknown disposal method (Kg)	-	-	-	229,913	17,532

(\*) Note: disposed waste implies that it has been treated by means other than landfill or incineration e.g. biological, physico-chemical, evaporation, thermal drying, sterilisation and other treatments.

Occupants in environmentally certified centres (%) (*)	59	53	67	73	72
--	----	----	----	----	----

(\*) Note: until 2020, the calculation was made considering professionals occupying permanent positions at the work centres. As of 2021, with the acceleration of the implementation of remote work and the flexibility of positions at work centres, the percentage is calculated considering the professionals assigned to companies with ISO 14001 certified centres.

## People

Indicators	2018	2019	2020	2021	2022
<b>Professionals</b>					
Total workforce (n°)	43,707	50,349	49,027	52,083	56,735
Smartpaper, Smartest and Baltik workforce (n°)	N.A.	N.A.	1,047	N.A.	N.A.
Subcontracted employees (n°) (*)	3,210	2,928	3,216	4,903	2,259
(*) Note: In 2022 the reduction of subcontracted employees is mainly due to the reduction of BPO outsourcing.					
<b>Distribution of staff by country and gender (m   f) (n°)</b>					
Spain	17,747   8,875	18,669   9,342	18,413   9,063	19,181   9,232	20,632   9,684
Europe					
Germany	-	-	69   26	84   30	86   31
Belgium	-	-	1   8	5   2	2   3
Bulgaria	-	-	0   4	2   0	2   0

Indicators	2018	2019	2020	2021	2022
Slovakia	-	-	63   16	56   18	69   24
Italy	-	-	1,081   991	1,176   981	1,228   962
Latvia	-	-	41   105	29   115	31   118
Moldova	-	-	17   4	20   5	17   5
Norway	-	-	180   62	172   59	169   58
Netherlands	-	-	-	3   0	3   0
Poland	-	-	2   0	2   0	2   0
Portugal	-	-	378   165	421   193	387   190
United Kingdom	-	-	44   10	30   9	40   11
Czech Republic	-	-	24   11	23   10	24   11
Romania	-	-	47   32	48   29	48   29
America					
Argentina	-	-	301   126	271   107	254   88
Bolivia	-	-	7   36	36   7	28   4
Brazil	-	-	3,422   7,884	4,560   3,448	4,722   3,446
Chile	-	-	497   133	535   137	880   321
Colombia	-	-	1,935   1,216	2,457   1,482	3,020   1,772
Costa Rica	-	-	5   1	5   0	4   0
Ecuador	-	-	19   7	57   32	69   28
El Salvador	-	-	3   0	3   0	3   0
United States	-	-	32   158	104   30	107   25
Guatemala	-	-	0   1	1   0	1   0
Mexico	-	-	1,296   514	1,930   789	2,451   940
Panama	-	-	59   33	58   29	63   29
Peru	-	-	1,294   370	1,398   468	1,778   516
Dominican Republic	-	-	60   17	60   15	66   13
Uruguay	-	-	74   55	64   57	77   51
Asia, Middle East and Africa					
South Arabia	-	-	55   5	60   5	59   7
Algeria	-	-	16   7	27   8	31   8
Australia	-	-	80   10	76   10	79   9
Bahrain	-	-	34   11	35   10	36   11
China	-	-	18   13	18   10	18   9
South Korea	-	-	-	-	0   1
United Arab Emirates	-	-	17   11	25   9	42   11
Philippines	-	-	1,127   470	1,075   454	1,118   483
India	-	-	27   0	23   0	23   0
Indonesia	-	-	3   5	3   5	3   4
Kazakhstan	-	-	2   2	0   2	0   2
Kenya	-	-	40   29	38   29	45   32
Malaysia	-	-	25   12	16   10	15   7
Morocco	-	-	15   1	15   1	12   1
Oman	-	-	23   2	23   2	23   3
Thailand	-	-	1   1	1   1	1   1
Turkey	-	-	9   5	9   5	7   5
Mozambique	-	-	3   0	2   0	5   1
Vietnam	-	-	-	0   1	0   1
Distribution of staff by geographical area and gender (m   f) (n°)					
Spain	17,747   8,875	18,669   9,342	18,413   9,063	19,181   9,232	20,632   9,684
Europe	1,479   594	1,415   623	1,957   1,423	2,071   1,451	2,108   1,442
America	8,710   4,361	10,459   6,411	10,161   5,933	11,539   6,601	13,523   7,233
Asia, Middle East and Africa	1,356   585	1,489   596	1,493   584	1,446   562	1,517   596
Distribution of staff by category and gender (m   f) (n°)					
Senior management	419   80	424   93	441   94	438   95	436   92
Middle management	2,778   907	2,887   949	2,937   1,027	2,942   1,077	3,210   1,156
Technical staff	22,658   10,888	24,680   12,033	21,675   10,227	23,711   10,844	26,032   11,758
Support staff	2,826   2,191	3,945   3,773	6,160   5,087	6,576   5,132	7,169   5,174
Other categories (*)	611   349	96   124	811   568	570   698	933   775

(\*) Note: the figure for other categories represents professionals who have not yet defined a specific role.

In the following, the 2022 performance indicators cover 100% of the Group except where a different scope is expressly stated. For scope limitations for previous years, please refer to the corresponding reports.

Indicators	2018	2019	2020	2021	2022
<b>Women in income generating positions (%) (*)</b>					
(*) Note: calculated by dividing women in leadership and management categories in the T&D and Minsait divisions by the total number of professionals in these categories.					
Women in income generating positions (%)	-	-	23	23	24
<b>Women in STEM positions (%) (*)</b>					
(*) Nota: it is calculated by dividing the total number of women in STEM positions by the total number of men and women in STEM positions. STEM positions are considered all STEM positions including corporate areas with STEM profiles (information security and quality).					
Women in STEM positions (%)	-	-	33	33	33
<b>Staff by age range and gender (m   f) (%) (*)</b>					
(*) Note: scope 99.95%					
> 50 years	8.72   4.19	8.46   4.24	9.50   4.73	9.63   5	10.55   5.26
between 30 and 50 years	41.84   21.40	38.84   21.06	40.83   21.52	38.45   21.09	37.18   20.26
< 30 years	16.45   7.40	18.06   9.33	17.09   8.32	17.79   8.05	18.85   7.91
<b>Types of employment contracts</b>					
<b>Employees with permanent contracts by professional category and gender (m   f) (%)</b>					
Senior management	1.1   0.2	98.58   100	98.86   100	98.82   100	99.31   100
Middle management	7.2   2.3	99   98.95	99.18   98.92	99.04   98.96	98.63   98.96
Technical staff	52.9   25.7	91.82   91.32	91.99   93.36	90.91   93.60	92.47   95.3
Support staff	4.5   5.2	74.6   95.04	82.02   92.86	80.67   92.78	86.57   94.61
Other categories	0.5   0.4	91.67   96.77	94.12   98.16	91.49   95.26	91   84.65
<b>Employees with permanent contracts by age group and gender (m   f) (%) (*)</b>					
(*) Note: scope 99.95%					
> 50 years	9.4   4.5	96.87   97.01	96.60   97.71	96.57   97.83	96.46   97.82
between 30 and 50 years	43.7   22.4	93.36   93.38	92.94   94.36	92.65   94.57	92.69   95.39
< 30 years	13   6.9	81.13   89.04	82.73   89.96	79.75   89.14	87.85   91.79
<b>Employees with permanent contracts by geographical area and gender (m   f) (%)</b>					
Spain	-	93.04   92.38	96.11   95.50	93.97   95.99	98.24   98.79
Europe	-	89.82   89.25	93.03   94.00	95.32   97.45	95.02   93.13
America	-	87.91   94.03	83.84   92.11	84.12   90.86	83.79   90.85
Asia, Middle East and Africa	-	76.16   85.91	71.60   83.22	70.89   82.38	74.09   85.74
<b>Full-time employees by professional category and gender (m   f) (%)</b>					
Senior management	1.1   0.2	100   100	100   100	100   100	99.77   100
Middle management	7.2   2.1	98.75   90.41	99.08   91.67	99.28   93.01	99.35   93.6
Technical staff	57   22.6	96.83   81.94	97.84   85.69	98.24   87.45	98.44   89.84
Support staff	6.2   2.6	73.71   43.02	85.32   58.02	86.2   62.04	89.72   72.28
Other categories	0.6   0.3	71.88   62.10	75.32   72.61	99.08   99.24	99.25   98.32
<b>Full-time employees by age group and gender (m   f) (%) (*)</b>					
(*) Note: scope 99.95%					
> 50 years	9.7   4.2	98.05   86.86	98.01   87.91	98.02   89.44	98.34   90.67
between 30 and 50 years	45.4   17.7	95.32   73.33	95.93   76.58	96.49   79.57	97.21   84.17
< 30 years	17.1   6.0	89.72   68.62	91.12   72.12	94.02   78.7	95.46   86.22
<b>Full-time employees by geographical area and gender (m   f) (%)</b>					
Spain	-	97.09   79.58	97.09   79.58	97.54   81.87	97.83   84.82
Europe	-	98.30   92.68	98.30   92.68	98.94   92.34	97.96   91.61
America	-	89.95   69.17	89.95   69.17	92.56   75.38	94.96   84.46
Asia, Middle East and Africa	-	100   99.83	100   99.83	100   99.82	100   99.83
<b>Turnover [GRI 401-1] (*)</b>					
(*) Note: the total turnover figure is calculated by taking into account desired and undesired departures as a percentage of the average workforce. Unwanted departures are considered to be those caused by the voluntary decision of the employee.					
Total turnover (%)	25	22	21	27	28
Total turnover by gender (m   f) (%) (*)			20.48   20.40	27.80   25.96	27.14   30.18
(*) Note: In 2022, the highest female turnover is in the geographies of Brazil, Colombia, Mexico and Peru.					
<b>Total turnover by geographical areas (%)</b>					
Spain	-	-	11.33	15.09	16.63
Europe	-	-	11.64	14.8	17.04
America	-	-	39.28	48.58	47.68
Asia, Middle East and Africa	-	-	14.33	30.33	26.36
<b>Total turnover by age group and gender (m   f) (%)</b>					
(*) Nota: scope 99.94%					
> 50 years	-	-	12.48   10.02	13.22   9.28	10.00   10.33

