

Technology for a sustainable future

Sustainability Story

April 2026



Envisioning a safer tomorrow

We are a leading force in technology and defense. 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 are central to protecting people, critical infrastructure, and the natural environment, and they actively support global efforts to combat climate change.



A leading company that drives technological progress

Key figures
2025

€ 5.46Bn
In Revenues

+140
Countries

≈ 62,000
Professionals

€ 437m
In R&D



Minsait

57%
of Revenues

Defence & Space

26%
of Revenues

Air Traffic
Management

10%
of Revenues

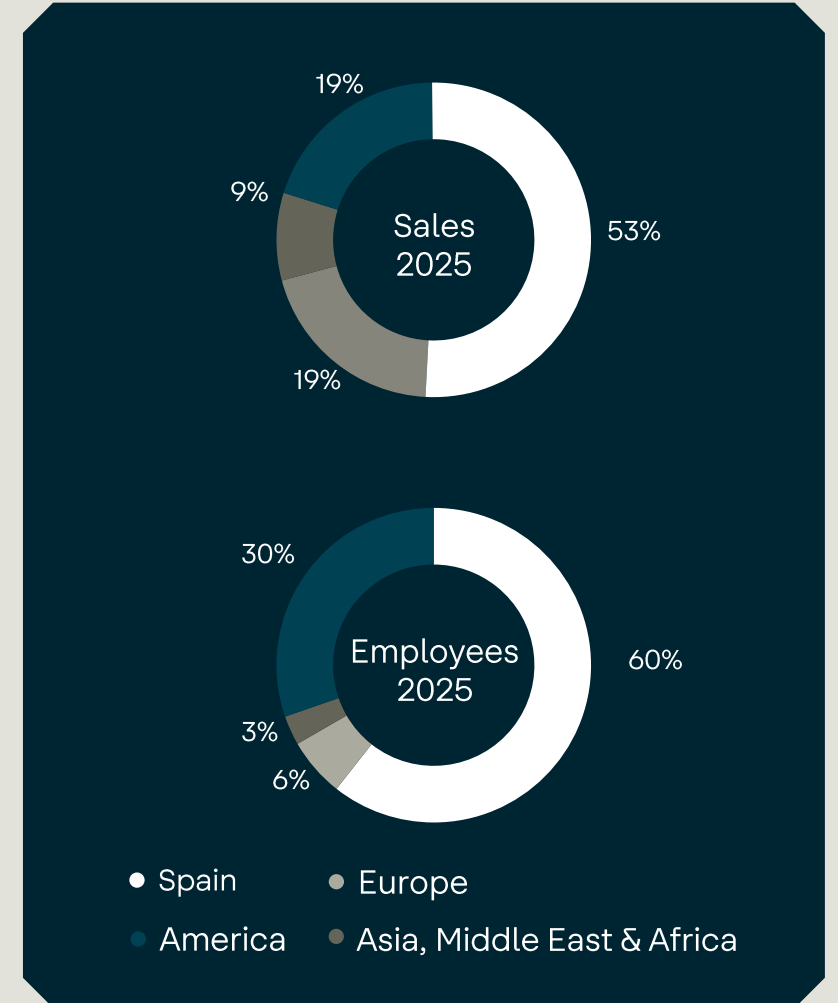
Mobility

7%
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 2025](#)

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 2023

 [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



TOP 5%

No.1 industry leader S&P Global CSA 2021, 2022 and 2023. Ranked No.3 in 2024 and 2025. Sustainability Award Gold Class 2022.



A List

Recognized for its environmental transparency and leadership in climate action, driven by best-in-class climate practices.



Gold Top 5%

Consistently upholding the most rigorous environmental, labor, human rights, ethical, and sustainable procurement requirements.



ESG Rating AA

High performance on corporate governance, emissions and Clean Tech opportunities.



