

# Technology for a sustainable future

Sustainability Story

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April 2025



# Envisioning a safer tomorrow

We are a leading force in defense and technology. Through our ecosystem of companies and businesses, we anticipate the future with innovative solutions, trusted partnerships, a strong commitment to sustainability, and top-tier talent—transforming and empowering businesses, nations, individuals, and society.





# To protect and empower

Our solutions already play a key role either in global climate action or ensuring the safety and security of people, critical infrastructure and the natural environment.



# A leading Consulting and Technology company

Key figures  
2024

€ 4.8Bn  
In Revenues

+140  
Countries

≈ 60,000  
Professionals

€ 427m  
In R&D



Defence & Space

21%  
of Revenues



Air Traffic  
Management

10%  
of Revenues



Mobility

7%  
of Revenues

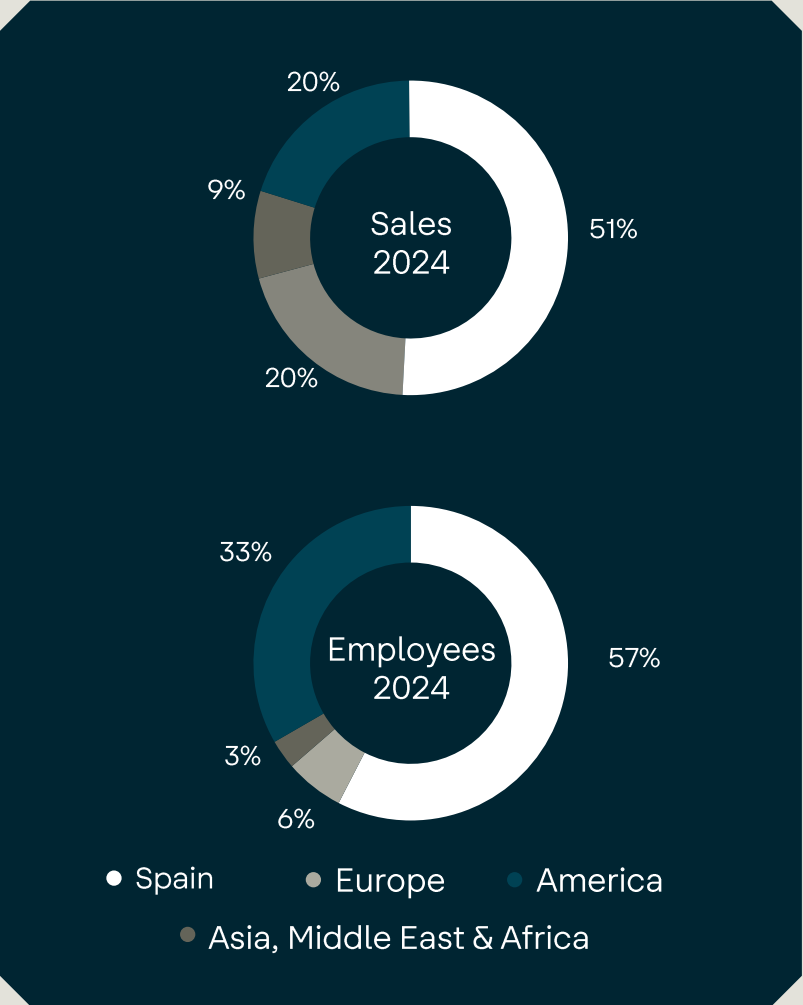


Minsait

62%  
of Revenues

# Strong international presence

Local presence in +50 countries  
Business operations in +140 countries





# Firmly committed with a sustainable future




We integrate  
sustainability into our  
business model

Sustainability Committee in the Board of Directors since 2019

Sustainability Master Plan 2024-2026 inspired by the UN Sustainable Development Goals (SDGs)



Compensation Policy for Directors links compensation to the attainment of sustainability objectives since 2020

 [More information on the Sustainability Report 2024](#)

We promote  
and ensure responsible  
business practices

Sustainability Policy inspired by the UN Sustainable Development Goals, last updated and approved by the Board in 2024



**Global Compact**  
signatory since  
2004

Our Code of Ethics establishes the corporate principles of integrity, professionalism and respect



Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights and last updated and approved by the Board in 2024

 [More information on Indra's sustainability strategy](#)

# Best in class sustainability performance

We aim to be the key technology partner to drive our clients' sustainability

## Recognized by most relevant ESG ratings



**S&P Dow Jones Indices**  
A Division of **S&P Global**



### TOP 5%

Nº1 industry leader S&P Global CSA Score 2021, 2022 & 2023, Nº3 in 2024. Sustainability Award Gold Class 2022.