Indicators	2018	2019	2020	2021	2022
between 30 and 50 years	-	-	17.11   15.13	23.95   20.87	23.96   24.49
< 30 years	-	-	33.45   40.62	46.19   51.57	44.59   59.07
Total turnover of professionals with disabilities (%) (*)	-	-	6.24	8.41	15.19
(*) Note: scope 98.98%					
Total turnover by professional category (%)					
Senior management	-	-	10.36	12	11.00
Middle management	-	-	8.89	10.72	9.35
Technical staff	-	-	17.22	24.87	25.20
Support staff	-	-	34.28	36.74	42.66
Other categories	-	-	17.54	72.71	47.00
Total turnover by nationalities (%)					
Local nationality	-	-	20.48	27.56	28.21
Other nationalities	-	-	19.73	20.61	26.92
Unwanted external turnover (%)	13	13	8	15.63	16.08
Unwanted external turnover by gender (m   f) (%)	-	-	9.46   5.26	18.31   10.53	17.91   12.54
Unwanted external turnover by geographical areas (%)					
Spain	10	10	6.16	11.84	13.92
Europe	15	15	9.67	11.54	13.91
America	19	19	10.99	20.95	19.19
Asia, Middle East and Africa	17	19	11.22	26.41	21.10
Unwanted external turnover by age group and gender (m   f) (%) (*)					
(*) Note: scope 99.94%					
> 50 years	2   1	4   2	2.41   0.95	4.45   2.08	5.25   3.81
between 30 and 50 years	13   8	14   8	8.31   4.36	16.74   9.61	16.50   11.53
< 30 years	30   22	25   16	16.42   10.24	30.74   18.86	28.78   21.21
Unwanted external turnover by professionals with disabilities (%) (*)	-	-	2.16	5.18	8.01
(*) Note: scope 98.98%					
Unwanted external turnover by professional category (%)					
Senior management	-	-	1.82	3.37	3.12
Middle management	-	-	3.36	6.25	6.94
Technical staff	-	-	9.81	19.25	18.69
Support staff	-	-	5.59	9.76	11.92
Other categories	-	-	3.33	7.66	18.02
Unwanted external turnover by nationality (%)					
Local nationality	-	-	7.46	15.49	15.95
Other nationalities (*)	-	-	12.56	16.20	20.24
(*) Note: in 2022 the percentage of non-local employees (other nationalities) is 3%.					
Layoffs by professional category and gender (m   f) (nº)					
Senior management	35   11	22   1	37   8	20   6	28   10
Middle management	97   28	53   18	162   44	75   23	51   25
Technical staff	819   378	655   342	973   438	527   248	545   345
Support staff	103   176	167   315	715   932	508   913	653   1,107
Other categories	75   23	9   8	14   5	33   23	10   11
Layoffs by age range and gender (m   f) (nº) (*)					
(*) Note: scope 99.53%					
> 50 years	217   59	143   34	401   179	250   111	175   132
between 30 and 50 years	675   376	492   372	954   665	547   576	634   725
< 30 years	231   176	271   278	546   583	366   526	478   641
New recruitments [GRI 401-1] (*)					
(*) Note: scope 99.74%					
New recruitments (nº)	12,953	15,426	8,288	16,731	19,558
New recruitments by gender (m   f) (%)	-	-	69.43   30.57	66.09   33.91	66.25   33.75
New recruitments by age range and gender (m   f) (%) (*)					
(*) Note: scope 99.74%					
> 50 years	3.50	2.36   1.17	4.95   1.58	2.85   1.15	3.9   1.52
between 30 and 50 years	43.62	27.45   16.83	34.82   14	29.02   16.33	27.76   15.34
< 30 years	52.88	32.12   20.06	29.9   14.76	34.22   16.44	34.59   16.89

Indicators	2018	2019	2020	2021	2022
<b>New recruitments by geographical area (%) (*)</b>					
(*) Note: scope 99.74%					
Spain	36.63	29.49	29.93	28.58	33.16
Europe	4.16	3.33	4.27	8.96	3.11
America	54.81	63.66	62.45	59.49	60.76
Asia, Middle East and Africa	4.40	3.52	3.34	2.97	2.97
New recruitment of people with disabilities (nº) (*)	-	-	60	42	55
(*) Note: scope 99.74%					
<b>New recruitments by nationality and gender (m   f) (nº) (*)</b>					
(*) Note: scope 99.74%					
Local nationality	-	-	5,563   2,450	10,235   5,375	12,480   6,378
Other nationalities	-	-	211   64	822   299	477   223
<b>New recruitments by professional category and gender (m   f) (nº) (*)</b>					
(*) Note: scope 99.74%					
Senior management	-	-	29   4	20   5	31   7
Middle management (*)	-	-	112   44	187   51	302   108
Technical staff	-	-	3,399   1,028	8,093   3,014	8,644   3,192
Support staff	-	-	1,398   1,039	2,316   2,071	3,259   2,864
Other categories	-	-	836   399	441   533	721   430
(*) Note: the increase in 2022 responds to the need to maintain the ratio of professionals in this category.					
<b>Vacancies that are filled by internal candidates (according to data from Internal Mobility Office - IMO - available in Spain, Italy, Portugal, Brazil, Colombia and Mexico)</b>					
Vacancies filled by internal candidates. Total (nº)	-	-	626	563	518
Vacancies filled by internal candidates by gender (%)	-	-	54   46	66   34	62   38
<b>Vacancies filled by internal candidates by age range and gender (m   f) (%)</b>					
> 50 years	-	-	2   1	12   8	4   1
between 30 and 50 years	-	-	27   19	38   17	39   26
< 30 years	-	-	25   26	16   09	19   11
<b>Vacancies filled by internal candidates by geographical area (%)</b>					
Spain	-	-	16.8	67	24
Europe	-	-	0.3	2	1
America	-	-	82.9	31	75
Asia, Middle East and Africa	-	-	-	-	-
Vacancies filled by internal candidates with disabilities (%)	-	-	0.5	-	-
<b>Vacancies filled by internal candidates by nationality (nº)</b>					
Local nationality	-	-	621	549	511
Other nationalities	-	-	5	14	7
<b>Vacancies filled by internal candidates by job category (nº)</b>					
Senior management	-	-	-	-	-
Middle management	-	-	19	49	28
Technical staff	-	-	216	335	297
Support staff	-	-	379	73	106
Other categories	-	-	12	106	87
<b>Average procurement cost per FTE (*)</b>					
(*) Note: scope 99.74%. Calculation based on the budget of the recruitment department divided by the number of new recruits in 2022.					
Average procurement cost per FTE (€)	-	-	385	252	285
<b>Average remuneration of directors (thousands of euros) (m   f) (*)</b>					
Average remuneration of directors	134.2   101.3	133.8   104.8	117.0   113.4	158   122	184   135
(*) The remuneration of directors in their capacity as such is determined on the basis of their membership of the various management bodies. It consists exclusively of a fixed allowance and is paid entirely in cash. In 2021 and 2022, the greater difference in remuneration between men and women is due to the fact that the calculation includes the remuneration earned by the non-executive Chairman.					

Indicators	2018	2019	2020	2021	2022
Remuneration of the Management Committee (thousands of euros) (m   f) (*) economic criterion					
Average remuneration of the Management Committee	812.7   1,009.1	825   994.2	743.9   704	1,165.9   1,171.2	1,118.8   610.8
Chairman and CEO	2,100   -	2,262   -	2,001.7   -	-   -	-   -
CEOs	-	-	-	2,550.6   2,550.6	2,762.9   790.5
Directors General Managers	1,680   1,680	1,665   1,665	1,420.6   1,420.6	-	1,583   -
Area and Market Managers	633.1   338.3	635.2   323.3	568   345.7	992.9   481.4	796.1   520.9

(\*) Note: the figure is calculated for senior management members of the Management Committee in annualised terms as the average of the sum of the fixed remuneration, the variable remuneration accrued in the reference year and the portion of the MTI (Medium-Term Incentive) allocable to each year. With regard to the calculation of the MTI, in 2022, one third of the total amount has been included, which coincides with the provision made in the company's annual accounts for the 2022 financial year.

In 2021 and 2022 the figure of Chairman and CEO does not exist, but the historical figure is maintained. In 2022 the CEO figure is calculated considering the remuneration of the current CEO and the proportional part of the former CEO until April 2022. In 2022 the CEO is counted from his appointment in April 2022.

#### Average staff remuneration and other remuneration ratios

Average remuneration of the workforce (euro) (*)	-	26,601	26,454	25,950	27,461
--	---	--------	--------	--------	--------

(\*) Note: fixed and variable remuneration paid.

Ratio of CEO's salary to average staff salary (%) (*)	-	85.0	75.7	98.3	100.6
---	---	------	------	------	-------

(\*) Note: in 2021 the figure has been calculated considering the ratio of the average salary of the two Executive Directors in their capacity as executives of the company.

#### Average remuneration by professional category and gender (m | f) (euro) (\*)

(\*) Note: calculated considering fixed and variable salary paid. Does not include additional items such as: cash allowances, bonuses, long-term incentives, share-based remuneration, etc.

		2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Senior management	> 50 years	167,654	114,917	167,305	148,532	155,023	143,219	186,320	136,523
	between 30 and 50 years	157,982	146,719	147,848	120,223	143,997	123,149	160,463	139,820
Middle management	> 50 years	64,795	60,135	64,374	58,759	62,750	57,270	68,349	61,532
	between 30 and 50 years	58,786	53,980	57,146	53,077	57,100	52,841	62,193	57,463
Technical staff	< 30 years	49,828	62,227	43,954	61,390	52,838	42,011	62,322	56,529
	> 50 years	34,851	30,976	36,505	33,661	35,865	32,905	36,881	33,622
	between 30 and 50 years	26,904	24,029	27,998	26,017	27,657	25,483	28,961	25,989
Support staff	< 30 years	17,254	15,628	18,172	17,314	18,352	17,030	19,770	18,093
	> 50 years	11,969	18,878	22,735	19,208	21,528	17,987	21,593	18,665
	between 30 and 50 years	10,053	8,162	14,839	11,236	14,122	11,026	14,636	11,080
Other categories (*)	< 30 years	10,084	4,695	10,435	5,472	10,945	5,609	12,063	6,150
	> 50 years	29,137	15,929	23,086	17,180	13,133	9,956	20,683	11,572
	between 30 and 50 years	15,813	11,611	5,996	5,811	9,705	5,518	12,973	5,007
	< 30 years	8,760	6,134	3,772	3,718	4,272	3,597	5,009	4,208

(\*) Note: the heterogeneity of professionals within the group of "other categories" (professionals who have not yet been assigned a specific category) gives rise to the variations in the data.

Gender pay gap by category (%) (*)	2018	2019	2020	2021	2022
Senior management	10.14	7.48	5.48	7.63	10.28
Middle management	4.18	6.02	4.05	3.80	3.54
Technical staff	2.56	2.54	3.14	2.87	3.06
Support staff	1.30	3.97	3.12	3.55	2.49
Other categories	20.08	4.42	-	-	0.00
Total	2.79	3.03	3.21	3.11	3.00

(\*) Note: the pay gap is defined as the difference in salaries for homogeneous groups of professionals. The pay gap has been calculated by comparing salaries between equivalent professional segments (same category, same business unit, same region/country). In other words, it represents the percentage that women earn less than men, considering similar positions and responsibilities. Professional segments in which there is not at least one female and one male employee are not included in this



Indicators	2018	2019	2020	2021	2022
------------	------	------	------	------	------

calculation, which implies a real staff coverage of 90%. For the calculation, fixed and variable salaries paid are considered. Additional concepts such as: cash allowances, bonuses, long-term incentives, share-based remuneration, etc. are not included. Pay gap = [(Annual Salary + Variable Paid) Male - (Annual Salary + Variable Paid) Female] / (Annual Salary + Variable Paid) Female. For more indicators on pay disaggregated by gender and age, see Annex 11.6 with the "Sustainability Indicator Table". Scope of data 97% of total workforce at closing.

Gross pay inequality by professional category (%) (*)	2018	2019	2020	2021	2022
Senior management (**)	21	18	17	12	21
Middle management	8	9	8	8	9
Technical staff	8	9	5	5	7
Support staff	20	32	27	26	27
Other categories (***)	27	32	9	36	57

(\*) Note: Gross pay inequality is calculated as (average male wage-average female wage) / (average male wage), regardless of other factors that may affect a person's remuneration, such as geographical location or the department in which he/she works and/or job category. For the calculation, fixed and variable salary paid are considered. Additional items such as: cash allowances, bonuses, long-term incentives, share-based remuneration, etc. are not included. For further indicators on remuneration broken down by gender and age, see Annex 11.6 with the "Table of sustainability indicators". Scope of data 97% of total workforce at year-end.

(\*\*) Note: the figure at management level in 2022 has been increased due to the departure in 2022 of the Managing Director of Minsait, who in the case of the gap was compared with other members of the Management Committee. If this departure had not taken place, the salary inequality figure at management level would have been 15%.

(\*\*\*) Note: the salary inequality in "other categories" in 2022 is a consequence of the incorporation of new companies into the company (e.g. 194 people from Teknatrans Consultores S.L.), as well as the massive incorporation of businesses such as BPO (e.g. 413 people in Indra Colombia S.A.A. and 225 in Indra BPO Mexico) imply a certain delay in the assimilation of employees into the company's roles. Within these groups (especially acquisitions) salaries are very heterogeneous.

