

NTT DATA

NTT DATA EMEAL

STATEMENT OF NON-FINANCIAL INFORMATION

SUSTAINABILITY REPORT 21/22

ESG (ENVIRONMENT - SOCIAL - GOVERNANCE)

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01 INTRODUCTION



01

INTRODUCTION

1.1 **Letter from the chairman**

1.1 Letter from the chairman



Eduardo Serra Rexach

Chairman of the Board of Directors
NTT DATA EMEAL

I am pleased to present the first **NTT DATA EMEAL** Non-Financial Report for the fiscal year 2021 (1 April 2021 to 31 March 2022), prepared in accordance with the Global Reporting Initiative Standards and aligned with the United Nations 2030 Agenda, of which we are part of the Global Compact initiative.

The report sets out the results of our economic, social and environmental performance as part of our dialogue with our stakeholders. Our performance continues to be marked by the effects of COVID19 and, in recent months, also by the war in Ukraine, which has led us to reinforce our commitment to society.

We have completed a year with important changes in our organisation, such as the integration of the former everis and NTT DATA EMEA into a single business unit, and more importantly: the unification of the two units under the same brand, NTT DATA.

As a company focused on people, we continue to give priority to the health and well-being of our professionals and, for this reason, we have set up the *Be Flex* programme so that all our professionals can adopt the work model best suited to their personal situation (working at the office, hybrid or 100% telework), which has contributed to maintaining the high level of satisfaction of our employees.

The trust that our clients continue to place in us, rating satisfaction with our services at 8.5/10, has enabled us to continue to grow, creating direct employment, with the recruitment of over 16,000 qualified professionals, with over 90% of new hires with permanent contracts. These recruitment volumes make us one of the largest generators of employment in some of our countries.

We remain committed to becoming the most diverse and inclusive company, especially with female talent, and this has allowed us, despite a shortage of STEAM talent in the market, to increase the number of women in the company.

Regarding the environment, we have increased our use of renewable energy and reduced our carbon footprint through the efficient use of technology, we continue working towards our goal of becoming carbon neutral by 2030 and contributing to meeting the goals of the Paris Agreement.

Finally, on behalf of all the members of the Board of Directors of NTT DATA EMEAL, which I have the honour to chair, I would like to express our appreciation and gratitude to all the company's professionals, whose commitment and professional performance have enabled us to achieve the best results in our history.

Thank you.





01

INTRODUCTION

1.2 Commitment to the United Nations Sustainable Development Goals



This report details the Statement of Non-Financial Information of the **NTT DATA EMEAL** Group for the fiscal year 2021/2022 (hereinafter FY21), which corresponds to the period from 1 April 2021 to 31 March 2022.

1.2 Commitment to the United Nations Sustainable Development Goals

This report has been drafted in compliance with the requirements set out in Act 11/2018 of 28 December 2018 on non-financial information and diversity, which amends the Commercial Code, the revised text of the Capital Companies Act, approved by Royal Legislative Decree 1/2010 of 2 July, and Act 22/2015 of 20 July, on Auditing of Accounts, on non-financial information and diversity (originating from the Royal Decree-Law 18/2017 of 24 November).

This report, and the Management Report, have been drawn up by the Board of Directors, and reflect its commitment, as the Company's highest representative body, to the management and supervision of the relevant non-financial aspects of the Group's activities.

The sustainability reporting standards of the Global Reporting Initiative (GRI Standards) have been followed.

The Materiality Study has been updated to express the needs and expectations of the main stakeholders. Therefore, it reports information on those material issues, its strategy and the concerns as expressed by the stakeholders of **NTT DATA EMEAL**.

1.2 Commitment to the United Nations Sustainable Development Goals

At **NTT DATA EMEAL** we add value and generate impact on society. We are committed to the Sustainable Development Goals of the 2030 Agenda and are signatories to the United Nations Global Compact.

NTT DATA EMEAL's Sustainability & ESG (Environment, Social and Governance) strategy establishes the aspects that our stakeholders consider most relevant, such as climate emergency, economic growth, quality education, diversity and inclusion, social commitment and transparency and information security, as the focus of our contribution to the SDGs.

NTT DATA EMEAL action plans :

TECHNOLOGY FOR THE PLANET

Promote the use and development of technological solutions that reduce climate effects and improve the planet.

DIGITAL EDUCATION, DIVERSITY AND INCLUSION

Accelerate / foster digital education to achieve economic growth and create a more diverse and inclusive world.

GOVERNANCE

Promote transparency and responsible use of AI, security, data privacy and ethics in the management of information of all our stakeholders (shareholders, clients, suppliers, employees, society, etc.)



NTT DATA EMEAL is committed to the Sustainable Development Goals of the United Nations 2030 Agenda to build a better, more sustainable society with our business and corporate initiatives and by focusing on the following Sustainable Development Goals:

1.2 Commitment to the United Nations Sustainable Development Goals





Health and wellbeing

We carry out business projects that significantly affect public and private healthcare systems with proposals to improve primary care that unite social innovation and digital technology, transforming access to healthcare in five key areas: digital experience, digital talent, clinical practice improvement, operational excellence and data-driven healthcare.



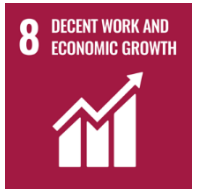
Quality education

We work on developing digital skills in all groups, with initiatives such as 'CLOQQ' or 'Play and Make it!', proposing projects that help children create and innovate with technology, reducing the risk of leaving school at an early age.



Gender Equality

We promote initiatives such as *#girlsgonna* that aim to break stereotypes and reduce the gender gap associated with STEAM (Science, Technology, Engineering, Art and Mathematics) vocations to build a more diverse and inclusive future where girls and boys can be whatever they want to be.



Decent work and economic growth

Our actions contribute to the local development of the communities in which we operate, creating quality employment, supporting our suppliers and meeting our clients' expectations.



Industry, innovation and infrastructure

We work to offer our stakeholders a new way of managing infrastructures and solutions for their digital transformation, offering them all the Group's technology and experience in Big Data, Analytics, Business Intelligence (BI) and Smart Data. An example of this is Moverick, an environment of solutions for the integrated management of infrastructures, with the objective of promoting more efficient mobility with the reduction of environmental impact, also the satisfaction of the productive and operational needs of each industry and integrating the management of mobility and road safety in cities with the rest of urban services in the same platform.

1.2 Commitment to the United Nations Sustainable Development Goals



Reducing inequalities

With our social initiatives, our aim is to improve the living conditions of certain groups who are at risk of exclusion, also we promote the digitalisation of organisations without sufficient resources, with the voluntary work of our professionals.



Sustainable cities and communities

We are committed to Smart Cities with business proposals which we promote, implement and accompany our clients towards the sustainable development of urban equipment and development of technological innovations in transport and mobility, together with our commitment to generate diverse and inclusive environments that adapt to future conditions. The significant changes we propose contribute to the goal of creating inclusive, safe, resilient and sustainable cities.



Climate action

We are committed to our Environmental and Energy Policy: to reduce our carbon footprint, promote the use of clean energy, eliminate plastic, back sustainable transport and promote the circular economy by donating our used electronic devices.

We also disclose our climate change risks and opportunities and publicly support the TCFD (Task Force on Climate-Related Financial Disclosures).



Partnerships to achieve the objectives

We generate alliances with organisations such as Technovation, Forética, Fundación Luzón or Fundación ONCE, working together with the aim of achieving the SDGs by doing what we do best.

With Fundación SERES we have created a Decalogue, based on the analysis of the business reality, for the design of technological solutions that take into account social perspectives.

We are also patrons of Teaming (Teaming-€/month micro donations), an online platform to raise funds for social causes with micro donations of €1, the philosophy is that with just a little from many people, we can achieve great things.





01

INTRODUCTION

1.3 **Materiality analysis**

1.3 Materiality analysis

NTT DATA EMEAL updates its materiality analysis every year to identify relevant ESG issues, concerns or preoccupations of the company and its stakeholders. This analysis aims to understand which emerging material issues are gaining prominence, which will enable the development of action plans to address them.

STAKEHOLDER GROUPS

- **Employees**
- **Board of Directors**
- **CEOs and senior management**
- **Clients**
- **Suppliers**
- **Professional Associations/Academic Institutions**
- **NGOs/Foundations/Associations**
- **Media**

The materiality analysis results are in the planning process; they define indicators, objectives and actions to further improve performance in the subjects analyzed, and involve monitoring their evolution, to successfully respond to our stakeholders' needs and expectations.

The study was carried out in the following phases:

1

Update key **stakeholder groups.**

2

Identification of the **most relevant issues** that may have positive or negative environmental, social and governance repercussions.

3

Conducting materiality **surveys** of stakeholders and analyzing the results obtained to determine the level of **importance** of issues in accordance with the Group's Sustainability & ESG strategy. Discussion and validation of the conclusions drawn.

4

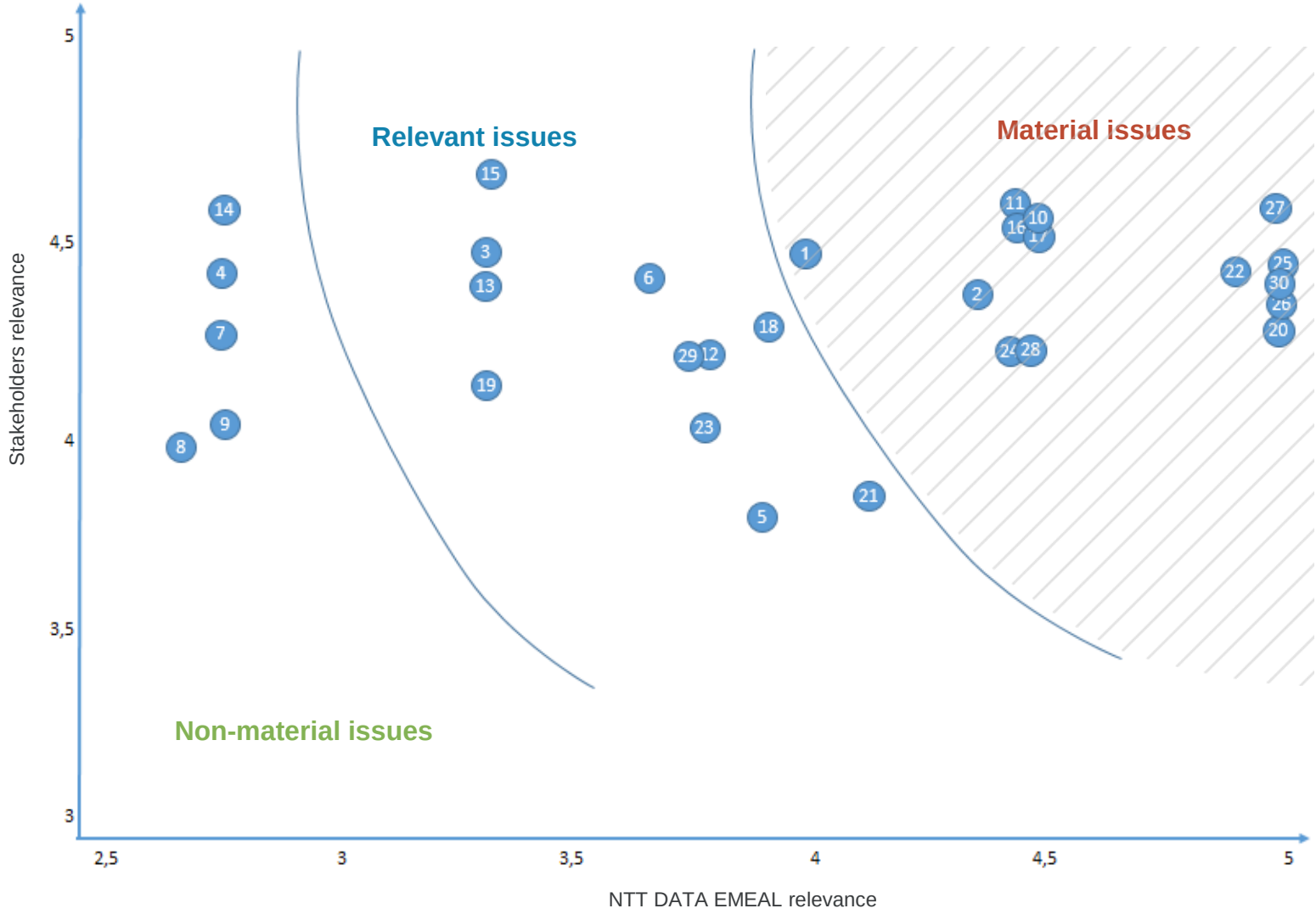
Obtain the **Materiality Matrix**: Identify the most relevant elements on which to build the *Sustainability* & ESG strategy.

702 responses were received during the period August 2021 to April 2022. The forms contain 30 questions on potentially material issues distributed across the three broad dimensions of Corporate Sustainability (ESG - Environment, Social and Governance).



1.3 Materiality analysis

The materiality matrix was calculated using the scores obtained, comparing the valuations of the Board of Directors of **NTT DATA EMEAL**, on the x-axis with the valuations of the rest of the stakeholders on the y-axis.
Thresholds are designated for material issues, relevant issues or non-material issues to be considered. This results in 14 material issues, 11 relevant issues and 5 non-material issues.



1.3 Materiality analysis

The monitoring of ESG issues is reported annually and can be found in various chapters of this Sustainability Report.

MATERIAL ISSUES	MONITORING
27. INFORMATION SECURITY AND DATA PROTECTION	Chapter 5.4 Risk management. Cybersecurity
22. TRANSPARENCY OF INFORMATION	Chapter 5 Corporate Governance
25. REGULATORY COMPLIANCE, PREVENTION OF CORRUPTION AND BRIBERY, CODE OF ETHICS	Chapter 5 Corporate Governance
30. REPUTATION AND CORPORATE IMAGE	Chapter 5 Corporate Governance
26. HUMAN RIGHTS AND DUE DILIGENCE	Chapter 5.5 Human rights
20. CUSTOMER SATISFACTION	Chapter 4.8 Clients
11. TALENT MANAGEMENT	Chapter 4.4 Training
10. JOB CREATION	Chapter 4.1 People
16. DIVERSITY AND INCLUSION	Chapter 4.5 Diversity and inclusion
17. GENDER EQUALITY	Chapter 4.5 Diversity and inclusion. Equality Plan
2. CLIMATE CHANGE	Chapter 3.3 Climate change strategies.
24. RISK MANAGEMENT	Chapter 5.4 Risk management
28. FISCAL AND FINANCIAL RESPONSIBILITY	Chapter 5.7 Responsible taxation
1. ENVIRONMENTAL PERFORMANCE	Chapter 3 Environment and energy
RELEVANT ISSUES	
18. DISABILITY	Chapter 4.5 Diversity and inclusion. Disability Inclusion
6. NEW TECHNOLOGIES FOR MINIMISING ENVIRONMENTAL IMPACTS	Chapter 3.5 Energy management system. Habitat Project.
29. WHISTLEBLOWING CHANNELS	Chapter 5.2 Corruption prevention measures. Whistleblowing channels
12. RESPONSIBLE AND INCLUSIVE R&D&I	Chapter 2.1 Description of the company.
23. STAKEHOLDER RELATIONS	Chapter 4.3 Reconciliation, compensation and benefits. Social dialogue
21. SUPPLIER INTEGRITY	Chapter 4.7 Suppliers
5. EVALUATION AND MONITORING OF SUPPLIERS ON ENVIRONMENTAL ISSUES	Chapter 4.7 Suppliers Procurement policy
15. RECONCILIATION OF FAMILY AND PERSONAL LIFE, WELL-BEING AND BENEFITS	Chapter 4.3 Reconciliation, compensation and social benefits
3. RESPONSIBLE CONSUMPTION OF RESOURCES	Chapter 3.6 Circular economy
13. REMUNERATION POLICY	Chapter 4.1 People. Average staff remuneration
19. SOCIAL COMMITMENT	Chapter 4.6 Social engagement and reduction of social inequalities
NON-MATERIAL ISSUES	
14. OCCUPATIONAL HEALTH AND SAFETY	Chapter 4.1 People. Security and Prevention
4. WASTE MANAGEMENT AND REDUCTION	Chapter 3.4 Environmental management system
7. PARTICIPATION AND ENVIRONMENTAL AWARENESS	Chapter 3.5 Energy management system. Training and Communication Plan.
9. SUSTAINABLE MOBILITY	Chapter 3.5 Energy management system
8. NATURAL CAPITAL AND BIODIVERSITY	Chapter 3.8 Biodiversity



01

INTRODUCTION

1.4 **ESG KPI's**

1.4 ESG KPI's

We have completed a period culminating in the integration of several countries. From now on, and for the coming years (FY22-FY25), we will set targets after a materiality analysis for all our stakeholders.

NTT DATA EMEA did not have a set of Indicators, so we have not been able to integrate the information for all of them. With this summary table we close this period and we have set a new Indicators table for the next 4 years.

	ESG KPI's	FY17	FY19	FY20	FY21 Obj	FY21
EDUCATION	Training for external workers in various capacities	-	-	30,000	50,000	50,000 * ▲
	Number of training courses per employee	4.18	4.69	5.3	6	5.4 ▼
DIVERSITY AND INCLUSION	N° of women in the workforce	27.58%	28.01%	28.79%	29%	29.41% ▲
	N° of women Top executives	10.7%	12.4%	14.49%	15%	14.5% ▼
	N° of women on board	17%	27%	27%	27%	27% =
	N° of people with disabilities	0.57%	0.62%	0.7%	0.8%	0.94%*** ▲
ECONOMY SOCIAL WORK	No. of recruitments	9,694	9,522	9,241	9,250	16,484 ▲
	Local suppliers	78%	>90%	84%	90%	85% ▲
	Client satisfaction	8.1/10	8.1/10	8.4/10	8.5/10	8.5/10 ▲
	Employee job satisfaction (*One*Voice* every 2 years)	75%	80%	84%**	80%	80% =
	Voluntary employees	4%	6%	10%****	10%	10% =
	Teleworking employees	20.3%	24.5%	98%	50%	96% ▲
ENVIRONMENT AND ENERGY	Carbon footprint / employee	0.8 t	0.65 t	0.11 t	0.65 t*****	0.19 t ▼
GOVERNANCE	Independent directors	33%	36%	36%	36%	36% =
	Compliance course	-	21.6%	96.67%	97%	88.91% ▼

▲ The target was reached, and we have improved

▲ We have improved with respect to last year but have not reached the objective

▼ We have not improved and have not reached the objective

= We have maintained last year's values and targets

*As most of the online activity could not be audited, the data in initiatives carried out by NTT DATA and the NTT DATA Foundation is derived from the number of connections.

**PART TIME survey on a sample of 1,546 persons

*** when we are not able to hire the number of people with disabilities we need to achieve the ratios, we can give legal compliance by hiring services with approved providers for the inclusion of people with disabilities or donating to entities that promote inclusion.

**** Volunteering actions have increased but have not been formalised, with the number of volunteers being estimated on the basis of participation in initiatives.

***** Due to the change in the working model, the initial estimate was updated.



02 OUR BUSINESS

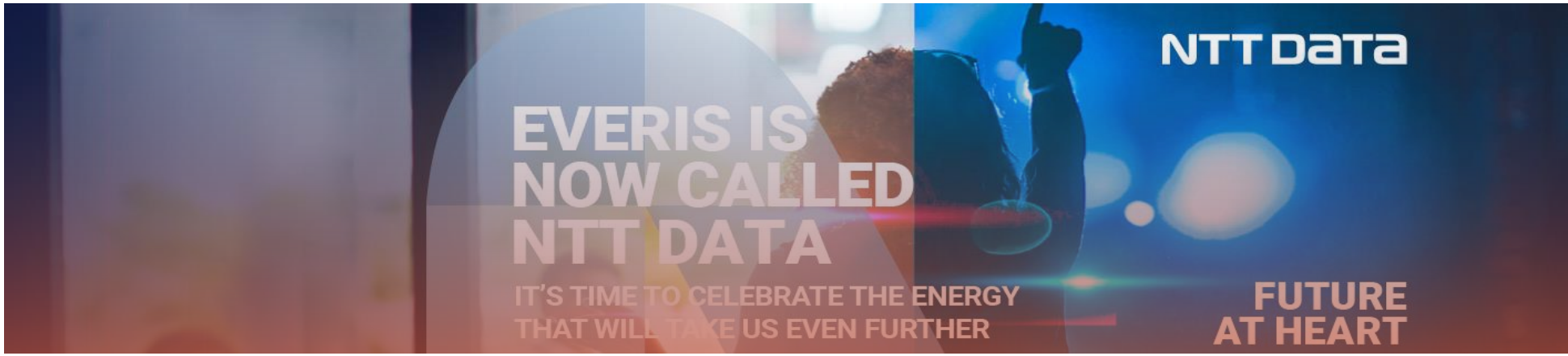


02

OUR BUSINESS

2.1 **Description of the company**

2.1 Description of the company



This fiscal year has seen the merger of everis and NTT DATA EMEA resulting in **NTT DATA Europe & LATAM (NTT DATA EMEAL)** that will deliver innovation and transformation to clients in Europe and Latin America.