### Member

Best score in Corporate Governance, Human Rights and Labor Standards.

### Low ESG Risk

Demonstrating strong management of ESG relevant issues .  
Qualified in 2025 as Industry ESG Top Rated



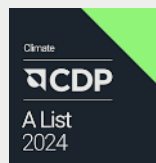
### A

High performance on corporate governance, emissions and Clean Tech opportunities



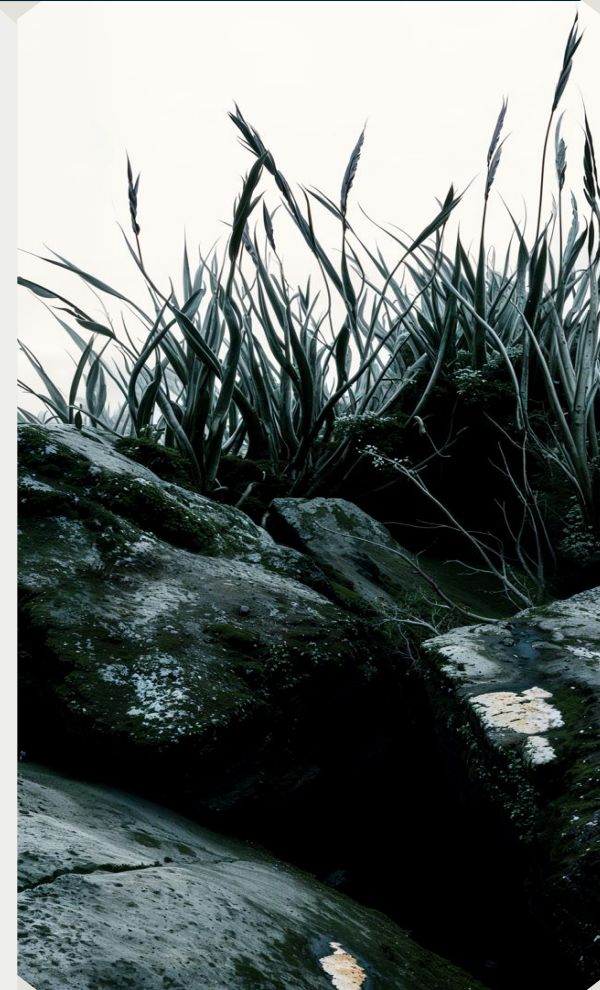
### Platinum Top 1%

Fulfilling most stringent environmental, labor practice and human rights requirements



### A List

Leading climate action with first-class practices on climate change





# Holistic approach to sustainability

A key priority in the strategic plan Leading the Future 2024-2026



## Governance & business integrity

Acting with integrity and transparency



## Planet and climate action

Contributing positively to the planet



## Responsible products & services

Pioneering responsible products and services



## Employees, clients & other stakeholders

Attracting STEM talent and improving customer satisfaction



More information on the [Sustainability Master Plan 2024-2026](#)



# ESG Plan '24-'26: 16 priority lines in 4 areas of action



## Governance & business integrity

### Acting with integrity and transparency

- Ethics, anti-corruption and Human Rights
- Corporate governance
- Responsible sourcing
- Accountability and transparency



## Responsible products & services

### Pioneering responsible products and services

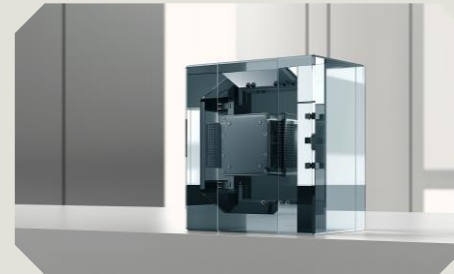
- Cybersecurity and privacy by design
- Eco-design
- Responsible AI
- Social value



## Planet & climate action

### Contributing positively to the planet

- Net Zero emissions
- Eco-efficiency
- Circular economy
- Green IT



## Employees, clients & other stakeholders

### Attracting STEM talent and improving customer satisfaction

- Employee experience and well-being
- Diversity and inclusion
- Customer satisfaction
- Stakeholder engagement

# Ethics and compliance

Code of Ethics and Legal Compliance last approved by the Board in 2024

- Applies to all subsidiaries, suppliers and other third parties who provide services or act on behalf of Indra Group, independent of the country in which they are operating

Anti-bribery Management System certified by the ISO 37001 in Spain, Italy, Brazil, Mexico, Colombia and Peru

## Main KPI:

- 0 incidents on corruption
- 98% staff trained in ethics, competence and anti-corruption
- 100% of suppliers informed of our Code of Ethics

# Human Rights

We respect the dignity and rights of all people and work proactively to prevent any abuse related to our activities or those of our partners.