#### Gross pay inequality by professional category by geographical area (%) [GRI 405-2]

	Spain		Italy		Latin America (*)		Philippines	
	2021	2022	2021	2022	2021	2022	2021	2022
Senior management (**)	9	19	21	14	43	36	0	-44
Middle management	5	6	12	10	11	10	1	4
Technical staff	7	9	15	15	12	14	-12	-10
Support staff	9	8	1	1	19	18	-8	-11
Other categories	11	-4	0	0	12	11	0	0
Total	13	14	23	27	36	35	-21	-20

(\*) Note: Latin America includes Brazil, Colombia, Mexico and Peru.

(\*\*) Note: the data at management level in Spain have been increased due to the departure in 2022 of the Managing Director of Minsait, which in the case of the gap was compared to other members of the Management Committee.

Indicators	2018	2019	2020	2021	2022
------------	------	------	------	------	------

#### Ratio of standard entry level wage to local minimum wage for each country of significant operations (%) (\*) [GRI 202-1]

(\*) Note: the seven countries reported have been chosen on the basis of the number of professionals in recent years, those with the highest number of professionals having been selected. Specifically, these 7 countries correspond to around 93% of the total workforce at year-end. The minimum entry salary is considered to be the average of the fixed salaries of the categories considered lower (technicians and support) in each country, as this is more representative than the minimum salary of a single person whose activity may not be representative of the activity carried out by the company.

Brazil	1.86	1.88	2.20	1.78	1.97
Mexico	5.76	6.19	5.80	4.37	3.51
Colombia	1.98	1.62	1.72	1.78	1.63
Spain	1.85	1.39	1.39	1.42	1.37
Philippines	1.71	1.77	1.68	1.75	2.69
Peru	2.59	2.66	2.53	2.73	2.37
Italy (*)	N.A.	N.A.	N.A.	N.A.	N.A.

(\*) Note: the local minimum wage is not officially defined.

Indicators	2018	2019	2020	2021	2022
Ratio of the annual total compensation of the organisation's highest paid individual in each country of significant operations to the median total compensation of the workforce (excluding the highest paid individual) (*) [GRI 2-21] [GRI 2-21]					
(*) Note: calculated considering fixed salary, accrued variable and the portion of the MTI (Medium Term Incentive) allocable to each year. In 2022 the figure for Spain in 2021 has been corrected to include the corresponding share of the MTI.					
Brazil	20.44	24.31	21.61	24.91	22.32
Mexico	27.46	25.37	24.26	31.17	29.66
Colombia	19.28	22.27	21.20	26.71	31.42
Spain	62.69	66.92	59.66	72.01	76.95
Philippines	9.65	10.94	11.85	14.11	12.87
Peru	8.86	9.13	8.98	9.77	9.78
Italy	6.40	5.09	6.02	8.80	9.72
Ratio of the percentage increase in the annual total compensation of the organisation's highest paid person in each country of significant operations to the percentage increase in the average annual total compensation of the entire workforce (excluding the highest paid person) (*)					
(*) Note: calculated considering annual fixed salary, accrued variable and the portion of the MTI (Medium Term Incentive) allocable to each year. The ratio is calculated by dividing the percentage increases (best paid person increase/average pay increase) and if both increases are negative, the result will be positive. In 2022 the figure for Spain in 2021 has been corrected to include the corresponding share of the MTI.					
Brazil	7.87	0.55	0.26	0.60	0.47
Mexico	1.99	-1.87	-0.05	-0.62	0.76
Colombia	2.27	0.39	0.43	-4.27	-3.58
Spain	-9.36	8.53	-7.38	7.24	4.61
Philippines	2.32	4.98	-0.80	3.42	0.24
Peru	8.02	-4.05	36.42	0.19	1.01
Italy	3.88	-19.82	24.09	-2.22	4.11
Diversity [GRI 405-1]					
Nationalities (nº)	98	101	106	105	121
Nationalities over total staff (%)					
Spanish	-	-	56	53.0	51.8
Brazilian	-	-	17	15.8	14.4
Colombian	-	-	7	7.7	8.6
Mexican	-	-	4	5.3	5.9
Peruvian	-	-	4	3.7	4.1
Filipino	-	-	3	3.0	2.8
Italian	-	-	3	4.4	4.1
Chilean	-	-	1	1.3	2.0
Portuguese	-	-	1	1.3	1.1
Argentinean	-	-	1	0.8	0.6
Other nationalities with a weight in the total of less than 1%.	-	-	4	3.6	4.3
Nationalities of the leadership and management team (%)					
Spanish	-	-	77	76.5	73.6
Brazilian	-	-	4	3.9	4.5
Italian	-	-	3	3.2	3.8
Mexican	-	-	3	3.0	3.5
Colombian	-	-	2	2.1	2.5
Filipino	-	-	2	1.8	1.7
Portuguese	-	-	2	2.1	2.2
Argentinean	-	-	1	1.1	1.1
Other nationalities with a weight in the total of less than 1%.	-	-	6	6.2	7.0
Employees with disabilities (%) (*)	0.93	1.1	1.37	1.02	0.95
Employees with disabilities by gender (m   f) (%)	-	-	-	-	65   35

Indicators	2018	2019	2020	2021	2022
(*) Note: 2018 and 2019 data includes Spain and Brazil in its scope, in 2020 the scope is 74%, due to the incorporation of Paradigma and SmartPaper. In 2021 the scope is 90% including data from companies located in Spain and America. In 2022 the scope is 98.98%.					
<b>Contribution to local development [GRI 202-2]</b>					
Local professionals (%)	90	88	97	95	97
Total managers from the local community (%)	89	89	92	89	92
Total managers from the local community by geographical areas (%)					
Spain	96	96	97	94	97
Europe	90	87	88	88	93
America	52	51	67	67	68
Asia, Middle East and Africa	45	33	44	36	60
<b>Length of service in the company</b>					
Average length of service	7.4	6.8	7.51	7.29	6.9
<b>Promotion (*)</b>					
(*) Note: scope of 98%					
Promoted professionals (%) (*)	23	22	24	22	28
Promoted women (out of the total number of promoted people in the company) (%)	28	29	27	28	28
(*) Note: Data on promoted employees refer to employees promoted during year x as a result of the appraisal for year x-1. The percentage indicates employees promoted out of the total number of employees appraised.					
<b>Performance evaluation [GRI 404-3] (*)</b>					
(*) Note: the scope is 98%. Data refer to professionals who have received a communication about their appraisal in the reported year. Performance appraisal is done on a yearly basis, i.e. in year x the data refer to the professionals who have received a performance appraisal for year x-1.					
Employees who have participated in performance appraisal (m/f) (%)	80.5   64.6	71.8   54.6	87.73   76.82	84.62   72.32	79.66   71.83
Employees who have participated by professional category (m/f) (n°)					
Senior management	374   81	377   81	359   81	401   80	312   68
Middle management	2,655   887	2,748   893	2,800   927	3,048   1,079	3,115   1,122
Technical staff	16,611   6,878	17,784   7,534	18,985   8,741	20,765   9,176	21,673   9,530
Support staff	1,196   614	1,731   682	5,041   2,584	4,428   2,328	4,496   2,212
Other categories	358   150	-   -	3   -	-   1	22   115
Employees in a multidimensional assessment system (%) (*)	-	-	47	39	90
(*) Note: in 2020 and 2021 the percentage was calculated considering only professionals who had received a multi-source evaluation. In 2022, all employees of companies that have implemented the Feedback 360° and/or Performance Project evaluation systems for evaluation by project have been considered.					
Employed in a benchmarking assessment system (%) (*)	-	-	98	98	98
(*) Note: Smart Paper and Smart Test (Italy), companies acquired in 2021, plan to join the benchmarking model in 2024.					
<b>Reconciliation [GRI 401-3] (*)</b>					
(*) Note: the scope is 95.43%, not including information from companies located in Portugal and the Philippines, among others.					
Employees who have taken paternal/maternal leave (m   h   m) (no)	672   510	696   465	616   341	810   318	1,195   770
Employees who have returned to work after paternal/maternal leave (h   m) (No.)	631   453	628   406	594   312	738   286	994   578
Rate of return to work after paternity/maternity leave (%)	92	89	95	91	80
Retention after parental leave (%) (*)	-	-	-	-	87
(*) Note: scope Spain.					

Indicators	2018	2019	2020	2021	2022
<b>Occupational health and safety (*) [GRI 403-9] (*)</b>					
(*) Note: the scope of the Occupational Health and Safety data is 99.61% of the Group's companies (in Spain the scope is 100%). The scope of the 'absenteeism' data is 96%. It includes accidents with and without medical leave, excluding in itinere.					
<b>Occupational accident rate (accidents at work with and without medical leave, excluding 'in itinere' accidents) by geographical area (*)</b>					
(*) Note: the formulas for calculating the accident rate (Incidence, Severity, Frequency and Medical Duration Index) are those contained in NTP 1: Accident rate statistics in the company of the National Institute for Safety and Hygiene at Work of the Spanish Ministry of Labour and Social Affairs.					
Nº of accidents	167	167	100	115	129
Spain	129	130	70	83	83
Europe	2	4	0	1	3
America	32	31	30	30	39
Asia, Middle East and Africa	4	2	0	1	4
<b>Índice de frecuencia por área geográfica y por género (h   m) (*)</b>					
(*) Note: the frequency index (FI) relates the number of accidents to the total number of hours worked by the group of workers exposed to the risk. $IF = (\text{No. accidents} / \text{No. hours worked}) * 1000,000 \text{ hours worked}$					
Spain (m   f)	2.04   0.99	2.08   0.83	1.00   0.46	1.5   0.25	1.37   0.28
Europe (m   f)	0.40   0.40	0.59   0.59	0.00   0.00	0.17   0.00	0.32   0.16
America (m   f)	1.05   0.55	0.74   0.30	0.81   0.16	0.65   0.13	0.77   0.14
Asia, Middle East and Africa (m   f)	16.68   0.00	4.79   0.00	0.00   0.00	0.28   0.00	1.03   0.00
<b>Incidence rate by geographical area and gender (h   m) (*)</b>					
(*) Note: the incidence rate (IR) relates the number of accidents to the average number of workers exposed to the risk. $IR = (\text{No. accidents} / \text{No. workers}) * 1000 \text{ workers}$					
Spain	5.08	3.44   1.37	1.70   0.78	2.55   0.43	2.34   0.47
Europe	1.53	1.11   1.11	0.00   0.00	0.32   0.00	0.59   0.30
America	3.18	1.47   0.60	1.63   0.33	1.46   0.29	1.68   0.30
Asia, Middle East and Africa	30.95	9.80   0.00	0.00   0.00	0.53   0.00	2.00   0.00
<b>Severity index by geographical area and gender (h   m) (*)</b>					
(*) Note: the severity index (SI) relates the time not worked as a result of accidents at work to the time worked by workers exposed to the risk. $SI = (\text{No. of days lost} / \text{No. of hours worked}) * 1000 \text{ hours worked}$					
Spain (m   f)	0.02   0.01	0.01   0.01	0.01   0.00	0.02   0.00	0.02   0.00
Europe (m   f)	0.00   0.00	0.01   0.00	0.00   0.00	0.01   0.00	0.01   0.00
America (m   f)	0.02   0.01	0.01   0.00	0.00   0.00	0.01   0.00	0.01   0.00
Asia, Middle East and Asia (m   f)	0.03   0.00	0.01   0.00	0.00   0.00	0.00   0.00	0.00   0.00
<b>Average duration in number of days of sick leave by geographical area and gender (h   m) (*)</b>					
(*) Note: the average duration (AD) indicates the average number of working days per accident at work with and without sick leave. $AD = \text{No. of days lost} / \text{No. of accidents}$ .					
Spain	8.98	6.67	8.25 (5.66   2.59)	11.25 (9.62   1.63)	6.99 (4.99   16.83)
Europe	7.06	2.48	0.00 (0.00   0.00)	32.96 (32.96   0.00)	19.60 (4.12   50.58)
America	20.11	3.40	4.97 (4.14   0.83)	15.91 (13.26   2.65)	7.97 (9.15   1.45)
Asia, Middle East and Africa	2.08	0.25	0.00 (0.00   0.00)	0.25 (0.25   0.00)	2.49 (2.49   0.00)
Fatal accidents (m   f) (nº)	0.00	0.00	0.00 (0.00   0.00)	0.00 (0.00   0.00)	0.00 (0.00   0.00)
Number of hours of absenteeism (*)	2,872,339	3,230,775	3,010,018	2,977,938	3,368,831
(*) Note: scope 96%. Absenteeism hours are considered to be those that have been attributed by direct employees in Indra's own working time management system to the concept of "Paid Absence", which corresponds to the set of employee absence hours corresponding to, among others, leaves of absence, medical leave, medical visits, maternity and paternity leave, among others, not including holidays and hours of free time.					
<b>Absenteeism by geographical areas (%) (*)</b>					
(*) Note: scope 96%. The following percentages refer to the number of hours not worked with respect to own and direct hours not including holidays and hours of free disposal established by the collective agreement for all professionals.					
Spain	5.0	5.2	5.08	4.55	4.12
Europe	4.9	4.3	3.56	4.40	5.15
America	2.9	3.5	2.30	1.84	1.71
Asia, Middle East and Africa	1.6	1.6	1.18	1.13	1.02