Thanks to a wide range of consulting services, cutting-edge technologies, applications, infrastructure, IT modernisation and business process outsourcing, combined with a wealth of experience and know-how, the impossible can become possible.

The company is made up of over 46,000 professionals in 25 countries in Europe, the United States, Latin America and Africa, and covers all sectors of the economy, with a turnover of €2.98 billion euros in the last fiscal year.

The company's organisation is described in **Annex 1.**

NTT DATA EMEAL belongs to **NTT DATA**, the 6th largest IT services company in the world with over 139,000 professionals and 22 billion in annual revenues, operating in more than 50 countries. It works with its clients by generating innovation and offering the best quality.

The start of this new phase as **NTT DATA EMEAL** will allow us to evolve with more capabilities and greater brand power, be more global than ever, without forgetting local client service, and without losing our focus on people.

In turn, our parent company **NTT DATA** is part of the NTT Group, one of the world's largest ICT companies. The NTT Group has a global IT and telecommunications services group: NTT Inc., NTT Ltd., NTT DOCOMO, NTT EAST, NTT WEST, NTT COMMUNICATIONS NTT DATA.

NTT has more than 320,000 employees, offices in over 80 countries in Asia-Pacific, the Middle East, Europe, Latin America and North America, annual revenues of $112 billion and R&D investment of $3.6 billion.



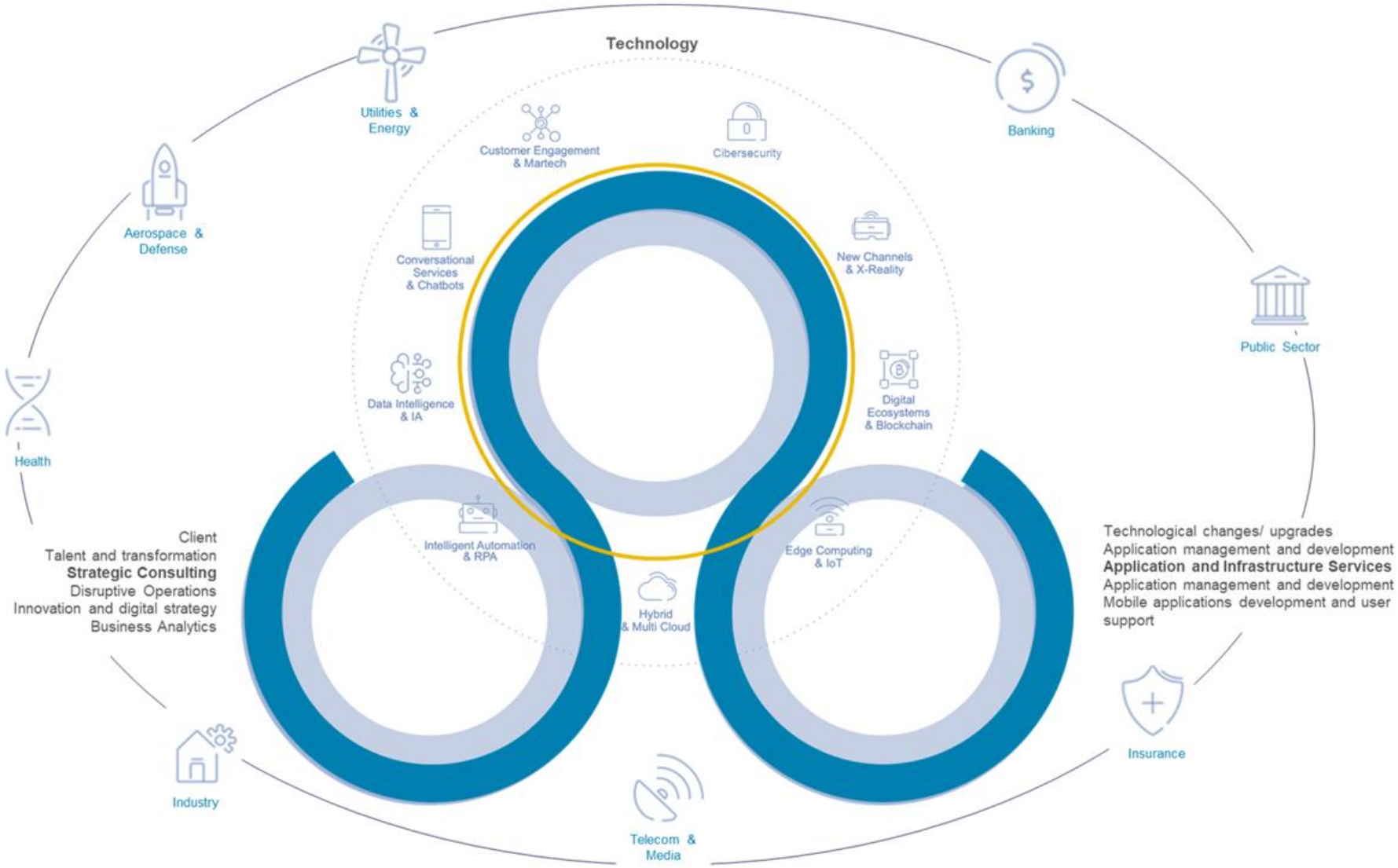
02

OUR BUSINESS

2.2 **Trends and business strategy**

2.2 Trends and business strategy

We drive change with our strategic vision and state-of-the-art technology





02

OUR BUSINESS

2.3 **Business**

2.3 Business

NTT DATA EMEAL is a multinational consulting firm with 46,478 professionals, offering business solutions, strategy, digital transformation, development and maintenance of technological applications and outsourcing in all sectors: banking, insurance, telecom & media, public sector, health, utilities & energy, infrastructure, mass consumption, tourism, logistics and transport, automotive and aerospace.

CONSULTANCY

- Strategic Consulting
- Organisational consultancy
- Process consultancy
- Definition of master plans
- Digital solutions design consultancy
- PMO
- Technical Departments
- Market analysis consultancies

Revenue **26%**

DEVELOPMENT AND INTEGRATION

- Turnkey projects for the development of applications or systems
- Turnkey projects for the implementation of proprietary and/or opensource market technologies
- T&M projects in squad mode or traditional outsourcing of generalist or specialist profiles
- Migration and system upgrades

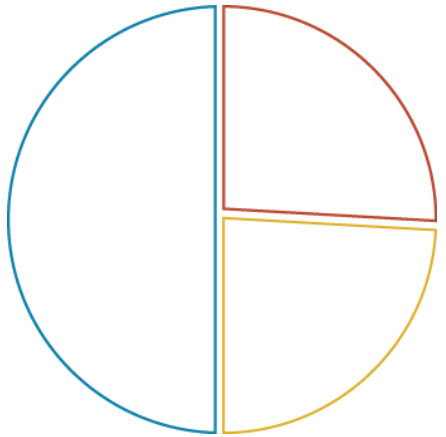
Revenue **24%**

OUTSOURCING

- Information Technology Outsourcing (ITO)
- Application Management Services (AMS)
- Business Process Outsourcing (BPO)

Revenue **50%**

The following tables show the percentages of consulting services revenues obtained in the following service areas:



MANUFACTURING	2.6%
FINANCIAL SERVICES	40%
• BANKING	
• FINANCIAL SERVICES	
• *ASSET MANAGEMENT*	
• INSURANCE (INCLUDING HEALTH INSURANCE)	
PUBLIC ADMINISTRATIONS	6.3%
TELECOM AND MEDIA	12.6%
ENERGY AND PUBLIC UTILITIES	19.3%
DISTRIBUTION AND CONSUMPTION	2.8%
TRANSPORT AND TRAVEL	2.5%
CONSTRUCTION AND INFRASTRUCTURE	1.4%
HEALTHCARE (HEALTHCARE AND PHARMACEUTICALS)	1.6%
OTHERS	10.9%



02

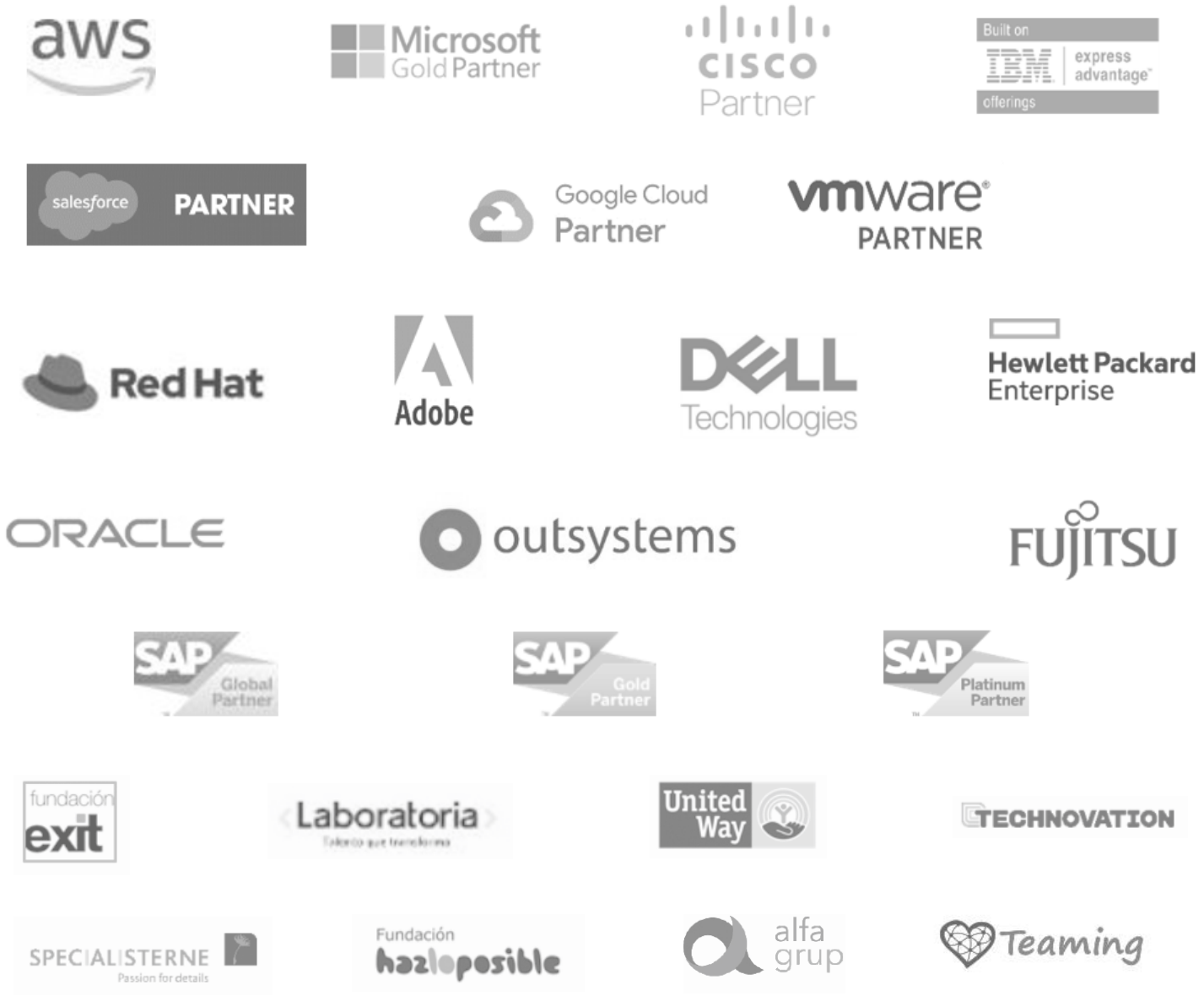
OUR BUSINESS

2.4 **Partnerships**

2.4 Partnerships

To meet the challenges presented in all our sectors described before, We rely on an ecosystem of over 30 technology partners, strategic alliances and associations.

The confidence of working with the best:



03

ENVIRONMENT AND ENERGY



ENVIRONMENT AND ENERGY



NTT DATA EMEAL's strategy for environmental and energy management focuses on backing the development of sustainable technological solutions that reduce the impact on the climate and the planet through the responsible use of technology.

Our strategy focuses on **SDG 13: Climate Action** of the 2030 Agenda, committing to becoming **carbon neutral by 2030**, based on the Science Based Target (SBT) emissions reduction targets acquired by **matrix group NTT DATA** and the offsetting of our emissions.

At **NTT DATA EMEAL** we are working to improve our environmental performance and transparency, increasing the disclosure of our commitment to environmental issues in each of our countries.



ENVIRONMENT AND ENERGY

During FY21, the integration of everis and NTT DATA EMEA which led to the establishment of common strategies for **NTT DATA EMEAL** group.

SCOPE: FORMER EVERIS + FORMER NTT DATA EMEA



	FY20 (*)	FY21	% VARIATION
Nº of countries	17	22	29%
Nº of employees	30,349	46,478	53%
m^2	152,645	222,914	46%
Nº of offices	56	86	54%

For the treatment of environmental information, the 22 countries indicated are taken as a reference.

(*) For FY20 only former everis data were available.

(**) The DACH region includes offices in Germany, Austria and Switzerland.

03

ENVIRONMENT AND ENERGY

3.1 NTT DATA EMEAL Certifications



3.1
Certifications

In terms of sustainability, **NTT DATA** has the support and knowledge of the following certifications:

ECOVADIS

To promote supply chain sustainability, **NTT DATA EMEAL** partnered with EcoVadis, leveraging the influence of spending as a positive force to drive business partners beyond simple compliance.

EcoVadis continuously assesses and monitors the management and scope of companies' Corporate Social Responsibility and provides tools for improvement.

The EcoVadis rating methodology is based on Corporate Social Responsibility criteria structured in four main categories: Environment, Labour Practices and Human Rights, Ethics and Sustainable Procurement. These criteria follow international standards of Social Responsibility, such as those contained in the agreements of the International Labour Organisation, the Global Reporting Initiative Standard and ISO 26000.

NTT DATA EMEAL has been distinguished for its commitment to sustainability and Corporate Social Responsibility with the EcoVadis Silver Medal.



CDP (CARBON DISCLOSURE PROJECT)

CDP manages the global disclosure system for investors, companies, cities, states and regions to manage their environmental impact.

The global economy considers CDP to be the gold standard of environmental reporting with the richest and most comprehensive set of data on the performance of companies and cities.

Annually, CDP manages a global environmental disclosure system to inform on how entities manage their climate change, water security and deforestation risks and opportunities.

NTT DATA EMEAL reports its environmental data to the parent company **NTT DATA,** so it can participate in the questionnaire each year. Thanks to its performance and good governance in the fight against climate change, during FY21 NTT DATA was recognised as a Gold Member by the CDP Organisation.





DJSI (DOW JONES SUSTAINABLE INDEX)

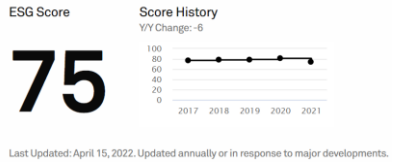
For **NTT DATA**, being part of the DJSI means not only public recognition of the performance of its sustainability strategy (Environment, Social, Governance) but also acceptance by its stakeholders.

It represents a key factor in investor confidence, who are looking for companies that are leaders in sustainability.

NTT DATA EMEAL reports annually to the parent company NTT DATA on its ESG (Environment, Social, Governance) data, which is necessary for the DJSI questionnaire.

NTT DATA has obtained a score of 75 out of 100 for its performance in these areas:

- Corporate governance
- Code of ethics and conduct.
- Business risk management.
- Environment.
- Eco-efficiency.
- Human rights.
- Talent attraction and retention
- Health and well-being of employees.







3.1 Certifications

Always seeking continuous improvement as part of its commitment to a more sustainable future, **NTT DATA EMEAL** has the following certifications for these offices:

CARBON FOOTPRINT: ISO 14064

NTT DATA EMEAL

ENVIRONMENTAL MANAGEMENT SYSTEM: ISO 50001

Madrid

SUSTAINABILITY IN BUILDINGS: BREEAM

Madrid

ENVIRONMENTAL MANAGEMENT SYSTEM: ISO 14001

Madrid, Seville, Ciudad Real, Huesca

London, Birmingham

Lisbon

Milan

Cluj-Napoca, Brasov, Bucarest, Iasi, Sibiu, Timisoara

Santiago de Chile

03

ENVIRONMENT AND ENERGY

3.2 **Climate change strategy**



3.2 Climate change strategy

NTT DATA EMEAL as part of the **NTT DATA Group**, committed to a responsible use of technology for a sustainable future, adheres to the science-based GHG emission reduction targets of the SBT (Science Based Targets) initiative for 2030, acquired by the **NTT DATA Group.**

ROAD TO NET ZERO: carbon neutral by 2030

The strategy identifies the response to climate change as one of its material issues in the ESG Action Plan, proposing sustainable IT solutions to reduce its emissions, and contributing to keeping global warming below 1.5ºC as a signatory to the United Nations Covenant on Climate Ambition agreement.

With science-based targets, **NTT DATA** Group sets a 2030 goal to reduce our global greenhouse gas emissions by 60% in direct and indirect emissions from electricity consumption; and 55% in supply chain emissions.

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Furthermore **NTT DATA EMEAL** joins the commitment to be **carbon neutral by 2030.** To this end, **NTT DATA EMEAL** will focus on reducing its direct and indirect emissions. Working on the following strategic lines:

1- Meeting the electricity consumption demand of us offices with 100% renewable electricity by 2030

- During FY21, 72% (*) renewable energy was achieved globally

2- Reducing emissions associated with the business travel of our professionals

- Establishing new telework contract models, reducing emissions from commuting to offices.
- Encouraging and supporting integrated video conference systems with clients
- Promoting sustainable transport, for those trips that are necessary, by establishing framework agreements with transport service providers with hybrid and electric fleets.

3- Offsetting the remaining emissions that could not be reduced by investing in nature-based projects and solutions, thereby directly removing carbon from the atmosphere

- During FY21 we initiated offsetting events within the company

(*) The renewable energy consumption: 49% is guaranteed in origin and 24% comes from the electricity mix of the countries.



3.2 Climate change strategy

ISO 14064: Carbon footprint

SDG 13: CLIMATE ACTION AND CARBON FOOTPRINT MILESTONES ACHIEVED

FISCAL YEAR 19

- Expansion of the reporting scope to 9 countries of the group
- Verification of emissions as part of sustainability report.
- Establishment of recommendations for emission reductions at country level

FISCAL YEAR 20

- Carbon footprint verification with AENOR of the 17 countries that made up the group
- Europa + America + Africa
- Reduction of the carbon footprint by 81%
- Extension of emission reduction recommendations to the entire company

FISCAL YEAR 21

As part of the integration of everis and **NTT DATA EMEA**, and the company's commitment to the fight against climate change, the scope of emissions reporting has been extended to the 22 countries where **NTT DATA EMEAL** has work centres.

A carbon footprint calculation per country has been consolidated and **externally verified by AENOR. During FY21, NTT DATA EMEAL** began the transition to the new calculation standard: ISO 14064:2018, expanding the emission reporting categories with respect to FY20:

Over 80 offices

included in the calculation

NEW

- **Purchase of laptops and paper**
- **Teleworking**
- **Waste management**
- **Water consumption and treatment**

8,866 tCO_2e

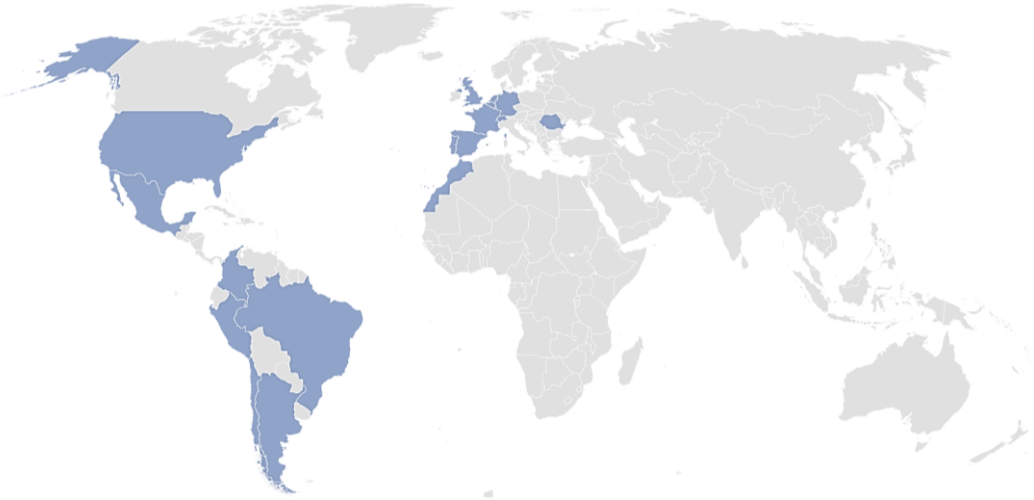
0.19 tCO_2/employee

0.04 tCO_2/m^2

3.2 Climate change strategy

ISO 14064: Carbon footprint

GLOBAL CARBON FOOTPRINT DATA



COUNTRY	% tCO_2e	tCO_2e	tCO_2e/employee	tCO_2e/m^2
EUROPE				
DACH (*)	7.6	670	0.30	0.03
BELGIUM	1.1	93	0.39	0.06
SPAIN	22.6	2,007	0.11	0.02
FRANCE	0.02	2	0.06	0.05
ITALY	11.4	1,012	0.19	0.03
LUXEMBOURG	0.04	4	0.05	0.01
THE NETHERLANDS	0.2	16	0.23	0.08
PORTUGAL	1.6	146	0.11	0.02
UNITED KINGDOM	0.7	60	0.04	0.04
ROMANIA & SERBIA (*)	10.2	908	0.75	0.03
SWITZERLAND	0.01	1	0.10	0.04
AMERICA				
ARGENTINA	1.2	104	0.15	0.06
BRAZIL	19.4	1,720	0.33	0.24
CHILE	7.1	630	0.34	0.15
COLOMBIA	1.7	147	0.12	0.06
MEXICO	3.0	266	0.12	0.21
PERU	10.6	940	0.21	0.12
USA	0.6	54	0.55	0.12
AFRICA				
MOROCCO	1.0	86	0.25	0.05
GLOBAL	**100%**	**8,866**	**0.19**	**0.04**

See indicator 9 in Annex 3 for a breakdown of tCO2e for each of the countries during FY21.