Our due diligence is based on the Guiding Principles for Business and Human Rights of the United Nations.

Our Human Rights Policy last approved by the Board in 2024 reinforces our commitment to fair and inclusive development.

In 2025, we are strengthening our due diligence model in the value chain, ensuring alignment with the EU Directive on Corporate Sustainability Due Diligence.

## Main KPI:

- 0 incidents on Human Rights (forced labour, human trafficking, child labour)
- 0 incidents on collective bargain



# Information Security and privacy by design

We treat information as a critical asset that must be protected

Our information security and data protection policies comply with UE 679/2016 General Data Protection Regulation (GDPR), and have been approved by the Board

Data Protection Office in place since 2010

We promote a strong information security culture among our staff and suppliers

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Main KPI:

- 90% group's infrastructure certified with ISO 27001
- 97% professionals trained in information security and data privacy
- 0 information security incidents with critical impact

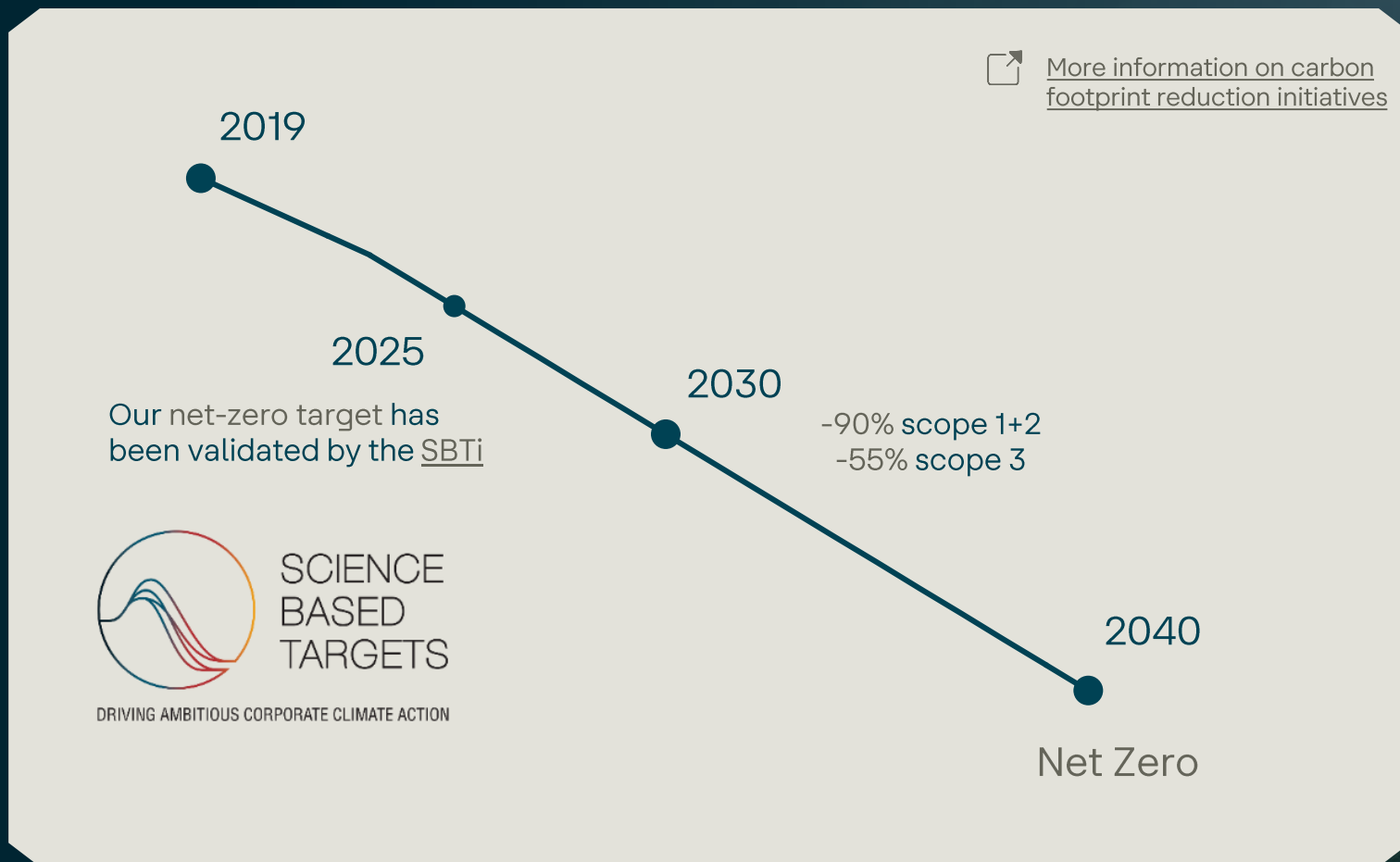


More information on [Information Security](#) and [Privacy](#) policies



# Our climate goal: net zero emissions by 2040

Decarbonisation roadmap to achieve our Net Zero target with a 1.5°C ambition, approved by the SBTi