Indicators	2018	2019	2020	2021	2022
<b>Collective bargaining</b>					
Employees covered by a collective bargaining agreement (%)   Employees with access to instruments to safeguard their rights collectively (%) (*)	-	81	78   97	77   99	75   99
(*) Note: the reported scopes in 2019, 2020 and 2021 are respectively 96%, 98% and 99.7% of the total workforce at year-end. In 2022 the scope is 100% of the workforce.					
Germany	-	-	100   100	100   100	100   100
Saudi Arabia	-	-	0   0	0   0	0   0
Algeria	-	-	100   100	100   100	100   100
Argentina	-	90	89   89	89   89	88   100
Australia	-	-	72   100	55   100	90   100
Bahrain	-	-	0   0	0   0	0   0
Belgium	-	-	100   100	100   100	100   100
Bolivia	-	-	-	0   100	0   100
Bulgaria	-	-	100   100	100   100	0   100
Brazil	98	99	98   100	98   100	98   100
Chile	-	48	56   100	32   100	56   100
China	-	-	-	-	0   0
Colombia	0	0	0   100	0   100	0   100
South Korea	-	-	-	-	0   0
Costa Rica	-	-	0   0	0   100	0   100
Ecuador	-	-	-	0   100	0   100
El Salvador	-	-	0   0	0   100	0   100
United Arab Emirates	-	-	0   0	0   0	0   0
Spain (*)	100	100	100   100	100   100	100   100
(*) Note: not including the two executive directors, who maintain a commercial relationship with the company. In addition, one executive has an employment relationship with the company under Royal Decree 1382/1985 of 1 August, which regulates the special employment relationship of senior management personnel.					
Slovakia	-	-	0   100	0   100	100   100
USA	-	0	0   100	0   100	0   100
Philippines	0	0	0   100	0   100	0   100
Guatemala	-	-	-	-	0   100
India	-	-	-	-	0   0
Indonesia	-	-	-	-	0   100
Italy	98	100	100   100	100   100	100   100
Kazakhstan	-	-	-	-	0   100
Kenya	-	-	0   100	0   100	0   100
Latvia	-	-	-	0   100	0   100
Malaysia	-	-	-	-	0   0
Morocco	-	-	-	-	0   0
Mexico	0	0	0   100	0   100	0   100
Moldova	-	-	0   100	0   100	0   100
Mozambique	-	-	-	-	0   100
Norway	-	100	100   100	100   100	100   100
Oman	-	-	-	-	0   0
Netherlands	-	-	-	-	100   100
Panama	-	0	0   0	0   100	0   100
Peru	0	0	0   100	0   100	0   100
Poland	-	-	-	-	0   100
Portugal	-	100	100   100	92   100	93   100
United Kingdom	-	-	100   100	100   100	100   100
Czech Republic	-	-	0   100	0   100	0   100

Indicators	2018	2019	2020	2021	2022
Dominican Republic	-	0	0   100	0   100	0   100
Romania	-	-	100   100	100   100	100   100
Thailand	-	-	-	-	0   0
Turkey	-	-	-	-	100   100
Uruguay	-	0	0   100	0   100	33   100
Vietnam	-	-	-	-	0   0
<b>Commitment of professionals (*)</b>					
(*) Note: in 2022 employee satisfaction has been calculated based on the surveys conducted by Transport and Defence in Spain and by Minsait in Brazil, Peru, Colombia and Mexico. In total, this sample represents 44.5% of the company's professionals (measured by average workforce in 2022), representing Indra's main countries and departments, and is therefore considered to be sufficiently representative of Indra as a whole. The surveys carried out were based on the Great Place to Work (GPTW) and Survey Pulse models, so in order to obtain aggregate data for the company as a whole, it was necessary to harmonise the scales of the two methodologies.					
Global commitment (0-100)	258	271	75.5	75.5	78.7
Scope of the survey (%)	2	13	100	100	100
<b>Commitment by gender (0-100)</b>					
Females	251	266	75.8	75.8	79.6
Males	260	272	75.3	75.3	78.2
<b>Commitment by nationality and gender (0-100)</b>					
Brazilian	285	302	91   91	91   91	82
Colombian	251	266	100   94.4	100   94.4	81
Spanish	260	259	64.9   65.2	64.9   65.2	65
Mexican	250	277	94.4   94.4	94.4   94.4	89
Peruvian	292	276	100   80	100   80	82
<b>Commitment by age group</b>					
< 30 years	-	-	73.6	73.6	81.1
between 30 and 50 years	-	-	68.9	68.9	78.1
> 50 years	-	-	69.8	69.8	73.6
<b>Commitment by professional category</b>					
Senior management	285	302	78.3	78.3	78.1
Middle management	251	266	68.5	68.5	71.6
Technicians	260	259	68.7	68.7	79.2
Juniors	-	-	71.4	71.4	80.6
Support	250	277	73.2	73.2	78.4
Other categories	292	276	100	100	79.5



Indicators	2018	2019	2020	2021	2022
<b>Training and knowledge (*) [GRI 404-1]</b>					
(*) Note: the scope is 99.29%. The training data has been calculated considering that if the trainee exceeds 75% of the attendance hours, 100% of the hours are counted. The average workforce has been used to calculate the breakdowns.					
Professionals who have participated	41,425	49,836	41,712	54,605	60,406
Online training hours	433,856	456,196	550,131	587,768	417,037
Total hours of training including on-line (n°)	736,551	862,518	820,623	1,002,100	1,057,659
Compulsory training	-	-	169,469	324,152	255,536
Non-compulsory training	-	-	651,154	677,948	802,123
<b>Total hours of training by gender (n°)</b>					
Male	-	-	576,998	738,630	778,806
Female	-	-	243,634	263,470	278,853
<b>Training hours by professional category (n°)</b>					
Senior management	-	-	5,180	5,755	3,878
Middle management	-	-	70,962	97,600	65,535
Technical staff	-	-	603,351	726,218	756,745
Support staff	-	-	139,610	170,040	208,142
Other categories	-	-	1,520	2,487	23,359
<b>Training hours by age group (n°)</b>					
> 50 years	-	-	120,058	134,447	104,823
between 30 and 50 years	-	-	490,343	545,282	529,779
< 30 years	-	-	210,222	322,371	423,057
<b>Training hours by geographical area (n°)</b>					
Spain	-	-	649,057	817,008	848,897
Europe	-	-	30,784	35,527	34,058
America	-	-	123,912	133,432	164,055
Asia, Middle East, Africa	-	-	16,869	16,133	10,649
Average training hours by professional (n°)	18	18	17	20	19
Compulsory training	-	-	3	6	5
Non-compulsory training	-	-	13	14	15
<b>Average training hours by gender (n°)</b>					
Male	19	20	18	22	22
Female	16	15	15	15	15
<b>Average training hours by professional category (n°)</b>					
Senior management	10	9	9	10	7
Middle management	23	18	17	24	15
Technical staff	17	17	19	22	21
Support staff	23	26	12	15	17
Other categories (*)	9	4	1	2	21
(*) Note: the increase in the figure 2022 is due to BPO training for professionals who do not have an approved role (other categories).					
<b>Average training hours by age group (n°)</b>					
> 50 years	-	-	17	18	12
between 30 and 50 years	-	-	17	18	17
< 30 years	-	-	18	27	31
<b>Average training hours by geographical area (n°)</b>					
Spain	-	-	23	29	29
Europe	-	-	13	10	10
America	-	-	8	8	8
Asia, Middle East and Africa	-	-	8	8	5

Indicators	2018	2019	2020	2021	2022
Expenditure on training					
Total expenditure in training (euros)	-	-	5,955,000	6,794,939	8,935,742
Average expenditure on training per professional (euros)	-	-	122	134	164
Compulsory training	-	-	9,415	18,446	15,647
Non-compulsory training	-	-	5,945,585	6,776,493	8,920,096
Total expenditure on training by gender (euros)					
Male	-	-	4,152,061	5,217,773	6,416,305
Female	-	-	1,802,939	1,577,166	2,519,438
From 2022 onwards, an improvement has been introduced in the distribution of training expenditure, allocating to each group the specific costs of the training courses carried out.					
Total expenditure on training by professional category (euros)					
Senior management	-	-	314,421	159,747	1,680,200
Middle management	-	-	1,271,683	1,304,833	1,713,619
Technical staff	-	-	4,040,257	4,566,698	4,757,744
Support staff	-	-	327,639	763,661	741,631
Other categories	-	-	1,000	-	42,547
Total expenditure on training by age group (euros)					
> 50 years	-	-	1,118,000	894,755	1,256,246
between 30 and 50 years	-	-	3,600,812	3,492,549	5,615,157
< 30 years	-	-	1,236,188	2,407,635	2,064,340
Total expenditure on training by geographical area (euros)					
Spain	-	-	5,709,012	5,966,781	7,623,660
Europe	-	-	38,999	447,769	591,102
America	-	-	180,271	130,521	427,196
Asia, Middle East and Africa	-	-	26,718	249,867	293,784
Average training expenditure per professional by gender (euros)					
Male	-	-	129	158	178
Female	-	-	110	90	136
Average training expenditure per professional by professional category (euros)					
Senior management	-	-	569	289	3.162
Middle management	-	-	310	320	394
Technical staff	-	-	129	138	131
Support staff	-	-	29	66	61
Other categories	-	-	1	0	39
Average training expenditure per professional by age group (euros)					
> 50 years	-	-	160	118	142
between 30 and 50 years	-	-	124	117	176
< 30 years	-	-	106	205	150
Average training expenditure by professional by geographical area (euros)					
Spain	-	-	202	214	259
Europe	-	-	17	131	181
America	-	-	11	8	22
Asia, Middle East and Africa	-	-	13	122	143
Employee satisfaction with training (scale 0-5)	-	4	3.3	4.36	4