(*) Inclusion of new countries

ISO 14064: Carbon footprint

3.2 Climate change strategy

From FY19 to FY20 in terms of total emissions, these were reduced by approximately 81%, thanks to the emission reduction measures adopted by the company and above all to the severe COVID-19 pandemic, when travel was practically restricted.

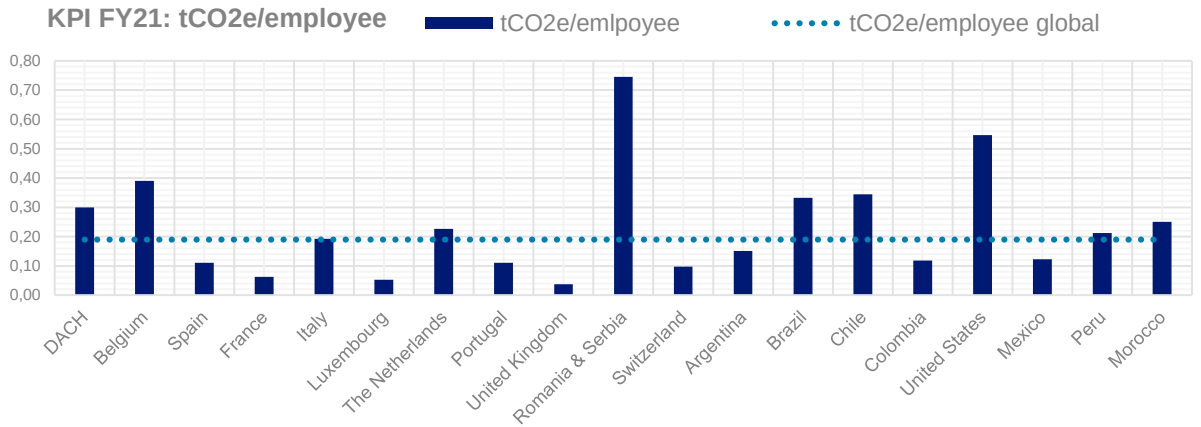
The move to the new ISO 14064:2018 standard, with the inclusion of new reporting categories, the increase in scope from 56 to 86 offices, the gradual return to business as usual and business development activities, with their associated travel, have increased CO2 tonnes by approximately 5,600 t CO_2e, from FY20 to FY21 .

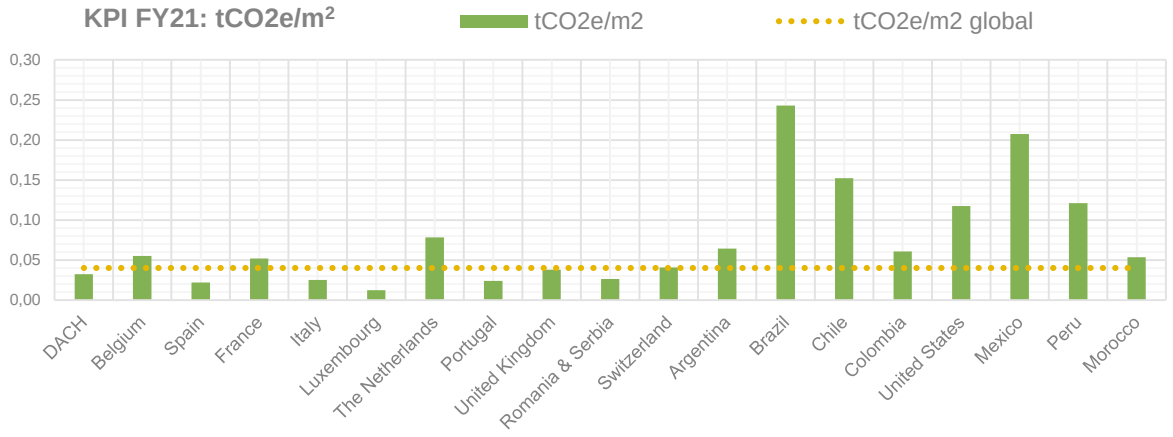
GLOBAL CARBON FOOTPRINT DATA

During FY20 an indicator of 0.65 tCO_2e/employee was set for FY21. If we compare the data of FY21 emissions per employee, **a reduction of 71% can be observed**, with the added value of having data from 22 countries in FY21. These emission reductions are mainly due to the use of renewable energy, telecommuting and reductions in business trips.

As a milestone, during **FY21 NTT DATA EMEAL** started a new sub-category in the report: the electricity consumption of its professionals for teleworking at home, which makes up a total of 7% of the company's total carbon footprint.

	FY20	FY21	% VARIATION
t CO_2e total	3,243	8,866	173%
t CO_2e/employee	0.11	0.19	80%
t CO_2e/m^2	0.02	0.04	87%





Due to the integration of everis and NTT DATA EMEA, and the update to the new international emissions calculation standard ISO 14064:2018, **NTT DATA EMEAL** establishes **FY21 as its new base year of calculation**, in order to be able to compare its annual environmental performance.

ISO 14064: Carbon footprint

3.2 Climate change strategy

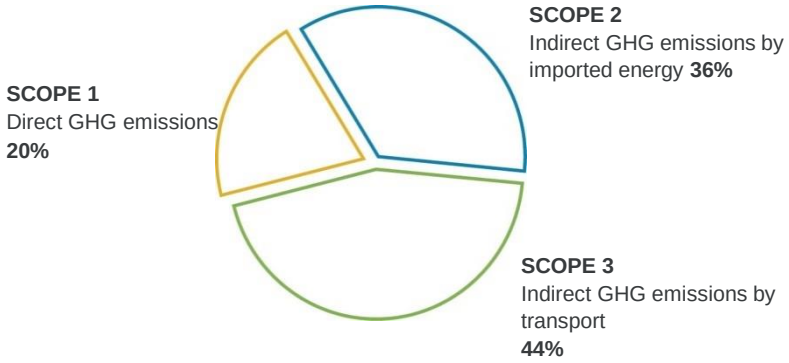


GLOBAL CARBON FOOTPRINT DATA

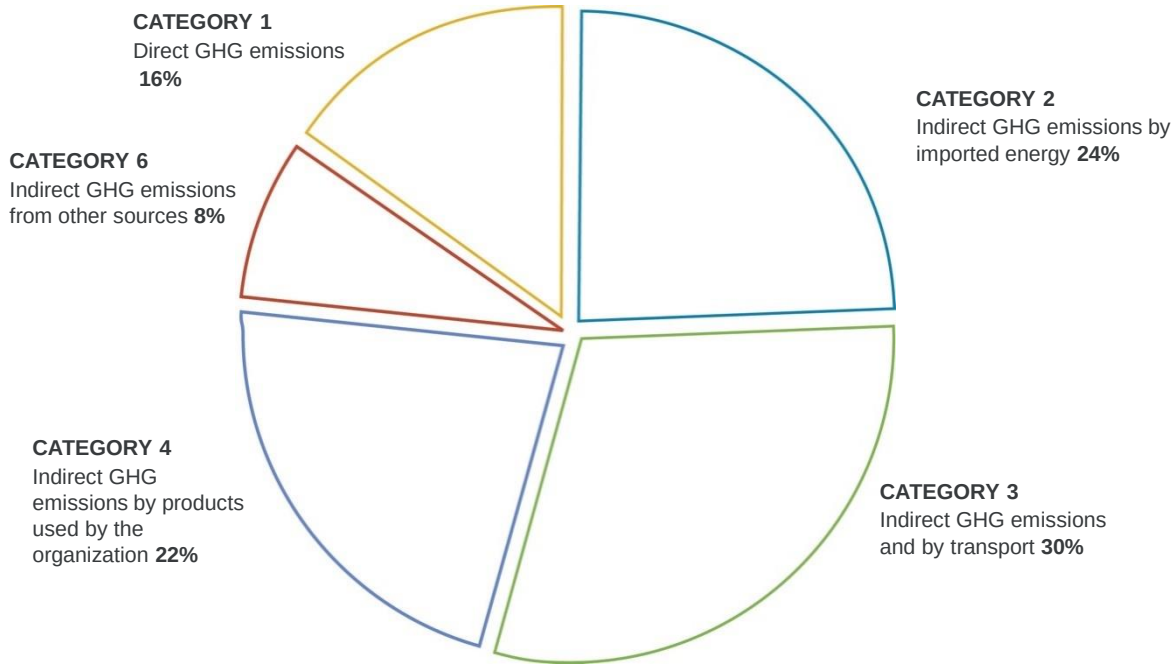
In terms of the weight of emissions during FY20, Spain accounted for 56% of emissions, followed by Colombia with 12%. In FY21, with the entry of the new NTT DATA EMEA offices and the new calculation categories, there are 6 countries that share 82% of the emissions:

- **Spain (23%)**
- **Brazil (19%)**
- **Italy (11%)**
- **Peru (11%)**
- **Rumanía & Serbia (10%)**
- **DACH (8%)**

% tCO_2e PER SCOPE FY20



% tCO_2e FY21: NTT DATA EMEAL (*)



(*) Emission category 5 corresponds to indirect GHG emissions associated with the use of the organisation's products. NTT DATA EMEAL has no emissions in this category.

3.2 Climate change strategy

ISO 14064: Carbon footprint

During FY20, a series of environmental recommendations for reducing emissions and improving the traceability of environmental data, were developed for the countries. During FY21, the recommendations have been expanded and extended to the new countries within the scope.

- Implement sustainability criteria in buildings
- Replace air-conditioning systems with other systems with lower Global Warming Potentials
- Improve management and maintenance procedures
- Extend environmental certifications
- Renewable electricity supply contraction
- Reduce travel
- Promote teleworking and videoconferencing
- Reduce domestic flights in favour of rail
- Procurement of more sustainable transportation service providers



- Include sustainability criteria in the purchase of IT equipment
- Separate waste at source
- Eliminate single-use plastics
- Reuse and recycle IT equipment, mobile phones and office furniture
- Reduce electricity, water and paper consumption

ISO 14064: Carbon footprint

3.2 Climate change strategy



SPAIN CARBON FOOTPRINT

During FY21 Spain was established as the country with the highest contribution to the company's total emissions (23%), due to the fact that its total surface area represents 41% and total number of employees working from Spanish offices is 39% within the scope of the calculation.

	FY21 EMEAL	FY21 SPAIN
t CO_2e total	8,866	2,007
t CO_2e/employee	0.19	0.11
t CO_2e/m^2	0.04	0.02

Spain has achieved its goal of reducing its emissions per employee by 20% in FY21, compared to its FY17 emissions, **reaching a total reduction in terms of tCO2e per employee of 89%** in FY21, compared to FY17, with the added value of having included new categories of emissions in the carbon footprint calculation (purchase of laptops, purchase of paper, waste management, teleworking and water consumption and treatment).

	tCO_2e	Nº employees	employeetCO_2e/employee tCO_2e/employee
FY 17	9,250	11,529	0.80
FY 18	10,526	13,093	0.80
FY 19	10,508	14,483	0.73
FY 20	1,802	15,697	0.11
FY 21	2,007	18,089	0.11

As part of its strategy included in its Reduction Plan, Spain uses **50% renewable energy with guarantee of origin certificates**, new teleworking contract modalities, which allow reducing commuting emissions, and contracts with sustainable transport service companies, to reduce its emissions for business trips as main measures.

NTT DATA EMEAL in Spain is currently working on the development of a new Emissions Reduction Plan, aligned with the recommendations established worldwide throughout the company.

It is important to note that the implementation of these measures, in addition to reducing CO2 emissions, could help reduce costs associated with the consumption of refrigerants, energy consumption, by optimizing the use of facilities, and economic savings in terms of business trips.

During FY20 **NTT DATA EMEAL** in Spain, was granted 'I calculate – I reduce' seal by the Spanish Office for Climate Change in the Ministry for Ecological Transition and Demographic Challenge (MITERD).

In FY21, the carbon footprint calculation has been verified by an independent third party, although at the date of this report, the administrative process of including the corporate carbon footprint in the MITERD Carbon Footprint Registry has not yet been carried out.

3.2 Climate change strategy



RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE : TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES (TCFD)

"Implementing the Task force on Climate related Financial Disclosure (TCFD)" in NTT DATA Spain S.L.U. is marked by the increasing updates in international policy, and the regulatory and technological matters to implement the transition to a low carbon economy.

This study aims to make the company more resilient to climate change by providing an analysis of climate change risks and opportunities that will help us make the best decisions in the face of uncertainty. Investors also need to know the climate footprint of the companies they invest in, to better measure and understand the climate footprint of their investment portfolio.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

The TCFD is in line with the main well-established "voluntary sustainability" reporting frameworks, some of which are already in use:

- **CDP**
- **the Climate Disclosure Standards Board (CDSB).**
- **The Global Reporting Initiative (GRI).**
- **The International Integrated Reporting Council (IIRC).**
- **The Sustainability Accounting Standards Board (SASB).**

Moreover, the TCFD recommendations complement these existing initiatives (CDP, CDSB, GRI, IIRC, SASB) and do not contradict them, so as to allow for comparison between institutions.

3.2 Climate change strategy

RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE : TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES (TCFD)



TCFD AREAS	TCFD RECOMMENDATIONS
GOVERNANCE Disseminate the direction on climate risks and opportunities.	**Management's role in assessing and managing climate-related risks and opportunities.** Describe the climate-related **risks and opportunities** identified in the short, medium and long term.
STRATEGY Divulge the actual and potential consequences of climate risks and opportunities on business, strategy and financial planning	Describe the **consequences of** climate-related **risks and opportunities** on the organisation's business, strategy and financial planning. Describe the **resilience of** the organisation's **strategy**, taking into account different scenarios, including a 2°C or lower scenario (IPCC). Describe the organisation's processes **for identifying and assessing** climate-related **risks** .
RISK MANAGEMENT Disclose how the organisation identifies, assesses and manages climate risks.	Processes for **managing** climate-related **risks** . Describe how the processes for **identifying, assessing, and managing** climate-related **risks** are integrated into the organisation's overall risk management. **Metrics** for assessing climate-related risks and opportunities.
METRICS AND TARGETS Disseminate the metrics and objectives used to assess and manage relevant climate risks and opportunities.	**Report Scope 1 and 2, and if necessary, Scope 3** greenhouse gas emissions. Describe the **objectives used** by the organisation to manage climate and performance-related risks and opportunities according to the targets. **Management's role** in assessing and managing climate-related risks and opportunities.

3.2 Climate change strategy

RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE : TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES (TCFD)

8
Risks

5 Transition Risks:
- 3 Legal
- 2 Reputation

3 Physical Risks:
- 1 Acute
- 2 Chronic

Of the 8 risks identified, none have been classified as high risk:

- 4 were **MEDIUM** severity
- 4 were **LOW** severity

5
Opportunities

Opportunities. 2 of them have a HIGH impact on the business in the SHORT term

The following horizons have been defined:
- Short term, 2023 (1 year)
- Medium term, 2025 (3 years)
- Long term, 2030 (8 years)

3.2 Climate change strategy

RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE : TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES (TCFD)

Risk 1	Increased cost of compliance with future regulations in relation to the reduction of Greenhouse Gas (GHG) emissions.	Seriousness **MEDIUM**	**Risk Management**	• Strategic Sustainability Plan (2022-2025). • Decarbonisation plan. Roadmap for reducing global emissions. • Commit to being a neutral company by 2030. • Calculate the global Carbon Footprint. • Create a Corporate Forest. • Use the BeFlex programme for promoting teleworking. • Encourage more sustainable forms of travel: • Recommend prioritising the use of rail, teleconferencing and electric vehicles. • Install electric vehicle charging points. • Use electric taxis
Risk 2	Cost increase due to compliance with future regulations regarding energy efficiency levels, and reduction of energy consumption	Seriousness **MEDIUM**	**Risk Management**	• Contract renewable energy at **NTT DATA EMEAL** • Increase number of offices with ISO 50001 and 14001. • Increase the number of offices with Sustainability Certificates. • Adopt energy efficiency measures in offices. • Monitoring energy consumption. • Material suppliers. (Framework agreement for our supplier Dell sea Energy Star).

3.2 Climate change strategy

RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE : TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES (TCFD)

Risk 3	Potential reputation repercussions of not applying sustainability objectives that are aligned with our clients' demands.	Seriousness **MEDIUM**	**Risk Management**	• Sustainability strategy • Adherence to new international environmental sustainability strategy compacts (we are currently in Ecovadis, Science Based Targets, Dow Jones Sustainability Index)
Risk 4	Risk of not becoming an attractive company for recruiting and retaining employees.	Seriousness **MEDIUM**	**Risk Management**	• Development of awareness and volunteer programmes for employees and other groups on the importance of the environment. • Internal dissemination through online courses on the importance of the environment and climate change in the company's business.

3.2 Climate change strategy

RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE : TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES (TCFD)

Opportunity 1	Increased demand for digitalisation and technological services/products. (Artificial intelligence, cybersecurity, big data, cloud computing, virtual and augmented reality, and blockchain)	Seriousness **HIGH**	**Risk Management**	• Communication and dissemination of **NTT DATA EMEAL's** services related to technological services/products. • Use of energy-efficient hardware and data centres. • Energy-efficient technology (Cloud, Servers)
Opportunity 2	Development and/or demand for low-emission services (HC Calculation projects, sustainable mobility, sustainability certifications, etc.)	Seriousness **HIGH**	**Risk Management**	• Communication and dissemination of **NTT DATA EMEAL's** business services related to the climate change, sustainability, environment and cities.

03

ENVIRONMENT AND ENERGY

3.3 **Environmental and energy policy**





3.3 Environmental and energy policy

As a sign of the company's strong commitment to the environment and the efficient energy management of our facilities, the company implemented an Environmental and Energy Policy as a common framework to guarantee the protection of and respect for the environment in all our activities and processes, as well as to promote the sustainable use of natural resources and the fight against climate change.

In accordance with the change of name of the organization, the Integrated Environment and Energy Policy has been revised, where the description of the organization has been modified and the same commitments have been maintained.

This was approved by Fritz Hoderlein, Global CEO, in November 2021. The document was made available to all stakeholders through the website, as well as in these documents and on these documents and platforms:

- Welcome Pack for new recruits
- Supplier Approval Form
- Corporate training platform
- Energy Management Share Point
- On the Environmental Management site.
- In office canteens within the scope of the Environmental Management System..

ENVIRONMENTAL AND ENERGY POLICY

We are committed to improving our environmental and energy performance by making the following commitments:

- Work in an environmentally friendly way and promote this responsibility among our employees, customers, suppliers, and other stakeholders.
- Comply with current international, state, regional and local environmental and energy legislation, extending it wherever possible; comply with other requirements subscribed by company related to our environmental issues, as well as our energy uses and consumptions.
- Identify environmental impacts derived from the activities, products and services developed by the company and establish plans to eliminate them, integrating those factors related to the environment in our processes.
- Prevent contamination, by minimizing our consumption of natural resources, disposing of our waste responsibly, and recycling the materials we use.
- Support the acquisition of environmentally friendly and energy efficient products and services and promote design activities that take into account energy savings to improve energy and environmental performance.
- Establish and review our environmental and energy goals to ensure that they are suitable and feasible and ensure the availability of information and resources necessary to achieve the proposed objectives.
- Direct the environmental and energy activities, as well as the implemented Environmental and Energy Management Systems, towards savings, optimization of resources and consumption, efficiency, and continuous improvement.

Our management team approves and supports this policy and will provide the necessary resources to develop and monitor it.