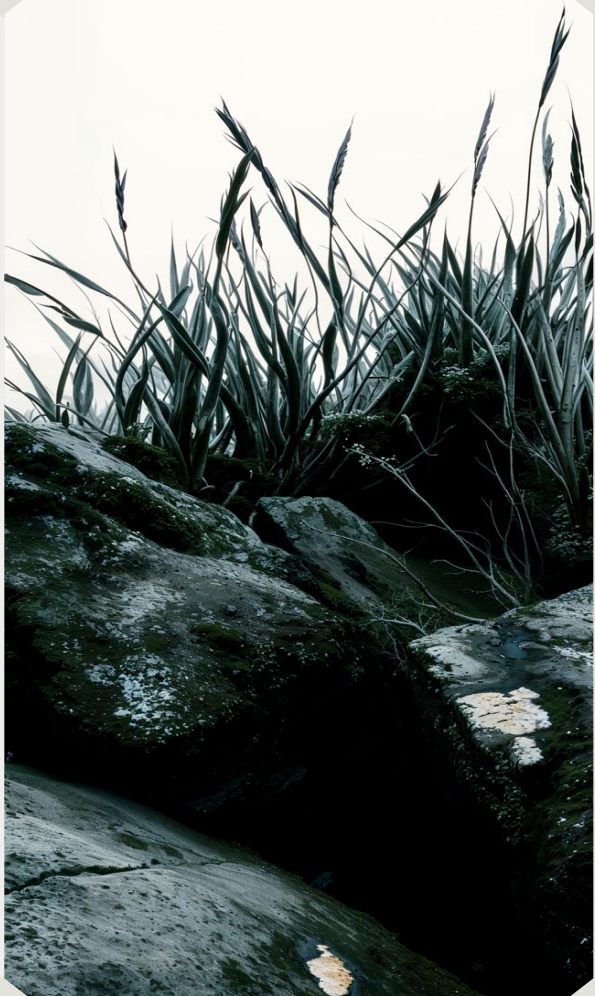
Low ESG Risk

Demonstrating strong management of ESG-relevant issues, recognised as an Industry ESG Top Rated company in 2025 and 2026.



FTSE4Good Member

Best score in governance, Human Rights, labor standards, and 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



Acting with integrity and transparency

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

Governance & business integrity



Contributing positively to the planet

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

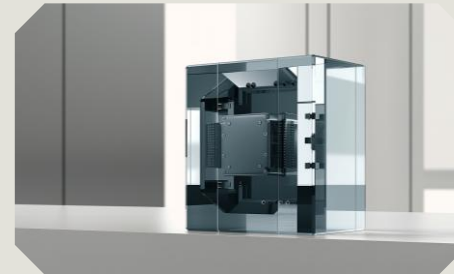
Planet & climate action



Pioneering responsible products and services

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

Responsible products & services



Attracting STEM talent and improving customer satisfaction

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

Employees, clients & other stakeholders

Ethics and compliance

Code of Ethics and Legal Compliance last approved by the Board in 2025

- 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
- 96% 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 2023 reinforces our commitment to fair and inclusive development.

Since 2024, 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.

Main KPI:

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



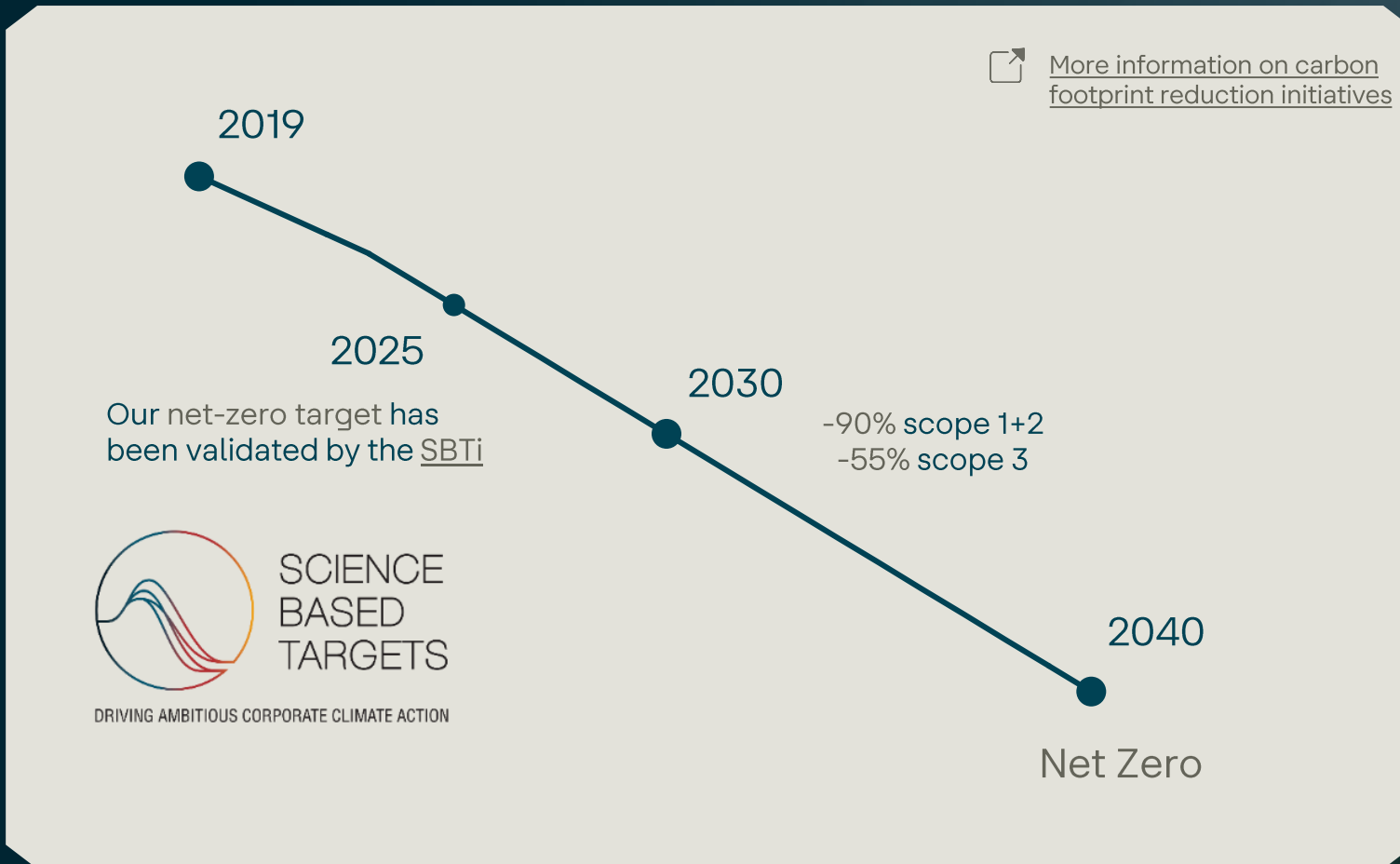
[More information on Privacy and data protection](#)



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



Decarbonisation strategy and 2025 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



✓ -67% scope 1 and 2 emissions reduction and -31% scope 3 in 2025 vs 2019 (base year)



✓ 88.4% green energy in our worldwide electricity purchases



✓ 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



Indra recognized as a Top Employer for the 8th consecutive year.



Attracting the best talent

Diversity as a value (age, gender, culture)

- 31% women
- +100 nationalities
- +15k new hires, 28% women
- 25% professionals with less than 30 years



In-house talent development

Encouraging continuous learning

- +1.5Mh of training
- Continuous performance assessment
- 28% professionals promoted



Talent retention as a priority

Modern and flexible working environment

- 93% fixed contracts
- 702 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

- +7.2k suppliers in +80 countries
- 85% local suppliers
- 97% 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.
- Our structured customer feedback model enhances customer satisfaction and ESG impact while continuously improving responsiveness, expectation alignment, and the effectiveness of corrective actions.

Milestones and main KPIs:

- Customer satisfaction survey covering +80% of sales per market
- +71% customer responses 2025 vs 2024
- 86% Customer Satisfaction Score [CSAT]¹
- 52 Net Promoter Score [NPS]²

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.

+ +

Our key priorities:

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


+ +

+ +

Main KPIs in 2025:

- +700k EUR investment
- +2,600 volunteers
- +470k beneficiaries

+ +

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

Our technology contributes to achieve the SDGs



Protection

Our technology strengthens safety and security for people, critical infrastructure and natural environment.



Sustainable mobility

We improve safety and promote more efficient, environmentally friendly mobility through our air traffic systems or our intelligent transport systems.



Energy transition

Our network and customer management solutions help utility and energy companies meet the challenges of the energy transition.



Digital transformation

We drive sustainability by transforming how people interact with the physical world, digitalizing businesses and processes across multiple sectors, including public administrations.



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.



Citizen participation

We are a world leader in the organization of electoral processes, improving the reliability, the availability of the results, accessibility and public participation.





Tech for the future