## Technology with impact

Indicators	2018	2019	2020	2021	2022
<b>Clients</b>					
Client satisfaction [GRI 416-2] (*)					
Customer Satisfaction Score (CSAT)	-	79	80	86	69
Customer Satisfaction Index (CSI)	-	-	77	80	75
Net Promoter Score (NPS)	-	-	18	44	37
(*) Note: Indra has set an annual target of exceeding the average annual satisfaction level of the last three financial years. In 2022, the surveys sent represented 81% of the sales volume of the selected sample. CSAT (Customer Satisfaction Score). Calculated as the percentage of customers who are very satisfied with the company compared to those with a moderate or reduced level of satisfaction, based on the answers to the question on the level of satisfaction. CSI (Customer Satisfaction Index) Calculated as the average of the general satisfaction question considered with the CSAT, and other questions on the degree of customer satisfaction with the organisation and the services. NPS (Net Promoter Score) Shows the ratio of those customers who show a high willingness to recommend the company (promoters) to those who have a low willingness to recommend the company. Scale from -100 to 100.					
<b>Innovation</b>					
R&D (M euros)	210	225	265	293	312
R&D over revenues (%)	7	7	8.7	8.6	8.1
<b>Suppliers [GRI 204-1] [GRI 308-1] [GRI 308-2]</b>					
The breakdowns relating to the number of suppliers represent 91% of the Group's total purchases, excluding purchases from companies that do not use the corporate purchasing model, including Indra Navia, Avitech and Indra USA, with Avitech scheduled to join the corporate model in 2023.					
Volume of orders in million euros	1,406	1,281	1,195	1,133	1,843
Approved suppliers (nº) (*)	7,347	7,314	6,716	6,338	6,661
Local suppliers (%)	78	82	80	80	85
SME type suppliers in Spain (%) (*)	-	-	78	79	71
(*) Note: a local supplier is considered to be a supplier whose registered office, according to its tax identification number, is located in the same country in which the company makes the purchase.					
<b>Distribution of the number of suppliers by geographical area (%)</b>					
Spain	41	51	41	41	41
Europe	18	11	18	18	18
America	31	28	30	30	31
Asia, Middle East and Africa	10	10	11	11	10
<b>Distribution of purchase order volume by geographical area (%)</b>					
Spain	-	73	60	75	81
Europe	-	6	20	9	7
America	-	17	12	11	9
Asia, Middle East and Africa	-	4	8	5	3
<b>Distribution of purchase order volume by type of product or service (%)</b>					
Professional services	-	32	36	31	40
Production outsourcing	-	8	20	17	6
Material and equipment	-	26	25	27	24
Other services	-	34	19	25	30
Purchases from local suppliers (%) (*)	78	82	80	80	77
(*) Note: in December 2022, two large advance orders (€11M) were placed from Spain under the FCAS project consortium agreement with two suppliers located in Germany and France. Including these orders in the calculation, the figure for purchases from local suppliers would be 66%.					
New suppliers that have been certified under environmental and social criteria (%)	44	56	65	91	100
Suppliers evaluated annually according to environmental and social criteria (%) (*)	-	-	52	72	70
(*) Note: in 2022 is the percentage of critical suppliers that have completed at least 80% of the ESG risk self-assessment requested by Indra and have provided evidence of compliance.					

## Society

Indicators	2018	2019	2020	2021	2022
<b>Financial contribution to the Community (EUR)</b>					
Investment in Social Action	1,057,701	297,060	504,173	1,812,903	1,350,783
Investment linked to comply with the General Law on the Rights of Persons with Disabilities and their Social Inclusion	-	102,543	156,673	1,279,618	1,256,203
Monetary contributions to foundations, non-profit organisations and academic institutions	-	169,192	347,501	280,907	94,580
Probono projects and volunteering	-	25,326	0	0	0
Beneficiaries of the activities (nº) (*)	-	8,335	1,095,284	77,542	62,177
Direct beneficiaries (nº)	-	7,985	372,749	19,127	10,600
Indirect beneficiaries (nº)	-	350	722,535	58,415	51,577
(*) Note: total number of beneficiaries as a result of the participation of Indra volunteers and accompanying persons in volunteering activities, regardless of the degree of benefit provided.					
<b>Type of philanthropic activities (%)</b>					
Donations	-	28	156,026	86,107	94,580
Community investment (*)	-	17	132,859	1,214,218	1,089,962
Commercial initiatives	-	55	215,888	260,200	166,240
(*) Note: in 2022, the investment in social action has been reconfigured and as a result of the effort made to increase the number of professionals with disabilities in Spain and the contracting of services to special employment centres, donations linked to compliance with the General Law on the Rights of Persons with Disabilities have decreased by 31% with respect to 2021.					
<b>Type of contribution (*)</b>					
Monetary contribution	-	57	504,173	1,560,525	1,350,783
Volunteering	-	9	0	0	0
In kind contribution (waiver of services)	-	34	0	36,150	0
(*) Note: from 2020 onwards, data are reported in absolute values. In 2019, the data is reported as a percentage of total investment in social action.					
<b>Hours of volunteering</b>					
Hours of volunteering within   outside of the working day (%)	4,766	9,537	6,843	6,688	5,496
Volunteers (nº)	-	18   82	39   61	25   75	24   76
Companions (nº)	616	880	1,034	2,120	921
Collaborating entities (nº)	153	298	309	756	663
Collaborating entities (nº)	-	62	107	81	46

<b>Accessible and Social Technologies Initiatives</b>	
Brazil	Donation of R\$ 12,000.00 to support the continuity of the Velho Amigo project, of community interaction and social risk prevention, in addition to the maintenance of digital inclusion actions for the elderly. A total of 200 people benefited directly and 1,000 people indirectly.
Spain	6th call for applications for grants for accessible technology research projects in Spanish universities for the development of initiatives (devices, equipment, instruments and software) that can be used by or for people with disabilities in collaboration with the F. Universia.  Together with the FDI Foundation and HandsOn Spain, the 2nd call for Ventures4inclusion has been launched, the entrepreneurship launchpad open to innovative projects based on technology presented by people with disabilities or non-profit social entities that facilitate the integration of this group into the labour market.
<b>Climate change mitigation and biodiversity protection initiatives</b>	
Colombia	Rubbish collection through the Bogotá Recyclers Association 3,720 kg of recyclable material.
Spain	Reforestation, in collaboration with the FDI Foundation, for the protection of the natural environment, contributing to the improvement of the environment and reducing the CO2 carbon footprint.

Italy	<p>Collaboration with the Regala un -Albero project, a project that aims to reforest a portion of land on the peninsula by planting and growing new trees to offset the CO2 emissions produced by polluting activities.</p> <p>Beach clean-up.</p> <p>Planting trees to offset the carbon footprint.</p>
Peru	Clean-up day in the natural area of Los Pantanos de Villa.
Support initiatives for groups at risk of exclusion and for children	
Brazil	<p>Donation of R\$ 12,000.00 in support of the social activities developed by the Lar Providencia institution, which aim to assist elderly people in situations of social vulnerability; and the development of initiatives for the productive inclusion of low-income families and for the defence of rights and institutional care for children and elderly victims of violence. The contribution directly benefited 123 elderly people and indirectly 109 elderly people.</p> <p>In the promotion of a healthy life among young people, Indra donated R\$ 10,000.00 to the ASAS association (Associação Ações Sociais Amigos Solidários). The contribution benefited 320 people directly and 850 indirectly.</p> <p>Donation of R\$ 6,000.00 to the Associação Desportiva para Deficientes (ADD) for the development of competitive wheelchair basketball, swimming, bocce, sitting volleyball and athletics. The contribution benefited 165 people directly and 380 indirectly.</p> <p>Donation of R\$ 22,000.00 to support the maintenance of education and social and human development activities carried out by the Fundação Sistêmica institution. The company's donations have benefited 342 children and young people directly and another 6,786 people indirectly.</p> <p>Donation of R\$ 10,000 to the organisation Lar dos Velinhos de Campinas, which cares for the elderly of both sexes in a situation of social vulnerability and without the possibility of self-financing. It develops welfare and health projects. The company's support has benefited 289 elderly people directly and 450 indirectly.</p> <p>Donation of R\$ 12,000.00 to the entity Associação de Pais e Amigos dos Excepcionais de Goiânia (APAE-GO), which provides free treatment and acts in the defence, prevention and care of people with intellectual disabilities, whether or not associated with other forms of disability (multiple disabilities). The amount donated supports treatments that include physiotherapy sessions, speech therapy, nutrition, psychology, dentistry and pedagogy, psychiatry, among others, and has benefited 563 people directly and 3,378 indirectly.</p>
Colombia	Donation of toys for children between 1 and 11 years old to the foundation Compartiendo Sueños de Vida.
Spain	<p>Financing of Radia scholarships in conjunction with F. Once to support the integration of women with disabilities in the technology sector.</p> <p>Donations to the Red Cross to support those affected by the eruption of the La Palma volcano and to World Central Kitchen for those affected by the war in Ukraine.</p> <p>Donation of laptops distributed to different schools and organisations both nationally and internationally.</p> <p>Mentoring of young people at risk of exclusion and young university students with disabilities to guide them in their future employment through F. Exit (Coach) and F. Universia respectively.</p> <p>With F. Integra, the 1st edition of Digital Challenge was launched, a training workshop on network security given by Indra volunteers who will improve the employability of people in severe social exclusion and help reduce the digital divide.</p> <p>Inclusive sports days (Paralympic) through the FDI Foundation to raise awareness of the importance of the social integration of people with disabilities.</p> <p>With the Red Cross and volunteers from the company, Indra helps children between 7 and 16 years of age in their education and schoolwork to avoid the risk of social exclusion and ensure school success.</p>
Italy	Participation in the Run Challenge Race - Playmore with the aim of promoting Sport, Health and Integration, with special attention to people with disabilities or in conditions of fragility.
Mexico	<p>Equipment of a media and dynamic classroom with children.</p> <p>Donation of school material and books.</p>
Peru	<p>December Solidarity: donation of toys and entertainment activities for hospitalised children and children from vulnerable backgrounds.</p> <p>Christmas Solidarity: Donation of toys, chocolate and Christmas show for children in extreme poverty in the district of Santa Rosa.</p>

## Stakeholder relations

Indicators	2018	2019	2020	2021	2022
Relations with associations and foundations [GRI 415-1]					
Lobbying, lobbying, interest representation or similar organizations	0	0	0	0	0
Contributions to political campaigns, organizations or candidates	0	0	0	0	0
Industry associations or tax-exempt organizations	1,632,757	1,568,798	1,704,005	1,717,605	1,557,231
Other possible expenses associated with political influence	0	0	0	0	0
Total contribution	1,632,757	1,568,798	1,704,005	1,717,605	1,557,231



## 11.7 GRI Indicator table

GRI indicator and description	Page / Reference	Remarks / Notes
<b>General contents (GRI 2: GENERAL CONTENTS 2022)</b>		
<b>The organisation and its reporting practices</b>		
2-1 Organisational details	11	
2-2 Entities covered by sustainability reporting	10, 101	
2-3 Reporting period, frequency and point of contact	102	
2-4 Updating of information	102	
2-5 External verification	155	
<b>Activities and workers</b>		
2-6 Activities, value chain and other business relations	11, 107	
2-7 Employees	48	
2-8 Non-employee workers	48	
<b>Governance</b>		
2-9 Governance structure and composition	18	
2-10 Appointment and selection of the highest governance body	18	
2-11 Chair of the highest governance body	18	
2-12 Role of the highest governance body in oversight of impact management	18	
2-13 Delegation of responsibility for impact management 2	18	
2-14 Role of the highest governance body in sustainability reporting	18	
2-15 Conflicts of interest	18, 23	
2-16 Communicating critical concerns	23	
2-17 Collective knowledge of the highest governance body	18	

2-18 Performance evaluation of the highest governance body	18	
2-19 Remuneration policies	18	
2-20 Process for determining remuneration	18	
2-21 Annual total compensation ratio	123	
Strategy, policy and practice		
2-22 Sustainable Development Strategy Statement	15	
2-23 Commitments and Policies	18, 23	
2-24 Mainstreaming commitments and policies	18, 23	
2-25 Processes for Remedying Negative Impacts	18, 23	
2-26 Mechanisms for seeking advice and raising concerns	23	
2-27 Compliance with laws and regulations	23	
2-28 Membership in associations	90	
Stakeholder engagement		
2-29 Approach to Stakeholder Engagement	87	
2-30 Collective bargaining agreements	62	