November 2021

Fritz Hoderlein

CEO Global

03

ENVIRONMENT AND ENERGY

3.4 **Environmental management system**



ISO 14001: EMS



3.4 Environmental management system

NTT DATA EMEAL has implemented an Environmental Management System (EMS) based on international standard ISO 14001:2015 with the following environmental commitments:

- **Comply with current legislation applicable to environmental matters.**
- **Control environmental aspects and associated effects arising from its activities and services**
- **Environmental awareness and sensitisation of all employees**
- **Prevent pollution by adopting good environmental practices**

ISO 14001: EMS

3.4 Environmental management system

FORMER EVERIS

The Environmental Management System implemented is applicable to all activities carried out in the following offices:

- **Madrid:** Camino Fuente de la Mora, 1, Planta 1 y 4, 28050 Madrid (España);
- **Sevilla:** C/ Gonzalo Jiménez de Quesada, 2 Edificio Torre Sevilla, 41092 Sevilla (España);
- **Ciudad Real:** Ronda de Toledo, 19, 13005 Ciudad Real, (España);
- **Huesca:** Carretera Nacional 240 km134, 22500, Binéfar , Huesca (España);
- **Lisbon:** Atrium Saldanha. Praça Duque de Saldanha, 1 - 10º E/F 1050-094 - Lisbon (Portugal);
- **London:** UK House, 180 Oxford Street, London W1D 1NN;
- **Santiago de Chile:** Avda. Libertador Bernardo O´Higgins, 1449. Torre II, pisos 3 y 4 Santiago de Chile (Chile);

and which may affect the environment:

FORMER EMEA

We certify that the Environmental System of the Organization:

NTT DATA ITALIA S.p.A.

Is in compliance with the Standard UNI EN ISO 14001:2015 for the following products/services:

Design and provision of management consultancy services and program management in the ICT sector, processes and business organization. Provision of services of logical & physical security consulting through analysis, design, development, update and upgrade of processes and technical solutions Risk Management based. Design, development, integration, trade, installation of ICT solutions and related maintenance, assistance and training services. Design and delivery of ICT Outsourcing services; Infrastructure Management, Application Management and Customer Service. Document management systems design and development, including relating consulting, maintenance and training services. Provision of engineering, design and development services for electrical and electronic equipment.
The services are provided through the processes of consulting, design and development, prototyping and testing.

Chief Operating Officer
Giampiero Belcredi

NTT DATA ITALIA S.p.A.

Registered Headquarters
- Via Ernesto Calindri, 4 20143 Milano Italia

Certified sites
- Via Ernesto Calindri, 4 20143 Milano Italia
- Via Ernesto Calindri, 2 20143 Milano Italia

CERTIFICATE

SRAC *as an IQNet Partner hereby states that the organization:*

NTT DATA ROMANIA S.A.

Central Office: Cluj Napoca - Tower 1 - Str. Constanța, nr. 19-21, 400158, municipiul Cluj-Napoca, jud. Cluj
Productive Units: Cluj Napoca - Tower 2 - Str. Ploiești, nr. 11, 400157, municipiul Cluj-Napoca, jud. Cluj;
Cluj Napoca - Tower 3 - Str. Ploiești, nr. 9, 400157, municipiul Cluj-Napoca, jud. Cluj;
B-dul. 15 Noiembrie, nr. 78, 500097, municipiul Brașov, jud. Brașov;
B-dul. Corneliu Coposu, nr. 6-8, 030606, sector 3, București;
Str. Palas, nr. 5C, UBC6, 700051, municipiul Iași, jud. Iași;
Str. Fabricii, nr. 2, format din subsol 2, subsol 1, parter, etaj nr. 1, 2, 3, 4, 5, 6, Comp. RLD Suprem Invest, municipiul Sibiu, jud. Sibiu;
Str. Oituz, nr. 35D, 550337, municipiul Sibiu, jud. Sibiu;
Piața Consiliul Europei, nr. 2E, UBC3, 300254, municipiul Timișoara, jud. Timiș

for the following scope:

IT application development, support, and maintenance services

has implemented and maintains an

Environmental Management System

This is to certify that the management system of

NTT DATA UK Limited
Head Office
1 Royal Exchange, London, EC3V 3DG, United Kingdom
London Epworth
25 Epworth House, London, EC1Y 1AA, United Kingdom
Birmingham
4020 Lakeside, Solihull Parkway, Birmingham Business Park, Birmingham, B37 7YN, United Kingdom

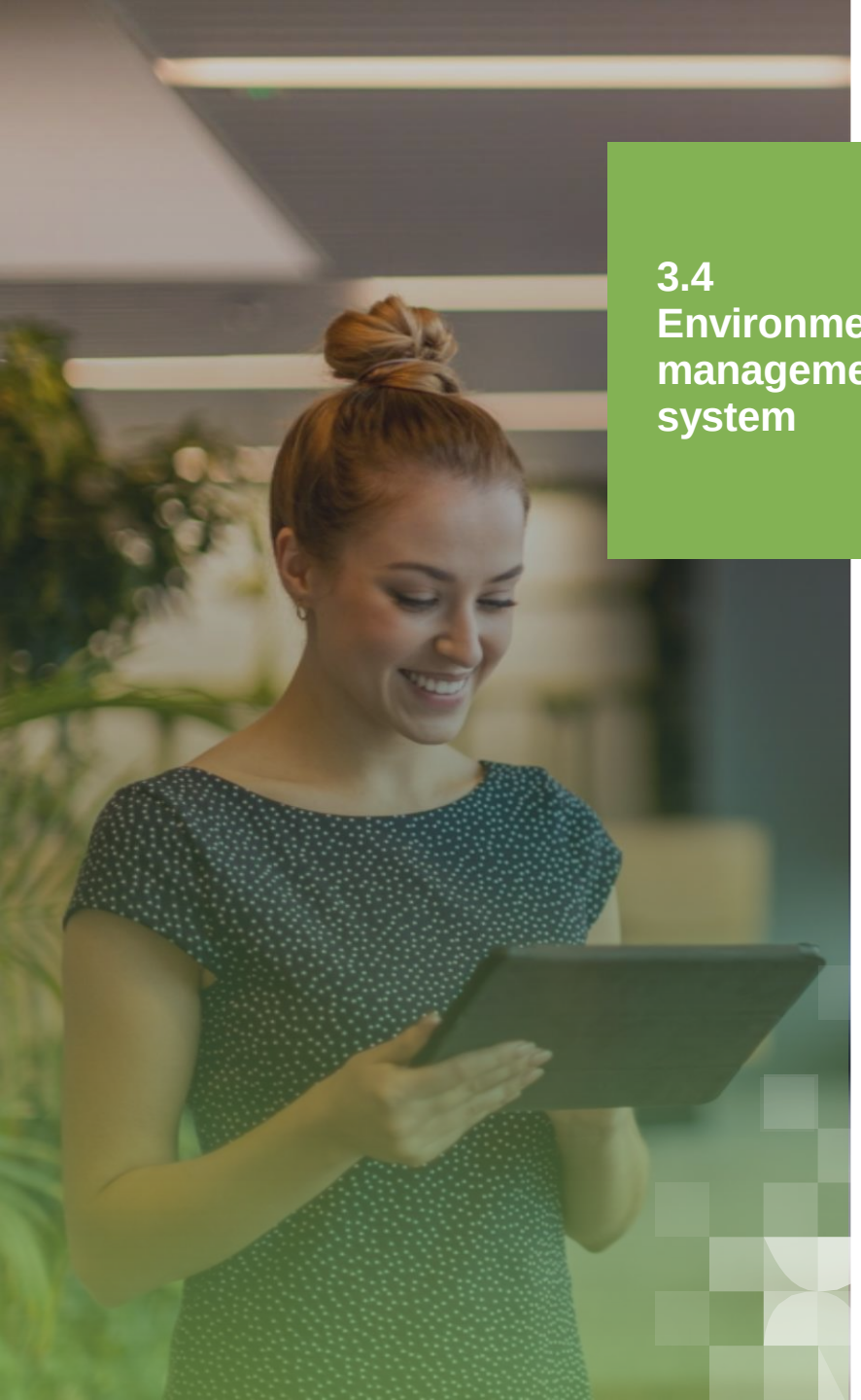
have been found to conform to the Environmental Management System standard:

ISO 14001:2015

This certificate is valid for the following scope:

IT Consultancy within the Manufacturing, Telecoms and Media, Public and Financial Services.

Important milestones during FY21 were the extension of the scope of the Environmental Management System to the offices in Santiago de Chile, the inclusion of Lisbon in the group certificate and the exit and closure of the Segovia site.



3.4 Environmental management system

EMS procedures have been developed to meet each requirement of the standard. **NTT DATA EMEAL** has identified its environmental issues, risks and opportunities always taking into account the external and internal context, and the needs and expectations of its stakeholders.

NTT DATA EMEAL inventories the risks related to factors that may cause deviations in the Environmental Management System processes.

Environmental risks are identified, qualitatively analysed, the strategy to mitigate or accept them is planned and monitored to ensure that a precautionary approach is applied.

The following are the main risks **NTT DATA EMEAL** has identified for its Environmental Management System:

- Since NTT DATA EMEAL's offices are rented, there may be limitations on the scope for implementing measures to increase energy efficiency.
- Due to the existence of installations with air conditioning equipment with fluorinated greenhouse gases, emissions to the atmosphere may occur.
- Climate change may lead to higher temperatures and longer heat waves, increasing electricity consumption
- Due to the existence of a large amount of environmental legislation and amendments, some environmental legislation may become outdated or obsolete.

ISO 14001: EMS

3.4 Environmental management system

NTT DATA EMEAL sets environmental objectives annually. During **FY21**, the status of the objectives of the environmental management system for the former everis offices where it is implemented were:

Scope	Objectives	Status	Observations
EMS	Incorporation of Lisbon into the Group's EMS	●	
EMS	Santiago de Chile is added to the group's EMS.	●	
Mad/Novus	Reduction of total energy consumption (electricity and natural gas)	●	In the absence of data from the last few months and based on the trend, this objective could be considered achieved. In FY22 it will be maintained to analyze the evolution of the shares.
Mad/Novus	CO2 emission reduction	●	Pending action implementation. Extended to FY22
Initiatives	Reduction of total energy consumption (electricity and natural gas)	●	In the absence of data from the last few months and based on the trend, this objective could be considered achieved. In FY22 it will be maintained to analyze the evolution of the shares.
Initiatives	CO2 emissions reduction	●	Pending action implementation. Extended to FY22
Seville	Waste paper and cardboard generation reduction	●	FY22 target redefined
Madrid/Seville	Plastic packaging reduction in vending machines	●	
Ciudad Real	Reduce electricity consumption per employee by 2% compared to FY19.	●	In the absence of data from the last few months and due to the positive trend, this objective could be considered achieved.
UKH	Reducing the environmental impact caused by office paper consumption	●	Extended to FY22
AUNAV	Chemical product waste reduced by 15%.	●	
Lisbon	Decrease the installed power for interior lighting of offices	●	
Lisbon	Replacement of paper cups with reusable cups or mugs.	●	
Santiago de Chile	Improve the environmental awareness of the employees of the Santiago de Chile office.	●	

●	Achieved
●	Partially achieved / to be evaluated
●	Not achieved
●	Not applicable

ISO 14001: EMS

3.4 Environmental management system

The following is a list of the objectives proposed for FY22, for former everis' EMS. It takes into account the significant environmental issues, legal requirements, other associated requirements and their risks and opportunities, as well as other relevant factors for the different offices and activities, including the current pandemic.

Scope	Objective
EMS	Sao Paulo added to the certificate.
Madrid/ Initiatives	Natural gas consumption reduction. CO2 emissions reduction.
Madrid/Seville	Reduction of energy consumption (natural gas).
Seville	Waste paper/cardboard reduction.
Ciudad Real	Raise staff awareness of the responsible use of energy and natural resources, both in the office and in teleworking.
London	Reducing the environmental impact caused by office paper consumption.
AUNAV	PVC cable consumption reduction.
Lisbon	Implement sustainable procurement requirements in Lisbon. Implement CA management systems. Eliminate disposable cups. Completion of environmental training course by employees.
Santiago de Chile	Improving the environmental awareness of employees at the Santiago de Chile office.



3.4 Environmental management system

ENVIRONMENTAL TRAINING IN THE EMS

Besides the communication and dissemination actions carried out for all employees, **all former everis employees within the scope of the EMS** receive training in environmental matters, on:

- Environmental and Energy Management System
- Environmental and Energy Policy
- Environmental issues associated with your workplace at a general level
- Specific environmental training for staff occupying posts with special characteristics

The delivery of this training is determined by the environmental manager of each office using the following means:

- **Environmental Welcome Pack**
- **Online course on environmental and energy management**
- **Incorporation of environmental information in onboarding**

84.73%

Employees completed the online environmental and energy management course by the end of FY21

71.83%

Newly recruited employees in FY21 completed the online environmental and energy-management course

03

ENVIRONMENT AND ENERGY

3.5 **Energy management system**



3.5 Energy management system



ISO 50001: EMS

SCOPE OF THE ISO 50001 ENERGY MANAGEMENT SYSTEM: 2018

The energy management system is applicable to all activities carried out in:

Madrid: Camino Fuente de la Mora nº1, 28050 (Madrid), Edificio Novus The activities carried out by the organisation at this location are:

NTT DATA Spain, S.L.U.

- Consultancy in Strategy and Business Processes, information technologies and outsourcing of IT and business services.
- Project management, analysis, design, development, testing and implementation of computer systems, and technical assistance and maintenance of these systems.

everis engineering SLU (EXELERIA):

Integrated management of energy- and environment-related services : energy, sustainability, water, mobility and transport.

everis aerospace, defence and security systems:

Consultancy, technical assistance, engineering, design, development, integration, adaptation, manufacture, supply, installation and maintenance of civil ad military products, solutions and systems, both hardware and firmware and software.

3.5 Energy management system



ISO 50001: EMS

OBJECTIVES

The Department of Energy has proposed the following objectives for FY21:

- **Installation of electricity metering systems per module**
- **2% reduction in air conditioning energy consumption**
- **Keep the ventilation of the air-conditioning system switched on 2 hours before the opening of the centre and 2 hours after the closing of the centre.**
- **Maintain 24h extraction from toilets**
- **Encourage natural ventilation by opening windows**



3.5 Energy management system

TRAINING

To optimise resources and encourage the commitment of all employees in the responsible use of energy, as from 2020 a specific section on energy has been included in the Environment course, with:

- A link to the Integrated Policy
- BBPP tips on energy use in offices
- A link to the location of the SGE documents in Energy Management
- A communication channel for queries, complaints or suggestions related to energy use and consumption

This training is provided through NTT DATA 's corporate university and is delivered to new recruits in the form of a Welcome Pack.

Following the Training Plan during the year 2021, LEED LAB managers and technical staff directly linked to energy management have been trained in sustainability in construction. Knowledge has been acquired for applying the LEED methodology in the operation and maintenance of existing buildings.

The course contains a specific section on energy conservation measures, including:

- Conservation and energy efficiency strategies
- Energy audits
- Implementation of energy-related measures in buildings



87.35%

of EMS employees trained within the Scope of the System in FY21.

3.5 Energy management system



COMMUNICATION PLAN

Complaints, claims or queries received during 2021 through the corporate tool are reviewed

They are mostly related to the temperature setting of the air conditioning or problems with the lighting. We ensure that a response is given and that the incidents are closed.

Other communications that have been maintained during this period include:

- **Good Practice Guide**
- **Energy performance**

Communications related to the responsible use of energy were carried out through the newsletter system during 2021.

- **Green and social energy**
- **Energy audits in Spain**

Proposals for 2022

- Changes in electricity tariffs and tax changes
- Renewable energy solutions at home
- Projects in the energy and sustainability area
- Energy efficiency and renewable energy grants
- Electric mobility

3.5 Energy management system



PURCHASING AND DESIGN

Green energy

With regard to the acquisition of services, products and equipment that can significantly affect energy use and consumption, the electricity supply for the Novus building was purchased in 2021.

The determining factor in the procurement process was that the contracted energy should have a **guarantee of origin certificate**, which is why the new supply points have been included in **NTT DATA** 's framework contract with the supplier Juan Energy.

A tentative date for the installation of the meters is currently being negotiated with IT, the owners and the distribution company.

Habitat Proyect

During 2021, the Habitat Project, a tool to optimise the use of space, was implemented. The project entails the installation of presence sensors in the workstations and an online platform for booking available spaces. In this way, there is more control over the occupancy in real time, thus making it easier to manage the facilities efficiently, with the optimisation of space and consumption.

The project was launched with the incorporation of employees at the end of October 2021.

The main objective of this tool is to collect and analyse the information on the current occupancy of the facilities to later optimise the spaces.



03

ENVIRONMENT AND ENERGY

3.6 **Circular economy**





3.6 Circular economy

NTT DATA EMEAL promotes **the efficient use of resources (water, paper, energy)** and with the operational control process for recycling waste generated in the offices in the scope of the EMS, we can exercise full control and take measures that help reduce the amount of waste generated, and implement circular economy measures and improve sustainability.

Water consumption is currently not considered by **NTT DATA EMEAL** given the scale of our footprint in this area and the relative importance that stakeholders assign to other issues. However, it is regularly reviewed by the owners, **they obtain data from those offices where access to such information is available**.

Energy and raw material consumption: another of the measures planned in the Environmental and Energy Policy consists of making all employees aware of the need to adopt rational use of water, paper and energy, as well as good practices for minimising the use of natural resources that can be extended to their daily life.

In this regard, **NTT DATA EMEAL** makes available to all its new recruits and employees the **Environmental Welcome Pa**ck which consists of a course in trivial format and a series of recommendations **for good environmental practices.**

The planet needs us.
Habits to construct a more sustainable world.

ENERGY: RESPONSIBLE USE

- **Turn off your computer** if you are not going to use it after more than an hour.
- **Use hibernate or suspend modes**: it preserves the current state of the system and saves energy
- **Turn off the lights** that you are not going to use
- **Avoid suing the elevator** if you have to go up or down one or two flights.

WATER: A SCARCE COMMODITY

- **Avoid letting the water run unnecessarily.** Turn off the faucet when you brush your teeth or wash your lunch box
- **Do not use the toilet as a trashcan.** Do not throw out paper, cotton, handkerchiefs, … in the toilet
- **If you detect a leak in a tap or WC,** please report it to the facilities department

PROPER USE OF MATERIALS

- **Use materials until they run out.** Avoid printing unnecessary documents
- **Before printing,** please check for possible errors and improvements in the document and use de print preview
- **Use paper on both sides** for copying and printing documents whenever possible.
- Print documents **as a draft version** to prevent wasting ink, whenever possible.
- Use **OneNote** as a digital notebook instead of paper notebook: information will be more easily located, manageable and backed up.
- Use **Captio** if it is available in your office to report expenses digitally, in a more fast and easy way

WASTE: REDUCE, REUSE & RECYCLE

- **Reduce** generating **waste by avoiding** using disposable products and choose products with minimal packaging.
- Use **digital** documents
- **Reuse paper** that only has been printed on one side to print drafts, write notes, etc.
- Use **reusable bottles**.
- Be part in the **separation waste** by placing it in its corresponding waste bins

3.6 Circular economy

NTT DATA EMEAL as part of the NTT DATA parent company, is committed to a responsible use of technology,
adheres to GHG emission reduction targets based on the SBT (Science Based Targets) initiative.

	FY20(*)	FY21	% VARIATION
Nº of countries	17	22	29%
Nº of employees	30,349	46,478	53%
m^2	152,645	222,914	46%
Nº of offices	56	86	54%

As discussed at the beginning of this section, the increase in the reporting perimeter in FY21 and the gradual return to normality, after the mobility and lockdown restrictions applied by each state during FY20, has distorted the comparison between FY20 and FY21. This distortion in the figures has led to the establishment of FY21 as the base year for the comparison in subsequent years of the savings and reduction strategies in each of the following environmental areas to be discussed.

(*). FY20 DATA available only for former everis

ELECTRICITY CONSUMPTION

	FY20(*)	FY21	% VARIATION
KWh total	5,911,155	14,994,369	154%
kWh/employee	195	325	67%
kWh/m^2	39	67	74%

Spain was the country that consumed most electricity during FY20, with 63%. Following the integration and the increase in countries, offices, employees and surface area, Spain no longer consumes the most amount of electricity, Italy now has the highest electricity consumption. After analysing electricity consumption, 3 countries account for 82% of electricity consumption in FY21:

- **Italy (33%)**
- **Spain(31%)**
- **Romania & Serbia (18%)**

As an important milestone during FY21, a total of 73% of the energy consumed was renewable, 49% of which came from certificates of guaranteed origin and 24% from the electricity grid in each country.

More information can be found in Annex 6, Indicator 10.



3.6 Circular economy

NTT DATA EMEAL has natural gas boilers for the HVAC in its offices. During FY20, Spain had the highest contribution to the company's total natural gas consumption (80%), due to the large number of offices throughout the country.

In FY21, the gradual return to workplaces, and the air-conditioning of new offices due to the integration has increased the total consumption of natural gas.