## Main lines of action



Energy eco-efficiency in workplaces



Use of green energy



Eco-design of products and services



Responsible sourcing



Sustainable mobility



# Decarbonisation strategy and 2024 highlights



The Group's Science Based Targets are monitored by the Board of Directors through the Sustainability Committee



Medium-term remuneration of top management is linked to GHG emission reduction targets



Tackling Climate Change with innovative products and services



✓ -70% scope 1 and 2 emissions reduction and -42% scope 3 in 2024 vs 2019



✓ 92% green energy at global level



✓ Internal carbon pricing



✓ Disclosure of climate change risks and opportunities under TCFD

# People and Talent

We promote talent development, ensure respect for labour rights and foster a culture based on employee well-being



Top 30 Companies in Spain with Best Practices in Visibility and Promotion of Women in Business Group



Awarded for 7th consecutive year for Indra



## Attracting the best talent

Diversity as a value (age, gender, culture)

- 32% women
- +100 nationalities
- +14k new hires, 31% women and 48% professionals with less than 30 years and



## In-house talent development

Encouraging continuous learning

- +1,4Mh of training
- Continuous performance assessment
- 25% professionals promoted



## Talent retention as a priority

Modern and flexible working environment

- 94% fixed contracts
- ~ 4K vacancies covered internally
- Supporting well-being and mental health at work



# Trusting our partners and suppliers

We aim to ensure that those with whom we work adhere to the same rigorous ethical and ESG standards that we apply to ourselves

Our Code of Ethics and our **Sustainability Policy for Suppliers** apply to all our partners and suppliers and are included in our General Contract Terms and Conditions

ESG principles are a cornerstone in our relationship with suppliers, guiding our commitment to sustainability and responsibility:

- ✓ Mandatory reporting of ESG indicators on the GoSupply platform
- ✓ Restrictive ESG criteria integrated into the ESG Score
- ✓ ESG audits for critical suppliers with potential risk.

We contribute to the development and growth of the business network in local communities

- +7k suppliers in +90 countries
- 85% local suppliers
- 90% suppliers with ESG evaluation



[More information on supply chain](#)



# Creating Sustainable Value Through Quality Services

We provide high-quality services and solutions to drive organizational sustainability and create lasting value for all stakeholders.

- Our commitment to improving customer satisfaction and ensuring transparent and ongoing communication with stakeholders is reflected in both our Quality Policy and our Sustainability Policy.
- To support the strategic management of the organization in fulfilling this commitment, Indra Group maintains a Quality Management System in accordance with ISO 9001 standard.
- In 2024, we refined our structured customer feedback model for key projects to enhance satisfaction and ESG impact while continuously improving responsiveness, expectation alignment, and the effectiveness of corrective actions.

## Milestones and main KPIs:

- Customer survey conducted according to the improved model.
- +8% customer responses 2024 vs 2023
- 83% Customer Satisfaction Score [CSAT]<sup>1</sup>
- 38 Net Promoter Score [NPS]<sup>2</sup>



# Supporting local communities

We contribute to the sustainability and socio-economic development of the communities in which we operate

With the help of our volunteers, we use innovation and technology to maximize our social impact.

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Our key priorities:

- STEM vocations
- Accessible Technologies
- Environmental protection
- Groups at risk of exclusion and support for infancy

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Main KPI:

- ≈1M EUR investment
- +1,400 volunteers
- +12k direct beneficiaries

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[More information on initiatives to support local communities](#)



# Our technology contributes to achieve the SDGs



## Protection

Indra's technology is used to guarantee safety and security for people, critical infrastructure and natural environment.



## Energy transition

Indra's network and customer management solutions help utility and energy companies meet the challenges of the energy transition.



## Sustainable cities

With more than 100 smart city projects, we are reducing the environmental impact of cities, boosting the circular economy and improving services for citizens.



## Sustainable mobility

Our air traffic systems reduce emissions from aviation, and our intelligent transport systems improve road and rail traffic flow and reduce accidents.



## Digital transformation

We increase sustainability by transforming the interaction of people with the physical world. We digitalize business and processes across numerous sectors, including public administrations



## Citizen participation

Indra is a world leader in the organization of electoral processes, improving the reliability and availability of the results. In the future, our technology will improve accessibility and public participation.







Tech for the future