Thematic content		
Information security and privacy		
3-3 Management of material issues	79	
418-1 Substantiated complaints relating to breaches of customer privacy and loss of customer data	24, 78, 79	
Corporate governance		
3-3 Management of material issues	18	
405-1 Diversity in governing bodies and employees	19, 48, 123	
Talent attraction and retention		
3-3 Management of material issues	52	
404-2 Programmes to improve employee skills and transition assistance programmes	52	
404-3 Percentage of employees receiving regular performance appraisals and career development	52	
Corruption and bribery		
3-3 Management of material issues	23	
201-1 Direct economic value generated and distributed	108	
203-2 Significant indirect economic impacts	85, 108	
205-1 Operations assessed for risks related to corruption	23, 27	
205-2 Communication and training on anti-corruption policies and procedures	23, 27	
205-3 Confirmed cases of corruption and actions taken	24	
Innovation		
3-3 Management of material issues	73	
Labor rights and conditions		
3-3 Management of material issues	28, 50, 54	
401-1 New employee hires and employee turnover	50, 119, 120	

401-2 Benefits for full-time employees that are not provided to part-time and temporary employees	55	
401-3 Parental leave	59, 124	
402-1 Minimum notice periods for operational changes	62	
Professional development		
3-3 Evaluation of management approach	52	
404-1 Average hours of training per year per employee	52, 128	
Anti-competitive practices		
3-3 Management of material issues	27	
206-1 Legal actions relating to unfair competition, monopolistic practices and anti-competitive practices	27	
Responsible taxation		
3-3 Management of material issues	31	
207-1 Fiscal approach	30	
207-2 Tax governance, control and risk management	31	
207-3 Stakeholder engagement and management of tax-related concerns	31	
207-4 Country-by-country reporting	32	
Materials		
3-3 Management of material issues	45	
301-1 Materials used by weight or volume	45, 115	
301-2 Recycled inputs	45, 115	
301-3 Reused products and packaging materials	45, 115	
Energy		
3-3 Management of material issues	42	
302-1 Energy consumption within the organisation	42, 114, 115	

302-2 Energy consumption outside the organisation	42, 114, 115	
302-3 Energy intensity	42, 114, 115	
302-4 Reduction of energy consumption	42, 114, 115	
302-5 Reduction of energy requirements of products and services	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
Supply chain		
3-3 Management of material issues	82	3-3 Management of material issues
308-1 New suppliers that have passed evaluation and selection filters according to environmental criteria	82, 130	308-1 New suppliers that have passed evaluation and selection filters according to environmental criteria
308-2 Negative environmental impacts in the supply chain and actions taken	82, 130	308-2 Negative environmental impacts in supply chain and actions taken
204-1 Proportion of expenditure on local suppliers	84, 130	204-1 Proportion of expenditure on local suppliers
414-1 New suppliers that have passed selection filters according to social criteria	83	
414-2 Negative social impacts in the supply chain and actions taken	83	
Health and safety		
3-3 Evaluation of the management approach	58	
403-1 Occupational safety and health management system	58	
403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services	58	
403-3 Occupational health services	58	
403-4 Worker participation, consultation and communication on safety and health	58	
403-5 Occupational safety and health training	61	
403-6 Health promotion	59, 60, 61	
403-7 Prevention and mitigation of occupational safety and health impacts directly linked to business relationships	58	

403-8 Professionals covered by an occupational safety and health management system	58	
403-9 Occupational injuries	58, 125	
403-10 Occupational diseases	58	
Human Rights		
3-3 Management of material issues	24	
406-1 Cases of discrimination and corrective actions taken	24	
3-3 Management of material issues	62	
407-1 Operations and suppliers whose right to freedom of association and collective bargaining may be at risk	62, 83, 130	
3-3 Management of material issues	82	
408-1 Operations and suppliers with significant risk of significant risk of child labour	28, 83	
3-3 Management of material issues	28	
409-1 Operations and suppliers with significant risk of cases of forced or compulsory labour	28, 83	
3-3 Management of material issues	28	
410-1 Security personnel trained in Human Rights policies or procedures	28	
411-1 Indigenous peoples' rights	24	
3-3 Management of material issues	28, 53	
412-1 Operations subject to human rights reviews or impact assessments	28, 83	
412-2 Employee training on human rights policies or procedures	28, 53	
412-3 Significant investment agreements and contracts with human rights clauses or subject to human rights impact assessments	28	



Workforce diversity		
3-3 Management of material issues	48	
405-1 Diversity in governing bodies and employees	19, 48, 123	
405-2 Ratio of basic salary and remuneration of women versus men	56, 122	
Client security		
3-3 Management of material issues	47	
416-1 Assessment of health and safety impacts of product or service categories	47, 77	
416-2 Cases of non-compliance relating to health and safety impacts of product and service categories	24	
3-3 Management of material issues	77	
417-1 Product and service information and labelling requirements	77	
417-2 Instances of non-compliance related to product and service information and labelling	24	
417-3 Incidents of non-compliance relating to marketing communications	24, 78	
3-3 Management of material issues	24	
418-1 Substantiated complaints regarding breaches of customer privacy and loss of customer data	24, 78, 79	
3-3 Management of material issues	24	
419-1 Non-compliance with laws and regulations in the social and economic spheres	24	
Ethics		
3-3 Management of material issues	23	

205-1 Operations assessed for corruption-related risks	23, 27	
205-3 Confirmed cases of corruption and actions taken	24	
206-1 Legal actions related to unfair competition, monopolistic practices and anti-competition	27	
Transparency		
3-3 Management of material issues	23	
205-1 Operations assessed for corruption-related risks	23, 27	
205-3 Confirmed cases of corruption and action taken	24	
206-1 Legal actions related to unfair competition, monopolistic practices and against free competition	27	
Institutional relations		
3-3 Management of material issues	90	
415-1 Contributions to political parties and/or political representatives	90, 133	
Local communities		
3-3 Management of material issues	85	
202-2 Proportion of senior executives recruited from the local community	124	
203-1 Infrastructure investments and services supported	85, 108	
413-1 Operations with local community participation, impact assessments and development programmes	85	
413-1 Operations with significant impacts - actual or potential - on local communities	No significant negative effects have been identified	
Biodiversity		
3-3 Management of material issues	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis

304-1 Operations owned, leased, or managed in, or adjacent to, protected areas or areas of high biodiversity value outside protected areas.	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
304-2 Significant impacts of activities, products, and services on biodiversity	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
304-3 Protected or restored habitats	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
304-4 Species on the IUCN Red List and national conservation lists whose habitats occur in areas affected by operations	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
<b>Carbon Footprint</b>		
3-3 Management of material issues	38	
305-1 Direct GHG emissions (Scope 1)	38, 114, 115	
305-2 Indirect GHG emissions from energy generation (Scope 2)	38	
305-3 Other indirect GHG emissions (Scope 3)	38	
305-4 Intensity of GHG emissions (Scope 4)	38	
305-5 Reduction of GHG emissions	38	
305-6 Emissions of ozone depleting substances (ODS)	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
<b>Waste</b>		
3-3 Management of material issues	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
306-1 Discharge of water by quality and destination	115	
306-2 Wastes by type and disposal method	44, 115, 116	
306-3 Significant spills	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis

306-4 Transport of hazardous waste	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
306-5 Water bodies affected by discharges of water and/or run-off	Non-material according to Indra's Materiality Analysis	Non-material according to Indra's Materiality Analysis
Climate Change risks		
3-3 Management of material issues	36	
201-2 Financial implications and other risks and opportunities arising from climate change	36	
Water		
3-3 Management of material issues	46	
303-1 Water abstraction by source	46, 115	
303-2 Water sources significantly affected by water abstraction 303-3 Recycled and reused water by source	46, 115	
303-3 Recycled and reused water	46, 115	

## 11.8 NFIS table of contents

Contents of the Statement of Non-Financial Information		
Contents of Law 11/2018 INF	Standard used	Page/Reference
<b>Business Model</b>		
Description of the group's business model		
A brief description of the group's business model, including its business environment, organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends likely to affect its future development.	GRI 2-1 Organisational Details	11
	GRI 2-2 Entities covered by sustainability reporting	10, 101
	GRI 2-6 Activities, value chain and other business relationships	11, 107
<b>Information on environmental issues</b>		
<b>Policies</b>		
Policies applied by the group, including the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts, and for verification and control, as well as the measures that have been adopted.	GRI 3-3 Management of material issues	47, 102, 104
<b>Risks</b>		
<b>Key risks</b>		
Key risks related to those issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse impact on those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the relevant national, European or international frameworks for each issue. This should include information on the impacts that have been identified, providing a breakdown of these impacts, in particular the main short, medium and long-term risks.	GRI 2-23 Commitments and policies	18, 23
	GRI 2-12 Highest governance body's role in overseeing the management of impacts.	18
	201-2 Financial implications and other risks and opportunities arising from climate change	36, Response to CDP Climate Change 2022 (C2. Risks and Opportunities)
<b>General</b>		
Current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety.	GRI 2-12 Highest governance body's role in oversight of impact management	18

Environmental assessment or certification procedures	GRI 2-12 Highest governance body's role in oversight of impact management	18
	GRI 2-23 Commitments and policies	18, 23
Resources dedicated to the prevention of environmental risks	GRI 2-12 Role of the highest governance body in overseeing impact management	18
Application of the precautionary principle	GRI 2-23 Commitments and policies	18, 23
Provisions and safeguards for environmental risks	GRI 2-27 Compliance with laws and regulations	23
Pollution		
Measures to prevent, reduce or remediate carbon emissions that seriously affect the environment, taking into account any form of activity-specific air pollution, including noise and light pollution.	GRI 3-3 Management of material issues	36, 38, 47, 104, 106
	GRI 302-4 Reduction of energy consumption	42, 114, 115
	GRI 302-5 Reduction of energy requirements of products and services	Non-material according to Indra's Materiality Analysis
	GRI 305-5 Reduction of GHG emissions	38
	GRI 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant air emissions	Non-material according to Indra's Materiality Analysis
Circular Economy and waste prevention and management		
Measures for prevention, recycling, reuse, other forms of recovery and disposal of waste. Actions to combat food waste.	GRI 301-1 Materials used by weight or volume	45, 115
	GRI 301-2 Recycled inputs	45, 115
	GRI 301-3 Reused products and packaging materials GRI 306-1 Water discharge by quality and destination	45, 115
	GRI 306-1 Discharge of water by quality and destination	117
	GRI 306-2 Waste by type and disposal method GRI 306-3 Spills by type and disposal method	44, 117
	GRI 306-3 Significant spills	Non-material according to Indra's Materiality Analysis
Sustainable use of resources		
Water consumption and water supply in accordance with local constraints	GRI 303-1 Water withdrawals by source	46, 115
	GRI 303-2 Water sources significantly affected by water withdrawal	46, 115
	GRI 303-3 Recycled and Reused Water	46, 115
Consumption of raw materials and measures taken to improve the efficiency of their use	GRI 301-1 Materials used by weight or volume	46, 115
	GRI 301-2 Recycled inputs	46, 115
	GRI 301-3 Reused products and packaging materials GRI 3-3 Management of material issues	46, 115
Energy: Consumption, direct and indirect; Measures taken to improve energy efficiency, Use of renewable energies	GRI 3-3 Management of material issues	42, 104
	GRI 302-1 Energy consumption within the organisation	42, 114, 115
	GRI 302-2 Energy consumption outside the organisation	42, 114, 115