GAS CONSUMPTION

Nª of countries FY20	17
Nª of countries FY21	22

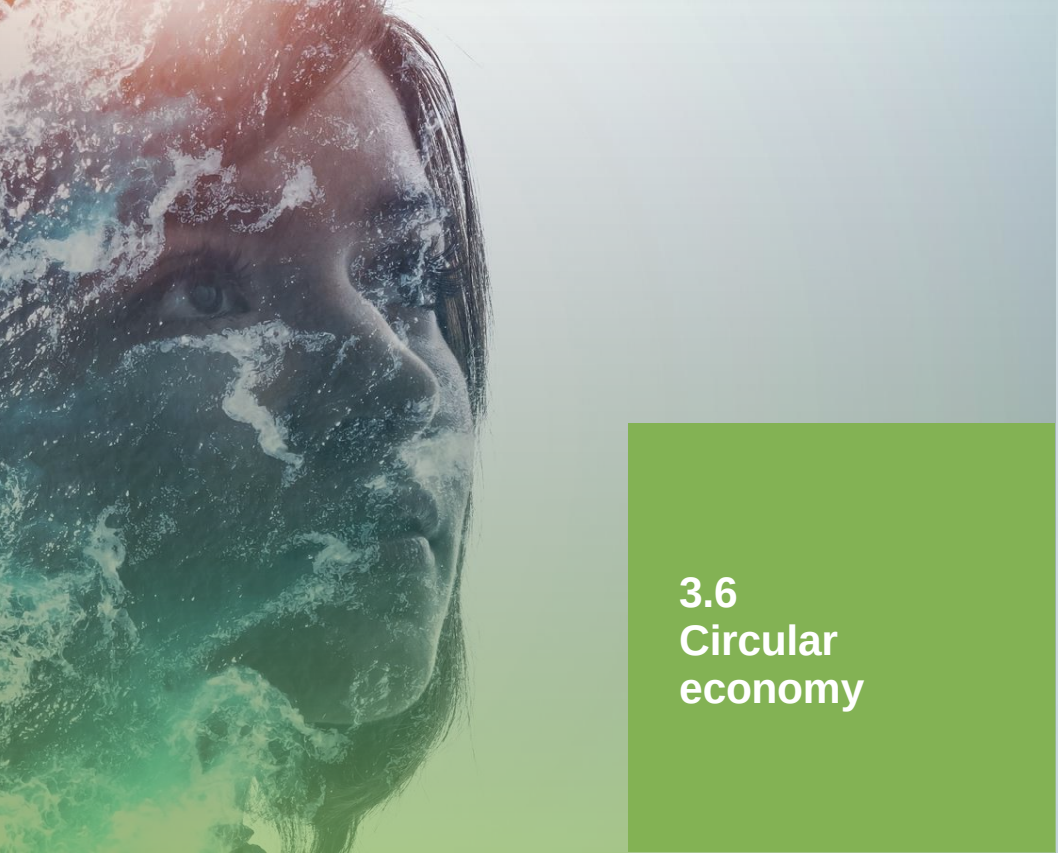
	FY20 (*)	FY21	% VARIATION
KWh total	1,502,124.43	3,595,383.33	139%
kWh/employee	49.50	77.36	56%
kWh/m²	36.27	52.50	45%

With the inclusion of NTT DATA EMEA offices in the reporting of environmental data, this has increased natural gas consumption by approximately 900,000 kWh, it is worth porting out that these offices are located in different locations in Europe with cold winters, where there is a sharp drop in temperature.

This has reduced Spain's share of the company's total natural gas consumption (68%), with Italy (18%) being the next largest consumer.

(*). FY20 DATA available only for former everis

More information can be found in Annex 6, Indicator 10.



3.6 Circular economy

During FY21, thanks to the effort of improving transparency in disseminating environmental data, and in order to establish measures to save and reduce water consumption at office level, this year 3 more countries belonging to **NTT DATA EMEAL** have reported their water consumption.

WATER CONSUMPTION

Nª of countries FY20	8
Nª of countries FY21	11

	FY20 (*)	FY21	% VARIATION
m^3 total	40,021	42,719	7%
m^3/employee	1.32	0.93	-30%
m^3/m^2	0.26	0.19	-27%

In FY20, Portugal had the highest water consumption (55%), followed by Brazil (27%). With the inclusion of the new offices after the integration in FY21, Italy stands out as the largest consumer of water (49%), followed by Brazil (28%) and Romania & Serbia (13%). These 3 countries account for 90% of the total water consumption reported by the company.

While not all countries within the scope of the environmental data have reported data, **NTT DATA EMEAL** is working towards all territories reporting their water consumption in the coming years, enabling global reduction strategies to be established.

(*). FY20 DATA available only for former everis

More information can be found in Annex 6, Indicator 9.



3.6 Circular economy

PAPER CONSUMPTION

Nª of countries FY20	8
Nª of countries FY21	22

	FY20 (*)	FY21	% VARIATION
t total	33	373	1040%
t/employee	$1.08*10^{-3}$	$8.09*10^{-3}$	651%
t/m^2	$2.14*10^{-4}$	$1.67*10^{-3}$	681%

During FY20, due to the atypical situation of the COVID-19 pandemic and the mobility restrictions imposed by the different governments and those established by the company itself, to assure the safety of professionals, the amount of paper consumption was not very representative, with a total of 33 tonnes, where Peru stood out as the largest consumer of paper (85%).

Following the return to the new normality, the inclusion of the new offices and the increased monitoring of this consumption, during FY21 Italy stood out as the largest consumer of paper (68%), followed by Colombia (27%).

(*). FY20 DATA available only for former everis

More information can be found in Annex 6, Indicator 9.

3.6 Circular economy

HAZARDOUS WASTE

Nª of countries FY20	7
Nª of countries FY21	10

	FY20 (*)	FY21	% VARIATION
t total	2.82	6.97	147%
t/employee	$9.28*10^{-5}$	$1.51*10^{-4}$	63%
t/m²	$1.28*10^{-5}$	$3.13*10^{-5}$	69%

NON-HAZARDOUS WASTE

Nª of countries FY20	9
Nª of countries FY21	10

	FY20 (*)	FY21	% VARIATION
t total	22,45	477,77	2028%
t/employee	$7.40*10^{-4}$	$1.04*10^{-2}$	1301%
t/m²	$1.47*10^{-4}$	$2.14*10^{-3}$	1357%

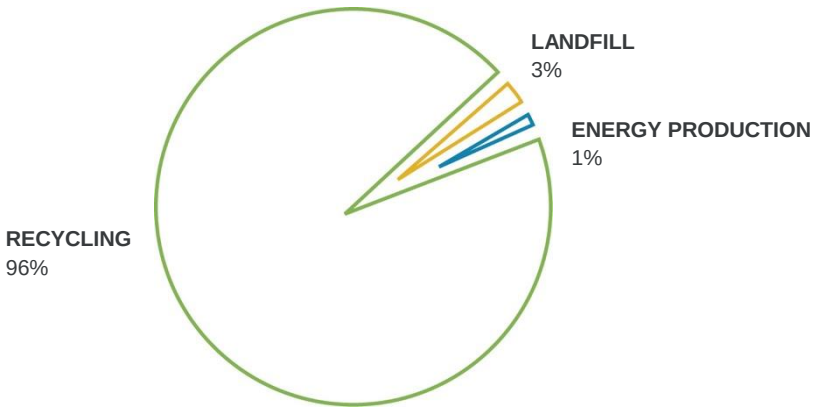
The gradual return to normality and offices during FY21 increased the generation of both hazardous and non-hazardous waste.

During FY20, Spain contributed most to the company's waste volume (99% of hazardous waste and 52% of non-hazardous waste).

In FY21, the Italyn delegations made the greatest contribution to the company's total volume of waste (62% of hazardous waste and 85% of non-hazardous waste).

During FY21, the treatment of hazardous and non-hazardous waste was distributed as follows:

% OF TOTAL WASTE TREATMENT
FY21



While not all countries within the scope of the environmental data have reported data, **NTT DATA EMEAL** is working towards all territories reporting their water consumption in coming years, enabling global reduction strategies to be established.

(*). FY20 DATA available only for former everis

More information can be found in Annex 6, Indicator 7.

3.6 Circular economy

ENVIRONMENTAL AWARENESS IN THE NEWSLETTER

Additionally, NTT DATA EMEAL has a newsletter system where it communicates and helps its employees to be more sustainable and improve their environmental performance.

All workplaces in Spain to have clean energy

NTT DATA EMEAL is committed to green and social energy



Since 1 April, the company has contracted Juan Energy as its energy supplier. Juan Energy is the first renewable energy supplier in Spain to offer its customers energy consumption with solidarity, as it allocates 100% of its profits to social projects.

With this we contribute to the goal of reducing our carbon footprint and the impact we generate on the planet, as we estimate to stop emitting more than 2,000 tonnes of CO2, which means a reduction of our emissions in Spain of 21% and a reduction for former everis of 13%. In addition to reducing our carbon footprint, having a Certificate of Guarantee of Origin will allow us to be better positioned in tenders and improve the results of our audits.

With this switch to clean energy, we are driving and improving the environmental and energy performance of former everis towards the goal of becoming carbon neutral in the coming years and thus contributing to the improvement of climate change in the United Nations 2030 Agenda.

Neutrality is the project for the creation of a tokenised emissions market based on blockchain technology. The initiative, developed together with Bankia and Aenor, seeks to define the guidelines for the creation of a Spanish voluntary market for carbon credits that will help to reduce the carbon footprint.

3.6 Circular economy



NEUTRALITY (Climate Change)

The Engineering team, in collaboration with Bankia and Aenor, has developed a project to define the guidelines for **creating a Spanish voluntary market for tokenised carbon credits.** This is an initiative with economic and social aims whose ultimate objective is to contribute to the reduction and compensation of the carbon footprint of Spanish companies.

The project was **presented in the first window of the sandbox**, a controlled testing space for the digital transformation of the financial system promoted by the Ministry of Economic Affairs and Digital Transformation through the General Secretariat of the Treasury and International Finance. In this context, the candidature of **NTT DATA**, Bankia and Aenor will be examined by the Comisión Nacional del Mercado de Valores (CNMV).

The project is based on a **blockchain platform developed by NTT DATA Engineering**. This platform allows the registration of projects with a positive impact on the Sustainable Development Goals that generate certified carbon credits. With this technology we can **ensure full traceability and transparency of all transactions**, thus avoiding potential security and double counting problems in the registration, purchase and sale of carbon credits.

This is therefore a project with great potential from the point of view of investment, sustainability and the environment, as **it helps governments, multilateral and financial institutions and industrial sectors to comply with the commitments agreed** in the Paris Agreement and national legislation in force and to manage the impact of CO2 on their project portfolios.

3.6 Circular economy

The first course of **LEED Lab** Spain comes to an end.

CASE STUDY

LEED Lab

After more than four months of classes, the first course of **LEED Lab** de España, organised by Green Deal, has successfully come to an end. LEED Lab is the benchmark course on sustainable construction **developed by the U.S. Green Building Council (USGBC)** in accordance with the requirements of LEED certification, the world's most widely used sustainability protocol.

The **25 hours of training** were aimed at preparing students to take the exam to become LE**ED Accredited Professionals for the Operation and Maintenance of Existing Buildings (LEED AP O+M).** During this time, the **30+ students** of the programme analysed and learnt how to plan and evaluate projects and they studied in depth the practical aspects of credits related to energy, transport, water efficiency or indoor environment quality, among others.

The classes were given by **sustainability experts** from prestigious organisations such as Green Building Council España (GBCe), Green Building Factory, Savills Aguirre Newman, Architectural Green Method, Universidad Politécnica de Madrid and Green Deal.

The ultimate aim of this course was to provide sustainability and green building professionals with the knowledge, skills and experience needed to both **boost their career in the sector** and to take on new roles in the sector.

03

ENVIRONMENT AND ENERGY

3.7 **Air, noise and light pollution**



3.7 Air, noise and light pollution



Noise and light pollution are currently not considered by **NTT DATA EMEAL** due to the scale of their impact and the relative importance that stakeholders attach to these issues. Therefore, except as will be indicated below, the information on this matter is not collected systematically.

Since 2016 **NTT DATA EMEAL** has implemented and certified a Building Sustainability Certificate under the BREEAM In-Use schemes. This sustainability certification, which is already in place in the NOVUS building at Fuente de la Mora, guarantees significantly better air quality, lighting and noise levels.

The inclusion of **NTT DATA EMEAL**, in this typology, promotes:

- Concentration of external lighting in appropriate areas.
- Minimise uplighting or floodlighting systems to reduce light pollution, energy consumption and disturbance to neighbouring properties to the absolute minimum.

Another objective is to reduce the possibility of noise from fixed installations in the new building affecting nearby noise-sensitive buildings.

03

ENVIRONMENT AND ENERGY

3.8 **Biodiversity**





3.8 Biodiversity

This is a non-material issue for the company. **NTT DATA EMEAL** is not in possession of land containing habitats of interest or with any degree of protection or conservation requirement for endangered species. During FY21, there were no impacts on biodiversity arising from the company's own, leased, managed or adjacent operating facilities or from the company's activities or products.

Therefore, the **GRI 304 standard: BIODIVERSITY** does not apply to the activities of **NTT DATA EMEAL** in any of its subsections.



04

SOCIAL

Social





Above all, **NTT DATA EMEAL** believes in people, in their integral development and in the talent they represent. With an international workforce of over **46.000 professionals**, four key ingredients make us stand out:

- **Diversity and inclusion.** Our commitment to the uniqueness of each professional, which is manifested through key initiatives such as our diversity and inclusion policies. We have been focusing for some time on the people who work at **NTT DATA EMEAL** to become that company you recommend to a friend because it encourages diversity and supports personal and professional development with initiatives such as Uniqueness and actions such as WomanTogether.

- **Our innovative strategy to attract the best talent.** The ability to attract the best talent is a “long-distance race” at **NTT DATA EMEAL**. The attraction and development of our professionals drives us to be innovative in our recruiting processes, with tools such as inbound recruiting, where we put the candidate at the centre, generating digital value experiences to awaken their interest in joining our company. Thanks to this we have managed to double our contraction of passive talent.

- **A hybrid On-Boarding model.** We have successfully adapted the on-boarding process for new recruits with a hybrid model: face-to-face/remote and synchronous/asynchronous, achieving a close and personalised welcoming that guarantees the correct integration of all our talent.

- **Our hybrid working model.** This year has undoubtedly been the year in which our unique and flexible professional development model has taken shape with Be Flex, an initiative designed so each person can decide the work format they want, according to their needs.



04

SOCIAL

4.1 People

4.1 People

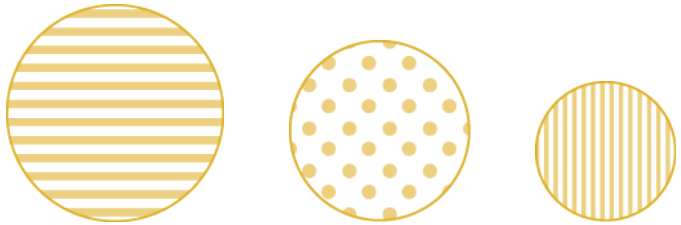
TOTAL EMPLOYEES AND DISTRIBUTION

The total employees in the more than 25 countries where **NTT DATA EMEAL** operates amounted to 46,478 people at the end of FY21. Of particular note are the centres in Spain, which together account for 18,089 employees, 39% of the total.

The union of everis and NTT DATA EMEA which resulted in **NTT DATA EMEAL** has meant that there are some countries with offices of both organisations, such as Italy, United Kingdom and Switzerland. We refer to these countries with everis offices as 'former everis' and new EMEA countries as 'former NTT DATA EMEA'.

Adding the new NTT DATA EMEA countries has resulted in a growth of more than 16,000 people in this fiscal year.

Distribution of employees by continent



Europe
65.6 %

America
33.7 %

Africa
0.7 %

Indicator 1 in Annex 3 shows the number of employees broken down by gender, age, country and professional classification.

COUNTRY	WOMEN	MEN	TOTAL 2021	TOTAL 2020	TOTAL 2019
Europe					
Belgium	101	138	**239**	169	148
DACH*	675	1556	**2231**	-	-
Spain	5,296	12,793	**18,089**	15,697	14,483
France	16	17	**33**	18	18
Italy (FORMER EVERIS)	276	704	**980**	936	880
Italy (FORMER NTT DATA EMEA)	1,252	3,021	**4,273**	-	-
Luxembourg	11	63	**74**	68	64
The Netherlands	28	41	**69**	52	38
Portugal	489	823	**1,312**	1,100	843
United Kingdom (FORMER EVERIS)	114	218	**332**	316	315
United Kingdom (FORMER NTT DATA EMEA)	353	914	**1,267**	-	-
Romania**	589	630	**1,219**	-	-
Switzerland (FORMER EVERIS)	2	8	**10**	8	5
Rest of EMEA***	85	244	**329**	-	-
America					
Argentina	211	479	690	474	501
Brazil	1,439	3,739	5,178	3,633	2,525
Chile	384	1,444	1,817	1,759	1,731
Colombia	446	790	1,828	975	981
Mexico	698	1,471	2,169	1,220	858
Peru***	1,229	3,247	4,476	3,633	3,470
USA	23	75	98	85	142
Africa					
Morocco	166	180	346	206	139
Total	**13,883**	**32,595**	**46,478**	**30,349**	**27,291**

DACH* includes data from Germany, Austria and Switzerland (NTT DATA EMEA)
Romania** includes data from Romania, Serbia and Turkmenistan (NTT DATA EMEA)
Rest of EMEA*** incl. Croatia, Gen-ius (Germany) and Vietnam
Peru****** includes data from Ecuador

4.1 People

AVERAGE REMUNERATION OF DIRECTORS AND EXECUTIVES

The remuneration policy of the Board of Directors differentiates between the remuneration of Executive and Non-Executive Directors, including Independent Directors, and the remuneration of Nominee Directors appointed by the Board of Directors **NTT DATA** Corporation, which do not form part of the Board's remuneration.

The remuneration of the Board, as regards the independent members, its Chairman and the Chief Executive Officer, has been revised according to the new EMEAL parameter, which is under the responsibility of the Board as of September 2021.

Regarding independent directors, this policy includes a fixed annual amount and allowances for attending meetings and travelling, where appropriate and for sitting on the committees of the board, either as Chairman or as a member.

Executive directors, mainly the CEO and Other External directors such as the Chairman, both receive a fixed amount and a variable amount linked to the bonus or variable remuneration applicable to the group's executives. From FY22, the Chairman's remuneration will have only a fixed component.

The relationship of the Chief Executive Officer is regulated by a commercial contract, under the requirements of Article 249 of the Capital Companies Act.

As we are still in the integration process of several companies, the remuneration of the top level executives and the Corporate Management is not available

AVERAGE DIRECTOR REMUNERATION*	WOMEN FY21	MEN FY21	WOMEN FY20	MEN FY20	WOMEN FY19	MEN FY19
EXECUTIVE DIRECTORS/ OTHER EXTERNAL		1,499,852 €		733,889 €		969,208 €
INDEPENDENT DIRECTORS	150,667 €	150,432 €	97,500 €	89,000 €	116,500 €	113,000 €
AVERAGE DIRECTOR REMUNERATION	600,317 €		306,796 €		399,569 €	

* The proprietary directors of the NTT DATA Group have not been considered as they are not remunerated by NTT DATA.
Executive directors/Other External: Includes the Chairman of the Board and the Chief Executive Officer

AVERAGE PAY RATIO OF WOMEN VS. MEN	FY21	FY20	FY19
EXECUTIVE DIRECTORS/ OTHER EXTERNAL	N/A*	N/A*	N/A*
INDEPENDENT DIRECTORS**	1.002	1.096	1.031

*N/A: The genders are not represented in any of the professional category levels
**In FY21, average remuneration for women increased

4.1 People

AVERAGE STAFF REMUNERATION

NTT DATA EMEAL has a remuneration policy for each professional category. A training catalogue is available to all employees to ensure continuous learning. The staff category process includes the guarantee to get to know new sectors and new clients, to explore other areas and to continue to develop with rotation in projects.

As we are still in the integration process, we do not have information on the remuneration of the professional categories of all the companies**.**

WAGE GAP

Remuneration policy at **NTT DATA EMEAL** guarantees fairness, with no distinction regarding gender or any other diversity variable. For the same professional category, pay is the same for both men and women.

However, there is a gender imbalance in the pyramid due to a shortage of women in STEAM disciplines and the consultancy sector.

The effectiveness of the measures implemented to reduce this gap is being monitored.

GENDER GAP FORMER EVERIS

Gender gap=(A-B)/A * 100 where,
A is the hourly wage of men
B is the hourly wage of women

FY21	FY20	FY19
4.6	4.5%	4.3%

During this fiscal year, the gender gap is calculated by dividing the gross annual salary by the number of full-time hours. As the table above shows, the gender gap has increased from 4.5% to 4.6%.

4.1 People

DISTRIBUTION OF CONTRACT MODALITIES

Regarding the total and distribution of the company's contract types, the table below shows the average annual percentage of each type, in which over 90% of the contracts are permanent.

Permanent contracts are slightly down on the previous year. This is due to legislation in Spain, where young people are recruited on a trainee contract, which is subsequently converted into a permanent contract.

TYPE OF CONTRACT	% CONTRACTS FY21 FORMER EVERIS	% CONTRACTS FY20 FORMER EVERIS	% CONTRACTS FY19 FORMER EVERIS
PERMANENT	92%	93.82%	94.3%
FIXED TERM AND PART TIME	8%	6.18%	5.7%

TYPE OF CONTRACT	% CONTRACTS FY21 FORMER NTT DATA EMEA
PERMANENT	91.1%
FIXED TERM AND PART TIME	8.9%

Full details of contract modalities can be found in **Indicator 2 of Annex 3.**

This year, a total of **18,989 new contracts** were signed globally, of which 16,484 correspond to NTT DATA former everis and 2,505 to NTT DATA former EMEA.