	GRI 302-3 Energy intensity	42, 114, 115
	GRI 302-4 Reduction of energy consumption	42, 114, 115
	GRI 302-5 Reduction of energy requirements of products and services	Non-material according to Indra's Materiality Analysis
Climate Change		
Greenhouse Gas Emissions	GRI 305-1 Direct GHG emissions (scope 1)	38, 114, 115
	GRI 305-2 Indirect GHG emissions when generating energy (scope 2)	38
	GRI 305-3 Other indirect GHG emissions (Scope 3)	38
	GRI 305-4 Intensity of GHG emissions (scope 3)	38
Measures taken to adapt to the consequences of Climate Change.	GRI 3-3 Management of material issues	104, 106
	GRI 201-2 Financial implications and other climate change risks and opportunities	36
	GRI 305-5 GHG emission reductions	38
Voluntary reduction targets set in the medium and long term to reduce GHG emissions and means implemented to this end.	GRI 3-3 Management of material issues	104, 106
Biodiversity protection		
Measures taken to preserve or restore biodiversity	GRI 304-3 Protected or restored habitats	Non-material according to Indra's Materiality Analysis
Impacts caused by activities or operations in protected areas	GRI 304-1 Operations owned, leased, or managed that are located within or adjacent to protected areas or areas of high biodiversity value outside protected areas.	Non-material according to Indra's Materiality Analysis
	GRI 304-2 Significant impacts of activities, products, and services on biodiversity	Non-material according to Indra's Materiality Analysis
	GRI 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations.	Non-material according to Indra's Materiality Analysis
Information on social and personnel issues		
Policies		
Policies applied by the group, including the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts, and for verification and control, as well as the measures that have been adopted.	GRI 3-3 Management of material issues	24, 28, 48, 50, 52, 54, 58, 104, 105
	GRI 2-19 Compensation policies	18 Indra Compensation Policy
Key risks		
Key risks related to those issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse impact on those areas, and how the group manages	GRI 2-12 Highest governance body's role in overseeing impact management	18

those risks, explaining the procedures used to identify and assess them in accordance with the relevant national, European or international frameworks for each issue. This should include information on the impacts that have been identified, providing a breakdown of these impacts, in particular the main short, medium and long-term risks.

## Employment

Total number and distribution of employees by sex, age, country and occupational classification	GRI 2-6 Value chain activities and other business relationships	11, 107
	GRI 2-7 Employees	48
	GRI 405-1. b) The percentage of employees by employee category for each of the following diversity categories: gender and age group.	19, 48, 123
Total number and distribution of types of employment contracts	GRI 2-7 Employees	48
Average annual number of permanent, temporary and part-time contracts by gender, age and occupational classification	GRI 2-7 Employees	48
Number of dismissals by gender, age and occupational classification	GRI 401-1 New employee hires and employee turnover	50, 119, 120
Average remuneration and its evolution broken down by gender, age and occupational classification or equal value	GRI 405-2: Ratio of basic salary and remuneration of women to men for each employee category	56, 122
Wage gap		56
Remuneration of equal or average positions in the company	GRI 202-1 Ratio of standard entry level salary by gender to local minimum wage	122
Average remuneration of directors and executives, including variable remuneration, allowances, indemnities, payments to long-term savings schemes and any other payments disaggregated by gender.	GRI 2-19 Remuneration policies	18 Indra Compensation Policy
	2-20 Process for determining remuneration	18 Indra Compensation Policy
Implementation of measures to disconnect from work	GRI 3-3 Management of material issues	59, 60, 63, 104, 105

Employees with disabilities	GRI 405-1. b) Percentage of employees by employee category for each of the following diversity categories (iii. Vulnerable groups).	123
Work organisation		
Organisation of working time	GRI 2-7 Employees	48
	GRI 3-3 Management of material issues (labour rights)	104, 106
Number of hours of absenteeism	GRI 403-2 Types of accidents and rates of occupational accidents, occupational diseases, lost days, and absenteeism, and number of related fatalities (section a)	125
Measures aimed at facilitating the enjoyment of work-life balance and encouraging the co-responsible exercise of work-life balance by both parents.	GRI 401-3 Parental leave	59, 124
	GRI 3-3 Management of material issues (labour rights)	104, 106
Health and safety		
Health and safety conditions at work	GRI 3-3 Management of material issues (labour rights)	104, 106
Accidents at work (frequency and severity) disaggregated by sex	GRI 403-2 Types of accidents and rates of occupational accidents, occupational diseases, lost days, and absenteeism, and number of related fatalities.	58, 125
	GRI 403-3 Workers with a high incidence or high risk of occupational diseases related to their activity	No professions with an elevated risk of disease have been identified.
Occupational diseases (frequency and severity) disaggregated by sex	GRI 403-2 Types of accidents and rates of occupational accidents, occupational diseases, lost days, and absenteeism, and number of related fatalities	58, 125
	GRI 403-3 Workers with a high incidence or high risk of work-related diseases	No professions with an elevated risk of disease have been identified.
Social Dialogue		
Organisation of social dialogue, including procedures for informing, consulting and negotiating with employees	GRI 2-29 Approach to Stakeholder Engagement	87
	GRI 402-1 Minimum notice periods for operational changes	62
	GRI 403-1 Worker representation on joint health and safety committees	58
Percentage of employees covered by collective agreements by country.	GRI 2-30 Collective bargaining agreements	62
Balance of collective agreements, particularly in the field of occupational health and safety at work.	GRI 403-1 Worker representation on joint health and safety committees	58
	GRI 2-30 Collective bargaining agreements	
	GRI 403-4 Occupational health and safety topics covered in formal agreements with workers' legal representation	58
Training		
	GRI 3-3 Management of material issues	104, 105

Policies implemented in the field of training	GRI 404-2 Employee skills enhancement programmes and programmes	52
Total number of training hours per professional category	GRI 404-1 Average hours of training per year per employee	52, 128
Accessibility		
Universal accessibility for people with disabilities	GRI 3-3 Management of material issues (Diversity in the workforce)	104, 105
Equality		
Measures taken to promote equal treatment and equal opportunities for men and women	GRI 3-3 Management of material issues (Diversity in workforce)	48, 104, 105
Equality plans	GRI 3-3 Managing Material Issues (Workforce Diversity)	48, 104, 105
Measures taken to promote employment	GRI 3-3 Managing Material Issues (Talent Recruitment and Retention)	50, 54, 104, 105
	GRI 404-2 Programmes to enhance employee skills and transition assistance programmes	52
Protocols against sexual harassment and harassment based on sex	GRI 3-3 Managing material topics (Diversity in workforce)	48, 104, 105
Integration and universal accessibility of people with disabilities	GRI 3-3 Management of material issues (Diversity in workforce)	48, 104, 105
Policy against all kinds of discrimination and, where appropriate, diversity management	GRI 3-3 Management of Material Issues (Workforce Diversity)	48, 104, 105
	GRI 406-1 Cases of discrimination and corrective actions taken	24
Information on respect for human rights		
Policies		
Policies applied by the group, including the due diligence procedures applied for identification, assessment, prevention and mitigation of significant risks and impacts, and verification and control, as well as the measures that have been adopted.	GRI 3-3 Management of material issues	24, 104, 105
	GRI 410-1 Security personnel trained in Human Rights policies or procedures	28
	GRI 412-2 Employee training on human rights policies or procedures	28, 53
Key risks		
Key risks related to those issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse impact on those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the relevant national, European or international frameworks for each issue. This should include information on the impacts that	GRI 2-12 The highest governance body's role in overseeing the management of payment defaults	18

have been identified, providing a breakdown of these impacts, in particular the main short, medium and long-term risks.

## Human Rights

Implementation of human rights due diligence procedures.	GRI 3-3 Management of material issues	28, 104, 105
	GRI 414-2 Negative social impacts in the supply chain and actions taken	83
Prevention of risks of human rights abuses and, where appropriate, measures to mitigate, manage and remedy possible abuses committed	GRI 3-3 Management of material issues	28, 104, 105
	GRI 412-1 Operations subject to human rights impact reviews or assessments	28, 83
	GRI 410-1 Security personnel trained in human rights policies or procedures GRI 2-26 Mechanisms to ensure that security personnel are trained in human rights policies or procedures	28
Reporting of cases of human rights abuses	GRI 2-26 Mechanisms for seeking advice and raising concerns	23
	GRI 3-3 Management of material issues	28, 104, 105
	GRI 411-1 Indigenous Peoples' Rights	24
	GRI 419-1 Non-compliance with laws and regulations in the social and economic spheres	24
Promotion and enforcement of the provisions of ILO core conventions related to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour.	GRI 3-3 Management of material issues	28, 62, 104, 106

## Information relating to the fight against corruption and bribery

### Policies

Policies applied by the group, including the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts, and for verification and control, as well as the measures that have been adopted.	GRI 3-3 Management of material issues	23, 104, 105
	GRI 205-2 Communication and training on anti-corruption policies and procedures	23, 27

### Key risks

Key risks related to those issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse impact on those areas, and how the group manages those risks, explaining the procedures used to identify and	GRI 2-12 Highest governance body's role in overseeing the management of non-payments	18, 95
	GRI 205-1 Operations assessed for risks related to corruption	23, 27

assess them in accordance with the relevant national, European or international frameworks for each issue. This should include information on the impacts that have been identified, providing a breakdown of these impacts, in particular the main short, medium and long-term risks.

#### Corruption and bribery

Measures taken to prevent corruption and bribery	GRI 3-3 Management of material issues	23, 104, 105
Measures taken to combat money laundering	GRI 3-3 Management of material issues	23, 104, 105
Contributions to foundations and non-profit organisations	GRI 201-1 Direct economic value generated and distributed	108
	GRI 203-2 Significant Indirect Economic Impacts	85, 108
	GRI 415-1 Contributions to political parties and/or representatives	90, 133

#### Company information

##### Policies

Policies applied by the group, including the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts, and for verification and control, as well as the measures that have been adopted.	GRI 3-3 Management of material issues	104, 105
---	---------------------------------------	----------

##### Key risks

Key risks related to those issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse impact on those areas, and how the group manages those risks, explaining the procedures used to identify and assess them in accordance with the relevant national, European or international frameworks for each issue. This should include information on the impacts that have been identified, providing a breakdown of these impacts, in particular the main short, medium and long-term risks.	GRI 2-12 The highest governance body's role in overseeing the management of payment defaults	18
--	--	----

#### Company commitments to sustainable development

Impact of the company's activity on employment and local development	GRI 203-1 Investments in infrastructure and services supported.	85, 108
	GRI 203-2 Significant indirect economic impacts	85, 108
	GRI 204-1 Proportion of spending on local suppliers	85
	GRI 413-1 Operations with local community engagement, impact assessments, and development programmes.	85
	GRI 413-2 Operations with significant actual or potential negative impacts on local communities.	No significant negative effects have been identified
Impact of the company's activities on local populations and the territory.	GRI 203-1 Supported infrastructure investments and services	85, 108
	GRI 203-2 Significant indirect economic impacts	85, 108
	GRI 413-1 Operations with significant community engagement, impact assessments, and development programs.	85
	GRI 413-2 Operations with significant actual or potential negative impacts on local communities.	No significant negative effects have been identified
Relationships maintained with local community stakeholders and the methods of dialogue with them.	GRI 2-29 Approach to Stakeholder Engagement	87
	GRI 413-1 Operations with local community engagement, impact assessments and development programs	85
Partnership or sponsorship actions	GRI 2-28 Membership in associations	90
	GRI 203-1 Investment in infrastructure and support services	85, 108
	GRI 201-1 Direct economic value generated and distributed	108
Subcontracting and suppliers		
Inclusion of social, gender equality and environmental issues in the procurement policy.	GRI 3-3 Management of material issues	104, 106
Consideration in relations with suppliers and subcontractors of their social and environmental responsibility.	GRI 2-6 Activities, value chain and other business relationships	11
	GRI 3-3 Management of material issues	104, 106
	GRI 308-1 New suppliers that have passed evaluation and selection filters in accordance with environmental criteria	83, 130
	GRI 308-2 Negative environmental impacts in the supply chain and actions taken	82, 130
	GRI 407-1 Operations and suppliers whose right to freedom of association and collective bargaining might be at risk	62, 83, 130
	GRI 409-1 Operations and suppliers with significant risk of forced or compulsory labour.	28, 83



	GRI 414-1 New suppliers that have passed selection filters in accordance with social criteria	83
	GRI 414-2 Negative social impacts in the supply chain and measures taken	83
Monitoring and audit systems and audit results	GRI 308-1 New suppliers that have passed screening and selection filters according to environmental criteria	83, 130
	GRI 308-2 Negative environmental impacts in the value chain and actions taken GRI 308-2 Negative environmental impacts in the value chain and actions taken	83, 130
	GRI 414-2 Negative social impacts in the value chain and actions taken GRI 414-2 Negative social impacts in the value chain and actions taken	83
Consumers		
Consumer health and safety measures	GRI 416-1 Assessment of health and safety impacts of product or service categories	47, 77
	GRI 416-2 Instances of non-compliance related to health and safety impacts of product and service categories	24
	GRI 417-1 Requirements for information and labelling of products and services	77
Complaint systems, complaints received and resolution of complaints	GRI 2-26 Mechanisms for seeking advice and raising concerns	23
	GRI 418-1 Substantial grievances related to breaches of customer privacy and losses of customer data	24, 78, 79
Tax information		
Profits earned by country	GRI 201-1 as far as payments to public administrations are concerned, considering the guidelines of the <a href="#">OCDE</a>	108
	GRI 207-4 Country-by-Country Report	32
Taxes on profits paid	GRI 201-1 as far as payments to public administrations are concerned, considering the guidelines of the <a href="#">OCDE</a>	110
	GRI 207-4 Country-by-Country Report	32

## 11.9 Table of climate-related financial disclosures under the TCFD

With the aim of adopting international best practice in climate reporting, the following details the location of content that responds to the voluntary recommendations of the Task Force on Climate Related Financial Disclosure (TCFD) on how to integrate climate risk information into corporate reporting.

TCFD Recommendations	Location of the information responding to TCFD for Indra
<b>Governance</b>	
Disclose the organisation's governance of climate change-related risks and opportunities	
a) Board oversight of risks and opportunities related to climate change.	Page 36 of the Sustainability Report 2022 Response to CDP Climate Change 2022 (C1. Governance)
b) Description of management's role in analysing and assessing risks and opportunities related to climate change.	Page 36 of the Sustainability Report 2022 Response to CDP Climate Change 2022 (C1. Governance)
<b>Strategy</b>	
Disclose the actual and potential impacts of climate change-related risks and opportunities on the organisation's business, strategy and planning, where such information is material	
a) Description of risks and opportunities related to climate change identified by the organisation in the short, medium and long term.	Pages 36-45 of the Sustainability Report 2022 Response to CDP Climate Change 2022 (C2. Risks and opportunities)
b) Description of the impact of climate change-related risks and opportunities on the organisation's business, strategy and financial planning.	Page 36-45 of the 2022 Sustainability Report Response to CDP Climate Change 2022 (C2. Risks and opportunities and C3. Business Strategy)
c) Description of the organisation's resilience under different climate scenarios.	Page 36 of the 2022 Sustainability Report Response to CDP Climate Change 2022 (C.2 Risks and opportunities and C3. Business Strategy)
<b>Risk management</b>	
Disseminate how the organisation identifies, assesses and manages risks related to climate change.	
a) Processes for identifying and assessing risks related to climate change	Pages 36-45 of the 2022 Sustainability Report 2022 Response to CDP Climate Change 2022 (C2. Risks and opportunities)
b) Processes for managing climate change-related risks	Pages 36-45 of the 2022 Sustainability Report 2022 Response to CDP Climate Change 2022 (C2. Risks and opportunities)
c) Integration of processes for identifying, assessing and managing climate change-related risks	Pages 36-45 of the 2022 Sustainability Report 2022 Response to CDP Climate Change 2022 (C2. Risks and opportunities)
<b>Metrics and targets</b>	
Disclose metrics and targets used to assess and manage risks and opportunities related to climate change, where such information is material	
a) Metrics used to assess risks and opportunities related to climate change.	Response to CDP Climate Change 2022 (C2. Risks and opportunities and C5. Emissions methodology)
b) Calculation of Scope 1, 2 and, where appropriate, Scope 3 GHG emissions and related risks	Pages 38-40 of Sustainability Report 2022 Response to CDP Climate Change 2022 (C6. Emissions data and C7. Emissions breakdown)
c) Targets used to manage climate risks and opportunities and performance against targets	Pages 37-46 of the Sustainability Report 2022 Response to CDP Climate Change 2022 (C4. Targets and performance)

## 11.10 Independent verification report

[GRI 2-5]



Deloitte, S.L.  
Plaza Pablo Ruiz Picasso, 1  
Torre Picasso  
28002 Madrid  
España  
Tel: +34 915 34 50 00  
www.deloitte.es

*Translation of a report originally issued in Spanish. In the event of a discrepancy, the Spanish-language version prevails.*

### INDEPENDENT LIMITED ASSURANCE REPORT ON THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT OF INDRA SISTEMAS, S.A. AND SUBSIDIARIES FOR 2022

To the Shareholders of Indra Sistemas, S.A.,

In accordance with Article 49 of the Spanish Commercial Code, we have performed the verification, with a scope of limited assurance, of the accompanying 2022 Sustainability Report - Consolidated Non-Financial Information Statement for the year ended 31 December 2022 of Indra Sistemas, S.A. and subsidiaries ("the Group"), which forms part of the Group's Consolidated Directors' Report.

The content of the 2022 Sustainability Report - Consolidated Non-Financial Information Statement includes information, additional to that required by current Spanish corporate legislation relating to non-financial reporting, that was not the subject matter of our verification. In this regard, our work was limited solely to verification of the information identified in the "GRI Indicators Table" in Appendix 11.7 and the "NFIS Table of Contents" in Appendix 11.8 included in the accompanying 2022 Sustainability Report - Consolidated Non-Financial Information Statement.

#### Responsibilities of the Directors

The preparation and content of the Consolidated Non-Financial Information Statement included in the Group's Consolidated Directors' Report are the responsibility of the directors of Indra Sistemas, S.A. The 2022 Sustainability Report was prepared in accordance with the GRI standards as indicated for each matter in the "GRI Indicators Table" in Appendix 11.7 to the 2022 Sustainability Report - Consolidated Non-Financial Information Statement. The Consolidated Non-Financial Information Statement was prepared in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected Global Reporting Initiative Sustainability Reporting Standards (GRI standards), as well as other criteria described as indicated for each matter in the "NFIS Table of Contents" in Appendix 11.8 to the 2022 Sustainability Report - Consolidated Non-Financial Information Statement.

These responsibilities of the directors also include the design, implementation and maintenance of such internal control as is determined to be necessary to enable the 2022 Sustainability Report - Consolidated Non-Financial Information Statement to be free from material misstatement, whether due to fraud or error.

The directors of Indra Sistemas, S.A. are also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the 2022 Sustainability Report - Consolidated Non-Financial Information Statement, is obtained.

Deloitte, S.L. inscrita en el Registro Mercantil de Madrid, tomo 13.650, sección 8ª, folio 188, hoja M-54424, inscripción 99ª. C.I.F.: B-73184468.  
Domicilio social: Plaza Pablo Ruiz Picasso, 1, Torre Picasso, 28002 Madrid.

### Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) (including the standards on independence), which is based on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies the international standards on quality in force and, accordingly, maintains a quality system that includes policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our engagement team consisted of professionals who are experts in reviews of non-financial information and, specifically, in information about economic, social and environmental performance.

### Our Responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. We conducted our work in accordance with the requirements established in International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements other than Audits or Reviews of Historical Financial Information ("ISAE 3000 Revised"), currently in force, issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines published by the Spanish Institute of Certified Public Accountants on attestation engagements regarding non-financial information statements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, consequently, the level of assurance provided is also substantially lower.

Our work consisted of making inquiries of management and the various units of the Group that participated in the preparation of the 2022 Sustainability Report - Consolidated Non-Financial Information Statement, reviewing the processes used to compile and validate the information presented in the 2022 Sustainability Report - Consolidated Non-Financial Information Statement, and carrying out the following analytical procedures and sample-based review tests:

- Meetings held with Group personnel to ascertain the business model, policies and management approaches applied, and the main risks relating to these matters, and to obtain the information required for the external review.

- Analysis of the scope, relevance and completeness of the contents of the non-financial information in the 2022 Sustainability Report - Consolidated Non-Financial Information Statement based on the materiality analysis performed by the Group and described in the "Double Materiality Analysis" in Appendix 11.2 to the 2022 Sustainability Report - Consolidated Non-Financial Information Statement, taking into account the contents required under current Spanish corporate legislation.
- Analysis of the processes used to compile and validate the data presented in the 2022 Sustainability Report - Consolidated Non-Financial Information Statement.
- Review of the information relating to risks and the policies and management approaches applied in relation to the material matters identified and described in the "Double Materiality Analysis" in Appendix 11.2 to the 2022 Sustainability Report - Consolidated Non-Financial Information Statement.
- Verification, by means of sample-based tests, of the information relating to the contents of the 2022 Sustainability Report - Consolidated Non-Financial Information Statement and the appropriate compilation thereof based on the data furnished by the information sources.
- Obtainment of a representation letter from the directors and management.

### Emphasis of Matter

Regulation (EU) 2020/852 of the European Parliament and of the Council of 18 June 2020 on the establishment of a framework to facilitate sustainable investment establishes the obligation to disclose information on how and to what extent an undertaking's activities are associated with aligned economic activities in relation to the climate change mitigation and climate change adaptation objectives for the first time for 2022, in addition to the information referring to eligible activities required in 2021. Accordingly, the accompanying 2022 Sustainability Report - Consolidated Non-Financial Information Statement does not include comparative information on alignment. Also, since the information referring to eligible activities in 2021 was not required with the same level of detail as in 2022, the information disclosed in relation to eligibility in the accompanying 2022 Sustainability Report - Consolidated Non-Financial Information Statement is not strictly comparable either. In addition, it should be noted that the directors of Indra Sistemas, S.A. have included information on the criteria which, in their opinion, best enable them to comply with the aforementioned obligations and which are defined in section 7.1 "Analysis of Application of the EU Taxonomy" and section 7.2 "Eligible Activities in accordance with the Taxonomy" of the accompanying 2022 Sustainability Report - Consolidated Non-Financial Information Statement. Our conclusion is not modified in respect of this matter.

---

## Conclusion

Based on the procedures performed in our verification and the evidence obtained, nothing has come to our attention that causes us to believe that:

- a) The non-financial information identified in the "GRI Indicators Table" in Appendix 11.7 to the accompanying 2022 Sustainability Report - Consolidated Non-Financial Information Statement for the year ended 31 December 2022 was not prepared, in all material respects, in accordance with the GRI standards.
- b) The Consolidated Non-Financial Information Statement of Indra Sistemas, S.A. and subsidiaries for the year ended 31 December 2022 was not prepared, in all material respects, in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected GRI standards, as well as other criteria described as indicated for each matter in the "NFIS Table of Contents" in Appendix 11.8 to the 2022 Sustainability Report - Consolidated Non-Financial Information Statement.

---

## Use and Distribution

This report has been prepared in response to the requirement established in corporate legislation in force in Spain and, therefore, it might not be appropriate for other purposes or jurisdictions.

DELOITTE, S.L.



Ana Sánchez Palacios  
29 March 2023

Avda. de Bruselas, 35  
28018 Alcobendas  
Madrid, España  
T +34 914 805 000

[indracompany.com](http://indracompany.com)

**indra**