The following table shows the evolution of the number of new hires at NTT DATA former everis by continent.

CONTRACTING (FORMER EVERIS)	FY21	FY20	FY19
EUROPE	7,030	3,790	4,555
AMERICA	9,239	5,352	4,897
AFRICA	215	99	70
TOTAL	16,484	9,241	9,522

In Europe, 84% of the recruitments were in Spain (5,903) while in America, the countries with the highest number of recruitments were Brazil (3,403), Peru (2,294) and Mexico (1,645).

Indicator 3 in Annex 3 shows the total and distribution of recruitments by gender, age, country and professional classification.



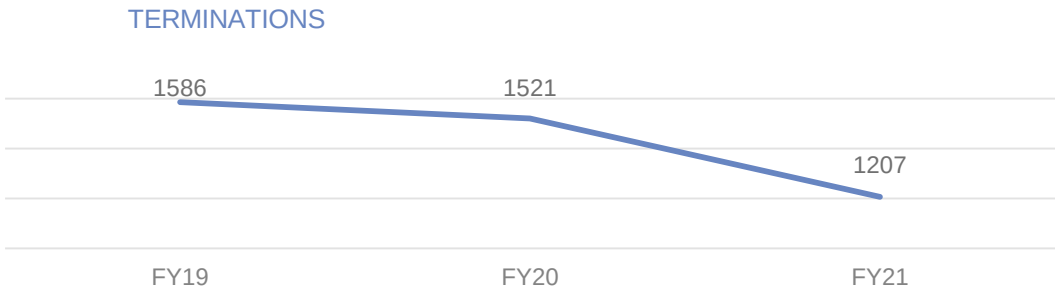
4.1 People

TERMINATIONS

In the current fiscal year, 1,207 terminations were recorded, bringing the number of employees at the end of FY21 to 46,478. The percentage of terminations has decreased by 20% compared to the previous year, with Spain having the highest number of departures, accounting for 28% of the total.

Terminations are obtained from dismissals with just cause, unfair (without just cause), by agreement, not exceeding the probationary period and subrogation (desired).

Figures broken down by gender, age, country and category can be found in **Indicator 4.1 in Annex 3.**



RETIREMENT

NTT DATA EMEAL employees have an average age of 35 with only 1.13% of employees over 60 years old. During FY21 there were only 17 retirements (4 women and 13 men), 5 in Italy, 1 in Luxembourg, 1 in Luxembourg, 1 in the Netherlands, 1 in the Netherlands, 1 in Portugal, 3 in the United Kingdom, 1 in Romania, 1 in Switzerland, 1 in Chile and 3 in Colombia.

There is no specific transition programme to assist those retiring. Only Mexico has a guide with information of interest to employees wishing to retire through government pension schemes.

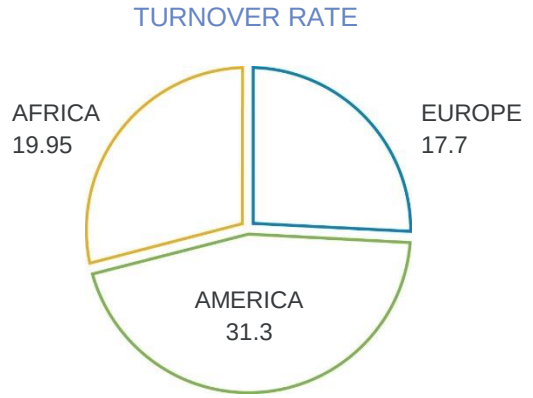


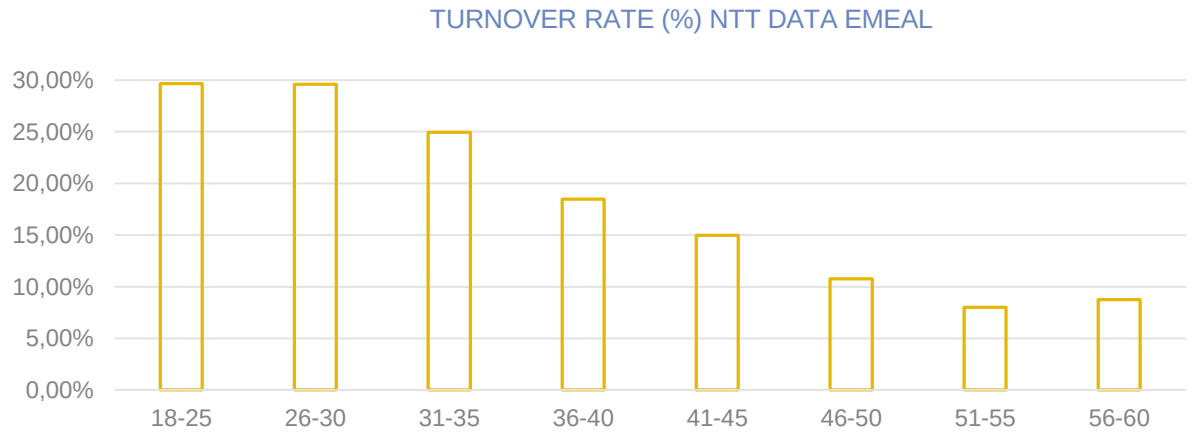
4.1 People

TURNOVER OF PEOPLE

The overall turnover rate has increased to 23% (**NTT DATA EMEAL**) and is significantly higher for younger professionals between 18 and 30 years old and higher for men (23.46%) than for women (18.54%).

The following graphs show the turnover rate by age and continent in **NTT DATA EMEAL**.





Turnover data are obtained from the voluntary leave and voluntary (unwanted) leave of absence.

The total and turnover rate of staff during FY21, broken down by age group, gender and region, can be found in **Indicator 4.2 in Annex 3.**



TURNOVER RATE (%)

COUNTRY	FY21	FY20	FY19
EUROPE			
BELGIUM	27.73	12.35	17.57
DACH	10.67	-	-
SPAIN	17.24	9.33	15.01
FRANCE	13.15	16.46	6.15
ITALY (FORMER EVERIS)	22.8	12.11	20.55
ITALY (FORMER NTT DATA EMEA)	14.58	-	-
LUXEMBOURG	0	0	0
PORTUGAL	23.3	15.06	17.16
NETHERLANDS	26.93	0	16.94
UNITED KINGDOM (FORMER EVERIS)	24.11	13.02	17.82
UNITED KINGDOM (FORMER NTT DATA EMEA)	21.73	-	-
ROMANIA	26.07	-	-
SWITZERLAND (FORMER EVERIS)	0	29.27	29.27
REST OF EMEA	30.78	-	-
AMERICA			
ARGENTINA	41.01	37.19	42.88
BRAZIL	33.06	28.11	32.04
CHILE	27.97	22.4	26.06
COLOMBIA	28.42	17.87	29.63
MEXICO	30.53	15.41	19.74
PERU	30.91	19.,71	24.99
USA	20.91	0	14.37
AFRICA			
MOROCCO	19.95	13.54	27.78
GLOBAL NTT DATA EMEAL	23.11	14.81	20.22

DACH* includes data from Germany, Austria and Switzerland (NTT DATA EMEA)
Romania** includes data from Romania, Serbia and Turkmenistan (NTT DATA EMEA)
Rest of EMEA*** incl. Croatia, Gen-ius (Germany) and Vietnam
Peru**** includes data from Ecuador

4.1 People

PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS BY COUNTRY

The table below shows the percentage of employees covered by the agreement, broken down by country under the applicable regulations.

COUNTRY*	EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS (%
EUROPE	
GERMANY	100%
AUSTRIA	100%
BELGIUM	100%
SPAIN	100%
ITALY (FORMER EVERIS)	100%
ITALY (FORMER NTT DATA EMEA)	100%
PORTUGAL	100%
SWITZERLAND (FORMER EVERIS)	100%
AMERICA	
BRAZIL	100%
CHILE	100%

*The other countries do not have an agreement

REVIEW OF COLLECTIVE AGREEMENTS, PARTICULARLY IN HEALTH AND SAFETY AT WORK

It is worth pointing out that most countries where **NTT DATA EMEAL** conducts business do not have a specific collective bargaining agreement in health and safety, as the activity is not unionised. However, countries such as Italy, Spain, the United Kingdom, Portugal, Brazil, Chile and Colombia have a national agreement.

The only countries with trade unions are Mexico called Sindicato blanco or Sindicato de protección (Federación Obrera Sindical -FOS-), United Kingdom -Union and prospect , Romania and Italy-Former NTT DATA EMEA**.**



4.1 People



SECURITY AND PREVENTION

After more than a year of working from home and adapting to an environment of constant uncertainty, the evolution of the health crisis has been improving mainly due to progress in **vaccination**.

This improved health situation has made it possible to combine **teleworking** with **the possibility of working in offices**, provided that the health and safety of all is guaranteed.

The following table presents the preventive measures related to the COVID-19 pandemic:

COUNTRY	PREVENTIVE INITIATIVES FY21 AGAINST COVID-19
BELGIUM	• Closing of offices and disinfection.
IITALY (EMEA)	• COVID protocol drawn up, signed and regularly updated with the trade unions for compliance with Italyn legislation.
	• FFP2 masks issued to all employees at the beginning of each month.
	• Regular disinfection of offices and smart working for all employees.
	• Daily COVID certification checks for all employees.
IITALY (NTT DATA)	• Company protocol implemented by workers with all safety measures in place, including the use of personal protective equipment.
	• Assistance and health cover in case of emergency .
PORTUGAL	• Compulsory telework in periods decreed by the Government.
	• Continuous information to the worker on the protocol to be followed in case of infection.
UNITED KINGDOM	• Ensure office safety with masks, disinfectants and a combined model of face-to-face and teleworking.
	• COVID test before coming to the office.
CHILE	• Option of 100% teleworking.
	• Preventive measures in the office: capacity reduction, temperature taking with facial recognition, air purifying equipment and KN-95 masks.
MEXICO	• Since FY20, special insurance has been taken out for COVID issues, to protect workers. It includes a second Life Insurance, financial assistance in case of hospitalisation and COVID tests.
PERU	• Use of virtual platforms for timely case detection and medical surveillance supported by occupational health nurses and doctors.
	• Purchase and loan of oxygen concentrators for employees and family members.
USA	• Monitoring of all infections and regular communication with all employees through newsletters.
	• Additional telehealth resources were promoted.

4.1 People



NUMBER OF ACCIDENTS

During the current fiscal year, the number of work-related accidents increased with the inclusion the new former NTT DATA EMEA countries.

An accident at work is any event that causes an injury to a person and occurs in an occupational activity during working time. It causes harm to the employee, occurs during the exercise of their work activity and generates sick leave, such as falls, slips, cuts, etc.

Accidents on the way to work, common illnesses (flu, COVID-19, operations, etc.), maternity, paternity and breastfeeding leave, and incidents that do not result in sick leave (minor cuts, minor falls, etc.) have not been included

Indicator 6 in Annex 3 shows occupational accidents and illnesses broken down by country and gender.

COUNTRY	ACCIDENTS FY21	ACCIDENTS FY20	ACCIDENTS FY19
EUROPE			
GERMANY	7	-	-
BELGIUM	0	0	1
SPAIN	5	4	10
FRANCE	0	0	0
ITALY (FORMER EVERIS)	0	0	6
ITALY (FORMER NTT DATA EMEA)	1	-	-
PORTUGAL	6	1	4
UNITED KINGDOM (FORMER EVERIS)	0	0	1
AMERICA			
ARGENTINA	0	0	7
BRAZIL	0	2	1
CHILE	0	1	6
COLOMBIA	0	0	2
GLOBAL NTT DATA EMEAL	19	8	38

*Countries where no accidents have occurred in the last 3 years have not been included.



04

SOCIAL

4.2 Organization of work

4.2 Organization of work



Be Flex Model

HYBRID AND FLEXIBLE WORKING MODEL

The improvement in the evolution of the health crisis has opened a new stage marked by **the consolidation of teleworking** and the **reopening** of **office** spaces.

To address this new stage, each office has defined its own plan for reopening spaces based on its circumstances, characteristics and space availability.

As an example, the specific case of Madrid where, from 13 October 2021, spaces began to be provided for people who voluntarily wished to work at the office or for those projects/services that required it.

Within the framework of the **NWoW (New Ways of Working**) project, progress is being made in the areas that ensure compliance with regulatory aspects and those that maintain and reinforce the value proposition for talent.

In the NWoW ‘Community', one of our internal communication channels, the company's professionals can find all the information related to the *Be Flex* process, office plans, ways of working, and any questions or concerns can be answered through the NWoW Mailbox.

Type of Telework, flexible models adapted to the current situation and to the company we want to be.

Telework formalization strategy, and regulatory compliance

Compensation, evolution of our model, commitment to flexibility



4.2 Organization of work



ORGANIZATION OF WORK

As mentioned throughout this section, as part of the **Be Flex** model, employees are offered three types of flexible working arrangements to take advantage of the opportunities offered by teleworking and hyperconnectivity to improve working conditions and the work-life balance of our professionals.

This Be Flex working model has not yet been implemented in all countries due to the different health emergency measures declared by the governments of each country. Some countries have conducted a pilot test with the Executive layer. In Spain, of the executives who participated in the pilot phase, 99% chose Flex 1 2 3 telework (20-80%) and only 1% chose 100% Fully Remote.



This Be Flex strategy will allow us to anticipate, respond and adapt, keeping the person at the centre of decision-making.

In January 2021, it was decided to create a new concept in payroll called **"Flex Help"** to respond to the changing circumstances of today's teleworking and future new ways of working.

As the exceptional pandemic situation has continued during this fiscal year, 96% of the workforce has been able to telework thanks to the continuous improvement of the tools and capabilities of the teams to be prepared for an increasingly demanding and regulated environment.

4.2 Organization of work

GERMANY	40 h/wk.	ROMANIA	40 h/wk.
ARGENTINA	40 h/wk.	SERBIA	40 h/wk.
AUSTRIA	38,5 h/wk	LUXEMBOURG	40 h/wk.
BELGIUM	40 h/wk.	SWITZERLAND	40 h/wk.
SPAIN	40 h/wk.	BRAZIL	40 h/wk.
FRANCE	39 h/wk.	CHILE	45 h/wk.
NETHERLANDS	40 h/wk.	COLOMBIA	45 h/wk.
ITALY	40 h/wk.	PERU	46-48 h/wk.
MEXICO	40 h/wk.	USA	40 h/wk.
PORTUGAL	40 h/wk. 40 h/wk.	MOROCCO	43 h/wk.

WORKING DAY

In all countries where **NTT DATA EMEAL** operates, it always acts under the local legislation. In line with our Smart Working philosophy, in those countries where it is possible, **NTT DATA EMEAL** has a flexible timetable, except in some countries such as Brazil, Colombia, Argentina where there is a fixed timetable.

Countries such as Spain, Portugal and Morocco have specific summer timetables with shorter working days of 7 hours to allow employees to have a better work-life balance. Morocco also has a 43-hour working week except during the month of Ramadan and in summer, when the working week is 35 hours.

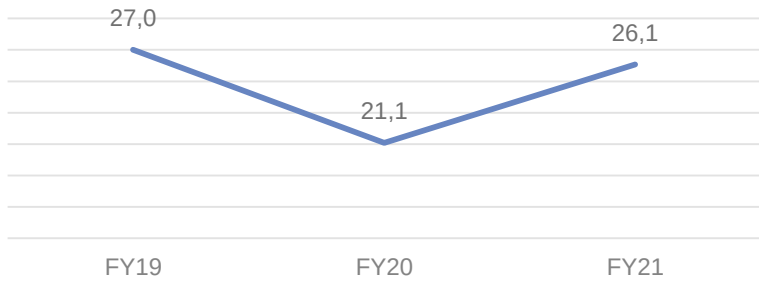
ABSENTEEISM

This aspect is not relevant in **NTT DATA EMEAL** given that the work and performance of the professionals is carried out by objectives, giving flexibility in the development of their tasks.

Within the framework of the law, it should be noted that absenteeism, in fiscal year 2021, was 969,044 hours. Since **NTT DATA EMEAL** has 37,159 employees (former everis), absenteeism per employee per year corresponds to an average of 26.1 hours, an increase of more than 23% over the previous year.

For the purposes of calculation, absenteeism has been considered those hours charged by employees directly in the time management system of **NTT DATA EMEAL** to the concept of "Sickness" (absence due to illness without justified medical leave), and therefore does not include leaves of absence, justified medical leave, maternity and paternity leave, among others, or holidays and hours off work for personal reasons.

HOURS OF ABSENCE PER PERSON
(NTT DATA FORMER EVERIS)







4.2 Organization of work

REGULATION OF TIME RECORDING

Because of the publication in Spain of Royal Decree 8/2019 of 8 March on urgent measures for social protection and the fight against job insecurity, which came into force on 12 May 2019, **NTT DATA EMEAL** has formed several teams, with professionals from the areas of development and talent, Employment Relations, and systems, to create a tool that respects the talent value proposition based on trust and management by objectives.

In this respect, our objective has always been to apply the regulations, while maintaining our commitment to responsible freedom, reflected in flexible working hours and teleworking measures, that form part of our value offer.

Work has been carried out in 4 areas:

- **Tool:** A tool is available in OneERP, which is still being developed and including improvements.
- **Communication and change management:** Focus on accompanying the executive team. Convey the key messages to incorporate the daily log, while maintaining the value proposition.
- **Policies and procedures:** Documenting and updating all legislation and how to comply with it at NTT DATA EMEAL.
- **Follow-up and monitoring:** Internal monitoring of the register. External monitoring of the evolution of impacts and solutions on competitors and clients.

The aim of all this work has been to get professionals to incorporate the "mechanical" habit of daily recording their working day, as established by law, without changing the leadership of trust, management by objectives and the commitment to flexible working hours and teleworking measures that form part of the value proposition for talent.

A pilot was conducted in 2019, involving 290 employees from all offices and companies with the idea of testing the tool and improving both the tool itself and the communication and supporting documentation.

During 2020, a second small pilot was carried out, the purpose of which was to perfect and optimise the tool so it could offer much more refined results than those obtained in the initial pilot and, based on these, introduce the necessary improvements.

Once this second pilot was completed, the tool was implemented in one of the work centres (Seville) with a workforce of over 1,000 employees and is now fully operational.

4.2 Organization of work

Digitalisation and the advancement of new technologies in recent decades have changed the way we relate to each other and, consequently, labour relations. **NTT DATA EMEAL** is aware of the need to protect workers' health, guaranteeing their "rest time, leave and holidays", and protecting workers' "personal and family privacy".

DIGITAL DISCONNECTION

To guarantee this protection, a Digital Disconnection Protocol (energyTime) has been drawn up, in accordance with recent legislative changes in the legal system, including that of remote work (Organic Law 3/2018, of 5 December, on the Protection of Personal Data and Guarantee of Digital Rights (LOPDGDD), which regulates, for the first time in Spain, the right of workers to digital disconnection. Under this protocol, the digital disconnection of professionals must be guaranteed during their holidays and outside their working hours, and therefore, with some exceptions, a commitment is made that meetings will be held during working hours (start and end).

Globally, the following digital sign-off phrase has been provided for all employees to include in their signatures:

At NTT DATA we have a flexible work schedule: I do not expect you to deal with this mail outside your normal working hours. Thank you!

COUNTRY	FY21
BRAZIL	Balanced programme aimed at quality of life and disconnection from digital media.
CHILE	Based on our pillars, we work with the campaign #*YoPracticoUnHomeOfficeEfectivo*, which consists of a communication plan of good practices for teleworking and the disconnection of our employees at home.
COLOMBIA	The policy is under construction and will come into effect in FY22.
SPAIN	Digital Disconnection Policy (*energyTime).*
FRANCE	There is a right to disconnect in the *Be Flex* Policy.
ITALY FORMER EVERIS	**New Smart working agreement:** The worker must respect rest periods and take not less than 11 consecutive hours of rest every 24 hours and at least 24 consecutive hours of rest every 7 days. Beyond the agreed working hours, the employee may deactivate the devices used to carry out their work. Operation in smart working mode must be carried out, also to ensure rest and switch-off times, within the period between 8:00 and 20:00.
ITALY FORMER NTT DATA EMEA	Second level agreement on smart work. The disconnection rules were included in this smart working agreement signed on 25 November, 2021.
MEXICO	The telework policy includes important provisions on digital disconnection. Section 4.3: "Respect the right to disconnection at the end of the working day" Section 5.1 Description of the rules for the employee in the implementation of the programme: "The employee must comply with their normal working hours, respecting NTT DATA Mexico's break and/or meal times" "Maintain an active connection to the network, *Teams* and e-mail, as well as their availability on contact telephones (mobile and landline) only and exclusively during their working day"
PERU	Decreto Urgencia 127-2020: this ordinary decree establishes that NTT DATA Peru cannot require the worker to perform tasks outside working hours.
PORTUGAL	Portugal has passed, but is still regulating, a law to protect disconnection: employers must not contact employees outside working hours.
UNITED KINGDOM FORMER EVERIS	*Annual Leave policy*



04

SOCIAL

4.3 **Work-life balance, compensation and social benefits**

4.3 Work-life balance, compensation and social benefits

PARENTAL BALANCE

The aim is also to improve the compatibility of work and parenthood, promoting co-responsibility and trying to improve the each country's legal requirements.

The following table shows the improvements implemented in FY21:

COUNTRY	FY21 MATERNITY AND PATERNITY INITIATIVES
SPAIN	Paternity benefit, a national entitlement, has been extended to 16 weeks as in the case of maternity. Therefore, the employees of **NTT DATA EMEAL** who become fathers after January 2021, enjoy 16 weeks of paternity leave.
PERU	Policy for the protection of employees who are pregnant and breastfeeding.
ITALY	Parental leave increases to 10 days of compulsory leave + 1 day of optional leave (if not used by the mother).
BRAZIL	Employees who are parents may take 20 consecutive calendar days of parental leave.
ARGENTINA	NTT Family Policy, which allows the parent to progressively return to his or her job.

To calculate parental leave, data from former everis have been included, as sometimes they involve several fiscal years.

The overall information on employees who have taken parental leave, by gender, is shown below:

PARENTAL LEAVE* (FORMER EVERIS)	MEN	WOMEN	TOTAL
Total of employees who have taken parental leave	889	501	1390
Total of employees who have returned to work in the reporting period after the end of parental leave	595	412	1007
Total of employees who have returned to work after the end of parental leave and who were still employed 12 months after returning to work	357	256	613
Return to work rates of employees on parental leave.	67%	82%	72%
Retention rate	90%	49%	67%

*The data corresponding to both FY20 and FY21 have been considered for the calculation of parental leave as these are permits that last a long period. Table does not include USA as parental leave does not apply.



4.3 Work-life balance, compensation and social benefits

WORK-LIFE BALANCE, COMPENSATION AND SOCIAL BENEFITS INITIATIVES

NTT DATA EMEAL promotes the well-being of its employees with initiatives and programmes to care for their emotional, mental and physical health with social and Wellbeing initiatives. **NTT DATA EMEAL** is particularly concerned about the work-life balance in all areas of employees' lives.

Following the pandemic, the measures taken during FY21 were modified. With the changes in the working model, much emphasis has been placed on health and work-life balance, as well as on combating employee vulnerability.

Global campaign: #ENERGY: Buddha in a Benz

In early 2022, we launched the Buddha in a Benz initiative as part of the ENERGY programme.

The Buddha in a Benz sessions help us to connect with ourselves, to promote our personal happiness and the happiness of those around us.

4.3 Work-life balance, compensation and social benefits

SPECIFIC PROGRAMMES

Most countries of **NTT DATA EMEAL** countries have mental, emotional and physical wellness programmes and initiatives offered to employees to improve their daily lives.



Rest and disconnect

Digital Wellbeing Place, yoga.

We continue to build a common challenge because our main focus is you. We continue to promote environments of disconnection, relaxation and wellbeing.

- Check out our **yoga classes**.
- Meet the **instructor.**







4.3 Work-life balance, compensation and social benefits

SPECIFIC WELL-BEING PROGRAMMES

Argentina

- Support for teleworking and flexible working hours continues.
- Additional health and life insurance available.
- **EAP Latina** programme assists employees, preventing and solving the difficulties of daily life.

Brazil

- Implementation of leave for birthdays and change of residence.
- Monthly top-up card for food, fuel and transport.
- **Gympass platform**, with access to a network of gyms throughout Brazil to promote physical fitness.
- **Digital Health by Sharecare programme** , with specific clinical programmes and personalised digital resources to care for all employees' health.
- Running and football sports events for integration between professionals.

Peru

- **Count on Me** emotional support programme with specialists in clinical psychology and human well-being to help workers find solutions to their personal, health and work problems.
- EPS health insurance that covers the medical needs of workers and their families.
- Policy on paid leave to cover illness, death, marriage or paternity.



Mexico

- Using the **Next Normal Digital Card** continues, it can be used to cover the costs of supplies and services related to teleworking.
- **Orienta PAE Programme**, aimed at promoting the physical and mental wellbeing of all our professionals with various lines of personalised advice → Emotional, Nutritional, Medical or Economic.
- **Concilia Programme**, which brings together corporate flexibility policies and measures to balance work and personal life.

Colombia

- **Off Meeting Day:** employees can schedule two days per month without meetings, dedicating this time to closing projects or other activities.
- **Flex Time:** the worker can organise their time according to their needs.
- **Energy Clubs:** a space for workers and their families to take a break from work and enjoy various activities → Cooking, Art, Music or Languages
- **People Pass,** with $13,000 per day to spend on food.
- **Inside Programme**. aimed at learning how to shop in a smart way and improve nutrition habits.

4.3 Work-life balance, compensation and social benefits

SPECIFIC WELL-BEING PROGRAMMES

The Netherlands, Luxembourg, Belgium, France and Switzerland

- Flexible work schedule policy: starting time between 7.30 and 10 a.m. and leaving between 4 and 7 p.m., always complying with the established working arrangements.
- Health and life insurance.
- **EnergyBreak programme:** Desk Pilates - wellness sessions once every 2 weeks to reduce stress levels and improve the ergonomics and health of employees during breaks.

Portugal

- **Wellbeing** programme with physical exercise, zumba, meditation, yoga at work, massages in the office and workshops on healthy eating and ergonomics.
- **Multicare Vitality** is a gaming app where you can earn points for physical exercise. Points can be exchanged for sports vouchers or healthy food and can also be donated to NGOs.
- Access to numerous wellness courses on the **Udemy platform**.
- 6 extra days of holiday are granted.
- Programme with **PULSE Europe** with tax, legal and social experts for employees 24/7.

Romania and Serbia

- **Wellbeing** Programme focused on 5 areas: Mental, Physical, Digital, Social and Financial. Educational sessions or seminars are set up related to these themes, ranging from positive psychology activities, sports tournaments, debates on social or humanitarian issues, to financial, nutritional or time management advice.
- Employees have access to a gymnasium and health insurance to provide financial support in case of illness.

Germany, Austria and Switzerland (EMEA)

- Health insurance and the right to part-time work are regulated by law, and all employees have 24-hour occupational accident insurance.
- **WEP** family service that helps workers with personal problems.
- **BEM** is a team that supports employees with illnesses lasting more than 3 weeks.

Morocco

- Flexible working hours.
- Activities to improve the well-being of employees when needed.

Spain

- **Everflex platform**, to allocate part of the salary to contract flexible remuneration products with financial and economic advantages.
- **Everbuy platform**, where products or services are offered at a discount.
- **Everbank Platform** that lists the most advantageous conditions offered by banks to employees.
- Aid to cover school start-up costs for children of employees.
- Unpaid leave of up to 12 months for child/family care, maintaining the employee's contribution and insurance.
- **Energy Programme**: with initiatives that enhance the overall wellbeing of our professionals.

4.3 Work-life balance, compensation and social benefits

SPECIFIC WELL-BEING PROGRAMMES

Italy (NTT DATA former EMEA)

- All employees are provided with meal allowances, accident insurance and health insurance (employee and family).
- All executives are covered by life insurance.
- All employees (except executives) are entitled to a €200 **Welfare** voucher to spend on whatever they wish.
- In 2021, free sessions with certified psychologists were offered through **AON**.

Italy (NTT DATA former everis)

- There are no wellbeing programmes.
- During the pandemic, health initiatives such as a psychological support phone, **Buddy Fit** sports app or the **Energy** project, consisting of 7 courses on Taking Care of Yourself, Resilient Attitude, Confidence, Presence without Proximity, Agile Communication, VUCA and Organisational Change, were organised.
- Employees also have additional **AXA** health insurance.

USA

- Above sector-average benefits.
- Seminars and health assessments run by the health insurance provider to assess the health of employees.
- Flexible working hours where possible.



United Kingdom (NTT DATA former EMEA)

- There are no established wellbeing policies.
- Medical, life and long-term disability insurance and a flexible benefits programme are available to workers.
- Mental health first aid, mindfulness and awareness programmes (such as financial planning or physical well-being).

United Kingdom (NTT DATA former everis)

- Employees may have various types of leave if they need it, such as bereavement leave or special or emergency leave.
- They also have health insurance.

Chile

- Emotional support programme with health insurance specialists.
- Workshops on mindfulness, emotional regulation and positive practices to find a balance between personal and professional life.
- **Effective Home Office Programme**: offering workers all the practices, support and tools to maintain a balance between their personal and professional life during teleworking.
- Health, dental and life insurance.
- Telework bonus, food, paternity.
- Seniority recognition and gifts for birth of child or birthday.

4.3 Work-life balance, compensation and social benefits

SOCIAL DIALOGUE

All **NTT DATA EMEAL** Group companies share the importance of employee participation in the life of the company, both with legal representative bodies and other forms and channels of participation implemented by the Group itself.

Thus, in keeping with the value of transparency that characterises NTT DATA EMEA, the Companies of the Group inform and consult the existing unitary representation and the workers themselves on all matters that may affect them and on the situation of the company and the evolution of employment in the company, periodically and exceptionally when circumstances so require, and always in the terms provided for in the applicable legislation in each country where **NTT DATA EMEAL** is present.



To identify and anticipate needs or concerns raised by the pandemic, employees are encouraged to share ideas or suggestions for addressing change by writing to: Energy energy@nttdata.com

With the integration into EMEAL, a new corporate communication channel called **ONE NTT DATA EMEAL** was provided to employees.



In the **NWoW** Community (**New Ways of Working**) you will find all the information regarding the BeFlex process, office plans, ways of working. Questions or concerns can be resolved through the **NWoW** Mailbox.



4.3 Work-life balance, compensation and social benefits



SOCIAL DIALOGUE

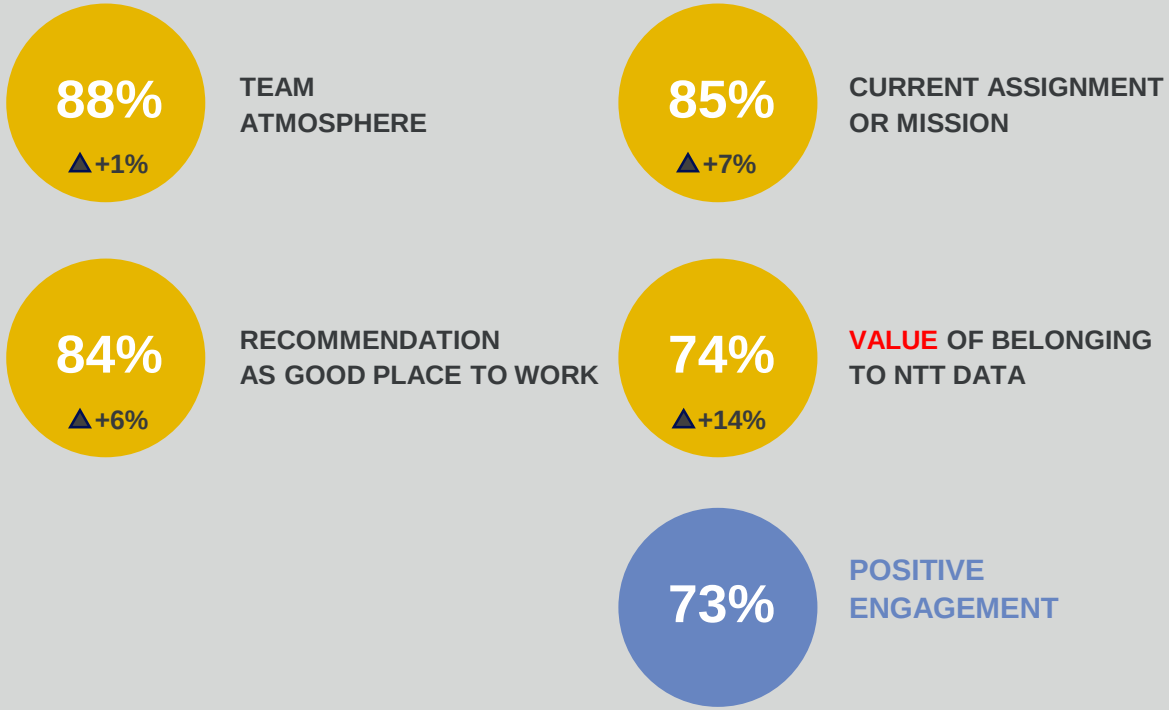
NTT DATA EMEAL has the One Voice tool. This is a survey of internal employee perception, satisfaction and engagement conducted globally every two years in all the companies of the **NTT DATA EMEAL** group. It allows us to measure not only our professionals' level of engagement and commitment, but also key manageable factors for defining strategies and action plans in the medium and long term in the company.

Participation in the survey was 75%, a high percentage which gives us an overview and allows us to identify those areas we need to focus on to improve our business.

We have improved our level of engagement across the board in most countries and business areas, despite this difficult period of the pandemic, our integration into EMEAL and the rebranding of everis as **NTT DATA**.



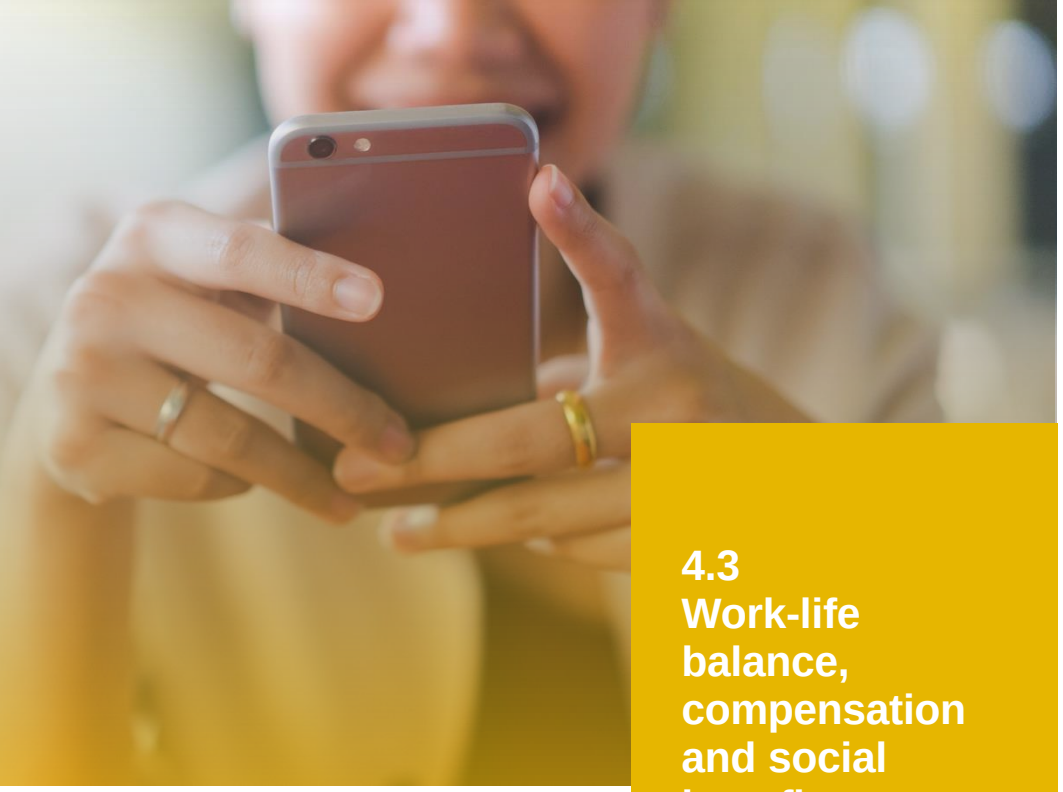
4.3 Work-life balance, compensation and social benefits



We highlight some key indicators that have improved:

85% of employees value our collaborative and constructive working style and 79% feel that our company encourages people to seek challenges beyond their comfort zone. This people-oriented culture is one of our competitive advantages and the key to ensuring that we continuously evolve to meet our future challenges.

Based on the data obtained, country managers and business unit heads define specific action plans to address the different issues we need to improve in each area.



4.3 Work-life balance, compensation and social benefits

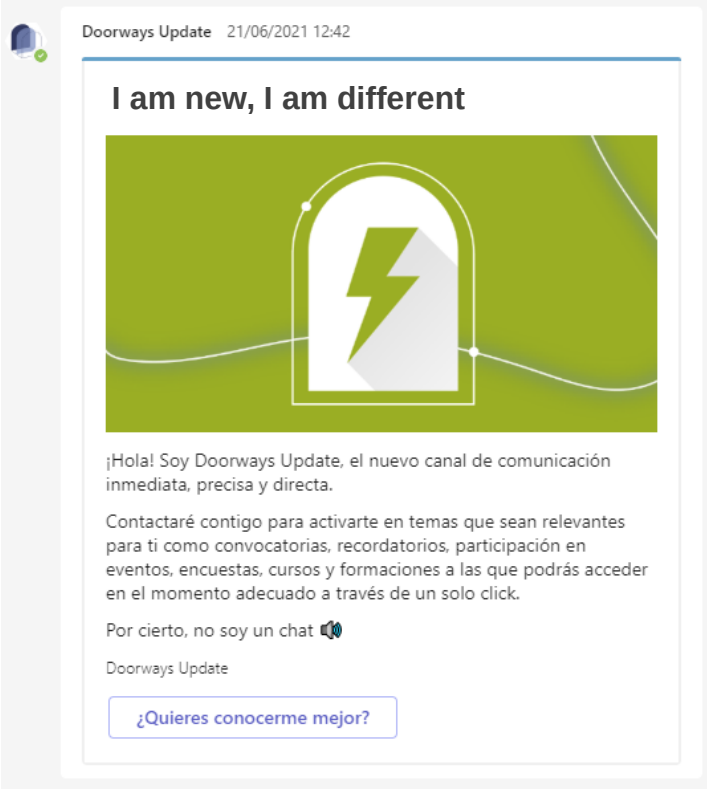
Doorways
Publicado por everis
Versión 1.7.1

With the **Doorways Update** application, corporate messages are disseminated to multiple teams and individuals through the channel and in the chat.

SOCIAL DIALOGUE

Some functions of this application are:

- Receive messages and data I provide.
- Send me messages and notifications.
- Have access to my profile information, such as name, email address, company name and preferred language.
- Receive messages and data provided by team members in one channel.
- Send messages and notifications in a channel.
- Have access to the team's information, such as team name and channel list (including team members' names and email addresses), and use this information to contact them.



4.3 Work-life balance, compensation and social benefits



SOCIAL DIALOGUE

The Chairman, CEOs, Directors and areas keep professionals informed through corporate emails.



NTT DATA

Yo Honma
President and Chief Executive Officer,
Representative Director

Setting Record Highs

On May 12th, we announced our year-end financial results for the fiscal year that ended March 31, 2022. Orders received, revenue, operating income and net income all exceeded last year's records, reaching an all-time high for our company.

This significant accomplishment is the result of our ability to meet client expectations through the tireless efforts of our talented employees. I would like to thank each one of you for your dedication and perseverance in overcoming the challenges of 2021 to deliver our commitments

Results for the Fiscal Year Ended March 31, 2022

(Billions of Yen, %)

	FY ended 2021/3 Results	FY ended 2022/3 Results	YoY (Amount)	YoY (Rate)	
New Orders Received	2,223.3	2,400.8	+177.5	+8.0%	↗
Net Sales	2,318.7	2,551.9	+233.2	+10.1%	↗
Operating Income (Operating income margin)	139.2 (6.0%)	212.6 (8.3%)	+73.4 (+2.3P)	+52.8%	↗
Net Income Attributable to Shareholders of NTT DATA	76.8	143.0	+66.1	+86.1%	↗
Dividends per share (JPY)	18	21(*1)	+3	+16.7%	↗

(*1) We expect the year-end dividend for the fiscal year ended March 31, 2022, to be the sum of an ordinary dividend of 9.5 yen and a special dividend of 2.0 yen (conditional upon the approval of the proposal by the 34th General Meeting of Shareholders to be held in June 17, 2022).



Fritz Hoderlein
CEO, NTT DATA Europe and Latam

Hello everybody,

As you know, this April we have closed our Fiscal Year 2021 (FY21), and I am happy to share with you that this year we have changed the trend and delivered great financial results. **The best results in the history of EMEAL** (ex-EMEA and ex-everis). Thank you to all of you for your contribution.

We had a truly extraordinary FY21. **We reached revenues of 2.98 billion euros and 423M€ more than the previous year**. This means a growth rate of twice the market average, with significant market share gains both in Europe and The Americas.

All these results clearly show that our clients and the market recognize **our unique value proposition** and our ability to fulfill their expectations.

In addition to record revenues, new bookings and improved profitability, **we have grown to more than 46,000 people,** creating interesting career development for our people and many employment opportunities in our countries.

We have been able to achieve all this, despite the additional challenge of the integration process we have been through during this FY in EMEAL. The fact of **working as one NTT DATA EMEAL has already started to contribute in terms of business, creating value for our clients** and generating more than 100 new opportunities through the collaboration between the different countries and business units in NTT DATA EMEAL.



NTT DATA EMEAL works to determine the universal accessibility of its work centres, which has allowed the group to carry out processes of inclusion of many professionals with disabilities. The Madrid headquarters, in the Novus building, complies with all the requirements for universal accessibility in buildings.

4.3 Work-life balance, compensation and social benefits

ACCESSIBILITY

All countries, as far as possible, are trying to facilitate access to offices for workers with disabilities. To this end, there are dedicated parking facilities in the surrounding area, ramps and lifts, automatic doors, and wheelchair-friendly toilets and tables.

Some countries such as Italy, Mexico and Peru go further and have lifts with Braille buttons adapted for the visually impaired. This initiative has served also as an example to other countries such as Germany, Romania and Switzerland, where Braille buttons have been installed in some of their offices.

In Brazil, besides being adapted for disabled employees, there is a specific floor adapted for visually impaired employees.

Among the measures taken by **NTT DATA** Spain for workers with disabilities is to offer parking spaces, adapt the workplace, offer teleworking and support with specialised personnel for people with disabilities where the professional requests it.



04

SOCIAL

4.4 Training

INVESTMENT IN TRAINING

During FY21, former everis of **NTT DATA EMEAL** invested €21 million in training the company's internal talent, which is €2 million more than the previous year. In Spain, the investment was €14 million.

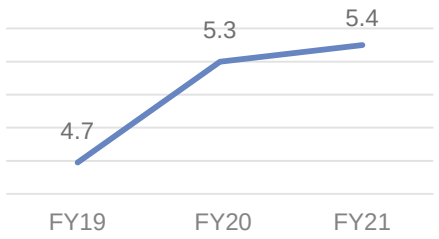
The union of everis and NTT DATA EMEA with the continuity of teleworking due to COVID-19, which has kept most courses online during this year and the launch of a training programme in America (Festival of Learning), has allowed a significant increase in training compared to previous years, reaching more than 800,000 hours. In Spain, training hours have been reduced because during the pandemic there was more availability for courses, but this year all professionals have been incorporated into the projects.

All professional categories at former everis took a training course during the year, with an average number of courses taken being 5.4. This is a key indicator of commitment to SDG 4 on quality education and an improvement on last year's figure of 5.3 courses per person.

4.4 Training

The most popular training programmes are those related to self-knowledge and personal and professional development, in which competences and skills in leadership, communication, innovation and creativity are worked on. These are Integration Course, Boas Vindas - Brasil, #TeamWork, Positive Communication and Classroom Training - English

N° OF COURSES PER EMPLOYEE (FORMER EVERIS)



Indicator 5 in Annex 3 shows training hours by country and gender.

Training hours

COUNTRY	FY21	FY20	FY19	FY18
EUROPE				
BELGIUM	1,195	2,722	1,254	-
DACH	*	-	-	-
SPAIN	343,074	446,700	390,380	409,894
FRANCE	273	196	44	90
ITALY (FORMER EVERIS)	11,292	19,575	7,140	15,487
ITALY (FORMER NTT DATA EMEA)	185,941	-	-	
LUXEMBOURG	136	194	115	82
NETHERLANDS	601	925	161	375
PORTUGAL	37,608	15,996	17,583	22,299
UNITED KINGDOM (FORMER EVERIS)	2,459	3,222	4,455	3,134
UNITED KINGDOM (FORMER NTT DATA EMEA)	*	-	-	-
ROMANIA	1,783	-	-	-
SERBIA	0.5	-	-	-
SWITZERLAND (FORMER EVERIS)	22	82	654	2
AMERICA				
ARGENTINA	13,180	8,758	3,862	7,523
BRAZIL	121,924	106,554	54,950	62,574
CHILE	20,047	38,878	4,455	11,172
COLOMBIA	17,100	12,197	24,756	15,307
MEXICO	24,789	15,966	3,121	11,986
PERU	43,847	46,383	50,158	26,700
USA	292	395	0	0
AFRICA				
MOROCCO	1,570	764	-	269
GLOBAL	**827,134**	**719,906**	**563,652**	**587,124**

*DACH and UK data (formerly NTT DATA EMEA) are not disaggregated by occupational category, gender or hours. DACH ran 119 courses with 240 days and 1381 participants. United Kingdom conducted training on 3,941 days.



4.4 Training

NTT DATA EMEAL promotes the integral development of people through a personalised and connected learning culture, inside and outside the company. The Group encourages professional performance through continuous learning and new challenges, creating an environment where they can develop their full potential.

UNIVERSITY COMMUNITY

To this end, **University** designs different training plans, such as Festival of Learning (FoL), more generally aligned with its career model (functions, knowledge and competences) to train all professionals regardless of their location and unit.

Digital Festival of Learning (DFoL) has a comprehensive training offer in a 100% e-Learning format under a renewed and attractive platform, to clearly generate a unique and personalised experience for our professionals which allows them to enhance and facilitate learning, so they can continuously develop their skills.

Last year saw the launch of the DFoL project as an important part of the deployment of **University** in the Americas region. It is a plan specially designed for professionals, which aims to propose a training itinerary adapted to their needs, preferences and development objectives.



4.4 Training

A wide range of courses is offered, with technological, sectoral, skills, language, certification training, amongst others.

The channel also has almost 4,000 followers.

University Spain has also designed training plans that meet the needs from the viewpoint of staff competencies and productivity:

- **League of Learning:** training plan aimed at young, inexperienced talent with a focus on developing the profession of consultant.
- **Univerflex:** a training plan aimed at young talent with experience focused on continuing to develop their professional career based on their growth expectations.
- **Young Talent/Future Leaders** experiential training programme where, with different blocks, they are provided with tools and knowledge that will help their development and evolution as professionals within the company. The established blocks and their sessions are:
  - Learning by doing (the great adventure and the strategy game).
  - Networking (networking with heart).
  - New Digital Skills (communication in new digital environments and from imagination to creation).
  - Diversity (introduction to diversity).
- **Digital Skills (Thinking out the box)** management of offshore teams (team and emotions) and diversity (gender diversity).

NTT DATA EMEAL considers the integration of its employees is very important. For this reason, the group has developed support and training programmes from the beginning and throughout the employee's career in the company:

4.4 Training

INTEGRATION MEETINGS

Meetings to get to know the teams in our support areas, with whom you will need to interact because of your role.



BUDDY PROGRAM

Accompaniment programme in which a 'Buddy' and a 'Talent Buddy' are assigned to support you.

ONBOARDING VIRTUAL

Virtual training to learn about all the aspects that characterise and differentiate us as a company.

The training offer is divided into 5 areas, and in each area different itineraries can be found.

These 5 areas are:

- Methodological and Certifications
- Skills
- Units and Sectors
- Language Area
- NTT DATA Assets

4.4 Training



EXECUTIVE TEAM

1. **Executive School:** organises the training offer for the executive layer in different areas of knowledge that are transversal and therefore apply to all areas of the company. Also, the Agile Academy and SUSI offer training oriented towards agile methodologies and training in creativity and innovation.

2. **InfinitUS:** This is a first-year training plan for people joining the executive layer either because of internal promotion or as new recruits. It comprises 72 hours of training and has an estimated duration of 9 months. It aims to lay the foundations for this new challenge, which will then be complemented by the rest of the catalogue.



CERTIFICATIONS

The programme offered by **University** is aligned with business needs and is guaranteed by our Production department. The certifications covered by **University** are:

- Project Management Professional (PMP)
- Professional Scrum Master I (PSM-I)
- ITIL Foundation 4
- PRINCE 2 Foundation
- Scaled Agile Framework (SAFe)
- DevOps Foundation
- Team Kanban Practitioner (TKP)
- Kanban System Design (KMP1)
- Six Sigma Green belt
- Lean Change Management

4.4 Training

Internal certification created by University to enhance the skills for transmitting differential knowledge with multiple and innovative learning methodologies.

SECTORAL TRAINING ARCHITECTURES

We support the business units in the creation and maintenance of a single global space where all training and specific knowledge can be brought together. We also offer pedagogical advice on learning tools for creating and developing specific training content for each unit.

The following training spaces are available, all under the Knowledge4 name

- ***Knowledge4Banking*** – Banking Sector
- ***Knowledge4Insurance*** – Insurance Sector
- ***Knowledge4Public Sector&Heatlh*** – Public and Health Sector
- ***Knowledge4Telecom&Media – Telecommunications and Media Sector***
- ***Knowledge4I´M*** – I´M Unit
- ***Knowledge4 T&AS*** – T&AS Unit
- ***Knowledge4SES*** – SES Unit
- ***Knowldge4Utilities*** – Utilities Sector

DISCOVERIS

Discoveris is a key lever for achieving the dream of a university for all and a unique way of channelling the pedagogical vocation of many professionals in **NTT DATA EMEAL** who see in the action of teaching others a sense of personal purpose beyond their role, as it motivates them and fills them with energy.

The 4 Discoveris fundamentals are:

- **Learn:** Based on the design and improvement of presentation and communication skills.
- **Teach:** Based on the discovery of how to teach and make a real impact on people.
- **Share:** Focused on sharing the experience and knowledge within **NTT DATA EMEAL**.
- **Win:** Focused on enhancing internal and external recognition in the expert role.



4.4 Training

LANGUAGES

The Language Area of **University Spain** offers a wide range of services to improve language skills. The following courses in English are offered in the language area:

- **Streaming Sessions:** four-monthly sessions with a teacher adapted to the different levels (from B1 to C1). In small groups and in streaming format, depending on the level, approximately 4/8 hours per month.
- **Intensive:** More compact format, for levels B1 to C1. These sessions take place in mid-September, February and July.
- **E-learning training licences**: There are two types of licences:
  - **EF Premium:** 400 licences with quarterly registrations and cancellations. Including levels A1-C2. With quarterly objectives and speaking sessions.
  - **EF Digital:** licences available to all employees of the company, to advance at their own pace. Levels A2-C1.
- **Workshops:** one-day courses to practise specific skills.
- **EEC (English Executive training):** aimed at the executive layer (directors and partners), individual sessions on a quarterly rotation.
- **Linguistic Advice:** service in which students are advised and helped to improve their language skills in their proposals, presentations, emails, specific topics, etc.
- **Other initiatives:** Podcasts on different topics to complement language learning in a different way, and different initiatives for the same purpose in self-study format.

Similarly, in non-Spanish-speaking countries, Spanish language programmes are promoted to improve integration in the company, as in the Netherlands, which offers Spanish and Dutch language courses.

4.4 Training

COUNTRIES	MOST POPULAR COURSES
UNITED KINGDOM	Business Fundamentals, The Cost of Burnout, Leading the Way - New Leader, Inside the Mind of Successful and Effective Contract Management and Coaching for Leadership.
ROMANIA	Development, JAVA, ITIL, Project Management, Database, SCRUM, Excel, SAFe Agile Product Owner/Product Manager.
PORTUGAL	Training related to personal development (e.g. emotional intelligence or positive communication).
PERU	Udemy licences: technical courses; courses to become Scrum Master, PMP, PMP Agile and/or ITIL v4 certified; general soft skills: leadership, communication and negotiation; Azure certification courses (AZ-900).
GERMANY, FRANCE, NETHERLANDS, RUSSIA, SWITZERLAND	*Burnout* prevention, *mentoring*, certification programmes.
BRAZIL	Global *Compliance* Training *(self-training)*; General Data Protection Law *(self-training)*; SF Industries Training for Communication & Media *(self-training)*; Main JAVA frameworks (Subsidy); GDPR*(self-training)*; Security Basics*(self-training)*; SRE Scholarship; Performance Testing; Test Automation (Subsidy).
CHILE	Certifications + preparation courses in AWS (developers and architects); certifications + preparation courses in Azure; *Lowcode* Certifications *(Outsystem)*; corporate security and secure development courses; certifications in SAP Cloud; courses in DevOps, *Quality Assurance - Testing QA*; Core Assets; Java; Git; NodeJS; Angular Introduction; Introduction to Microservices; "Boss or Leader?" Workshop; "Learn to Delegate" Workshop.
ITALY	Technical programmes.
SPAIN	*Integration Course*, #TeamWork, *Classroom Training_English*, *Positive Communication* and KOSIN_Landing in Centres.
MOROCCO	*Soft skills*, Java.
GLOBAL	*Integration Course*, Boas Vindas - Brasil, #TeamWork, *Positive Communication and Classroom Training_English*.



04

SOCIAL

4.5 **Diversity and inclusion**

Based on the belief that all professionals are unique, and that their diversity adds up, the aim is to promote an inclusive culture, where each person feels a part of the team because of who they are and where a safe environment is developed between everyone, where people can contribute the best of themselves.

NTT DATA EMEAL (former everis) has a global strategy and framework for action from 2019. The two priority objectives for the company in this area are to increase the presence of women in the executive layer, by balancing the number of women at all levels of the organisation, and to favour the inclusion of people with disabilities.

In addition, it is in our interest to develop an inclusive mind-set in all employees, to learn to relate to and include diversity in all its aspects, both visible and invisible. Therefore, besides the priority groups, we conduct actions focused on the following diversity groups: Cultural, Generations, LGTBIQ+ and Professional Profile.

The framework for action at the global level includes the following action plans:

- The main indicators are the percentage of women in the workforce and the percentage of women Top Executive and the number of people with disabilities.
- Make apparent and support local and stakeholder-specific actions: Disability Inclusion Plan, Gender(mentoring, parenthood, diversity awareness, ReDMA), Cultural (racial ethics awareness, multicultural workshops).
- Encourage people's circles (self-managed groups of employees on topics of common interest, with the intention of co-learning and building a support network): The Parenthood Experience, Women's Circles in offices such as Barcelona or Santiago de Chile, GirlsGonna, Young Talent, Diversity Talk).

The main risk associated with meeting these indicators is the shortage of STEAM talent and the gender gap in these disciplines.

That is why **NTT DATA EMEAL** has developed the **Diversity, Equity and Inclusion Policy** whose purpose is to align the organisation with the diversity approach to ensure the equity and inclusion of our professionals, while making it a positive asset within our community.



4.5 Diversity and inclusion

The strategic alignment (2021/2023) designed presents the following commitment and action plans:

Uniqueness

- Gender diversity in senior management
- Disability
- LGBTIQ + Community
- Promote and align local actions
- Internal communication
- External communication

4.5 Diversity and inclusion

At the end of FY21, **29.4% of the workforce comprised women (former everis),** while in NTT DATA EMEA it was 31.7%, with no cases of discrimination having been reported during this period.

By professional category, the distribution of women within the overall workforce is as follows:

CATEGORY (FORMER EVERIS)	% WOMEN IN WORKFORCE FY21	% WOMEN IN WORKFORCE FY20	% WOMEN IN WORKFORCE FY19
PARTNER	10.85%	10.73%	11.43%
EXECUTIVE DIRECTOR	22.45%	25.35%	16.07%
DIRECTOR	18.60%	16.15%	16.56%
MANAGER	30.01%	28.09%	25.96%
LEADER	29.63%	29.31%	29.84%
STAFF	29.70%	29.13%	28.23%

CATEGORY (FORMER NTT DATA EMEA)	% WOMEN IN WORKFORCE
EXECUTIVE	12.26%
SENIOR MANAGER	19.94%
MANAGER	24.08%
PROFESSIONAL	35.46%
JUNIOR	34.85%
SUPPORT	26.19%

CATEGORY (FORMER EVERIS)	% WOMEN IN WORKFORCE FY21	% WOMEN IN WORKFORCE FY20	% WOMEN IN WORKFORCE FY19
WOMEN IN WORKFORCE	29.4%	28.8%	28%
WOMEN TOP EXECUTIVE	14.5%	14.5%	12.4%
Nº OF PEOPLE WITH DISABILITIES	354	213	169

Indicator 1 in Annex 3 shows the distribution of the workforce in each country by professional category, gender and age range.

In the Board of Directors, 27% are women and 73% are men. All its members are over 50 except for two people in the 30-50 age range.

The diversity indicator is also measured in OneVoice.

In 2021, the employee satisfaction rate with **NTT DATA EMEAL** 's management of diversity was 76%.

CATEGORY (FORMER NTT DATA EMEA)	% WOMEN IN WORKFORCE FY21
WOMEN IN WORKFORCE	31.7%
WOMEN TOP EXECUTIVE	12.2%
Nº OF PEOPLE WITH DISABILITIES	201

Thanks to the actions carried out: the **Equality Plan and the Diversity Policy** in **NTT DATA EMEAL** (former everis), there has been an improvement in the ratio of top executive women.

4.5 Diversity and inclusion

EQUALITY PLAN

NTT DATA EMEAL promotes equal opportunities for men and women in terms of access to employment, training, promotion and working conditions. All professionals of **NTT DATA EMEAL** also have the right to a suitable working environment, free from bullying and with means to ensure that the person who suffers from it is given help. The appropriate disciplinary and corrective measures to prevent the recurrence of such situations have been established.

NTT DATA EMEAL is working towards being a benchmark in equal opportunities, to maintain a balanced gender distribution in the company and to guarantee non-discrimination on the grounds of gender.

In Spain, in relation to the Organic Law 3/2007 of 22 March, for effective equality between women and men, all companies in Spain are working on an Equality Plan, which is obligatory because of the number of employees.

Since 2020, Spain has had a 2020-2025 Equality Plan which has the following objectives: including women in the workforce with recruitment, development, training, work-life balance, communication, remuneration and putting a stop to sexual and gender-based harassment.

In all other countries where **NTT DATA EMEAL** operates, they always follow local legislation, and many of these countries do not yet have a specific equality law.



Recruiting

- Employer Branding.
- Personalisation and diversification in access and recruitment processes.



Development

- Gender mainstreaming and inclusion at key moments in professional development processes.



Training

- Awareness-raising and training for key groups.
- Review and adaptation of training content.



Work-life balance

- Promote dissemination and improvement of accessibility.
- Everislife: extension of permits and benefits.



Remuneration

- Maintain the principle of equal pay for work of equal value.



Prevention of harassment

- Update and disseminate the existing harassment protocol.



4.5 Diversity and inclusion

DIVERSITY AND INCLUSION INITIATIVES

NTT DATA EMEAL is committed to inclusion and diversity in cultural and generational issues, supporting women in all positions and measures on professional profiles and measures that back the inclusion of the LGTBIQ+ collective, in all its offices and for all its employees.

This year, countries such as Spain and Chile have adhered to the Code of Best Practices for Talent Management and Improvement of Business Competitiveness, developed by REDMAD (Women in Senior Management Network) and the Spanish Association of Executives and Consultants (EJE&CON).

NTT DATA EMEAL also presents the **Zero Gender Pay Gap**, an initiative that has been eliminating the gender pay gap since 2018.

Gender initiatives

International Women's Day at NTT DATA EMEAL: A global action was launched to reach out to women all over the world and to commemorate each woman's uniqueness. Local actions were also taken to commemorate this day, raising awareness of the current and eternal problems that limit the development of women in society and at work, and also recognition of initiatives that recognise the value of women. On this day, many activities are organised to acknowledge women in their different roles and to give visibility to gender inequality.

Women and Science Day is also celebrated with events to empower girls with technology, and the **International Girls in ICT Day**, a celebration accompanied by initiatives that aim to break down any gaps and empower girls to reach as high as their dreams. On 28 April 2022, 23 of the girls competing in the **NTT DATA EMEAL** teams that submitted their social and environmental innovation technology projects to this year's ***Technovation Girls*** made a **video** in which they invited girls to 'take the leap together' for equal opportunities towards STEAM careers.

4.5 Diversity and inclusion

Cultural initiatives

AVSI Foundation: Collaboration with **NTT DATA** Italy to raise awareness of the role of women in developing countries and countries in conflict.

AVSI
People for development

LGTBIQ+ initiatives:

NTT DATA EMEAL is committed to improving its business management practices and to fighting discrimination in the company. So, to raise awareness, on key days for the LGTBIQ+ collective, the importance of including sexual and gender diversity in the workplace is highlighted.

We want to create a working environment where everyone feels safe being themselves.



4.5 Diversity and inclusion

DIVERSITY AND INCLUSION INITIATIVES

This programme has been implemented in Spain and the UK (former everis). Its main objectives are:

- Honouring the company's objective of people's integral development.
- Making room for motherhood and fatherhood as a fundamental moment in life.
- Promoting conscious decision-making and openness in conversations about expectations, needs and opportunities.
- Developing necessary skills and resources.

The **Parenthood Experience** is a programme that promotes family co-responsibility and seeks to break down the main gender stereotypes linked to family models to favour the integral development of our professionals.



4.5 Diversity and inclusion

DIVERSITY AND INCLUSION INITIATIVES

Its main objectives are:

- Supporting the professional growth of women with high potential.
- Combating gender barriers, stereotypes and biases.
- Creating a network of women of reference in the company.
- Promoting a space for learning and debate to gather feedback on women's experiences in the company.

The programme is aimed at **women in the company who are on their way to becoming top executives** and is based on two fundamental pillars:

- Specific training.
- Mentoring with a gender, diversity and inclusion perspective

WOMENTOGETHER is a **women's empowerment programme** where women and men work hand in hand to break down unconscious biases from a gender perspective. This programme, which has taken place in Spain, will be repeated in Spain and will also be implemented in the countries of America.



UNIQUECAMP is the first digital *Bootcamp* for people with disabilities in the ICT sector, offering training and professional development opportunities to participants. The pilot project has involved a small group of 24 people with functional diversity for personalised learning over six months, with training focused on FullStack Web Development. At the end of the course, students who pass the evaluation can join our company as web developers.

850

Hours taught

6

months of training

24

students

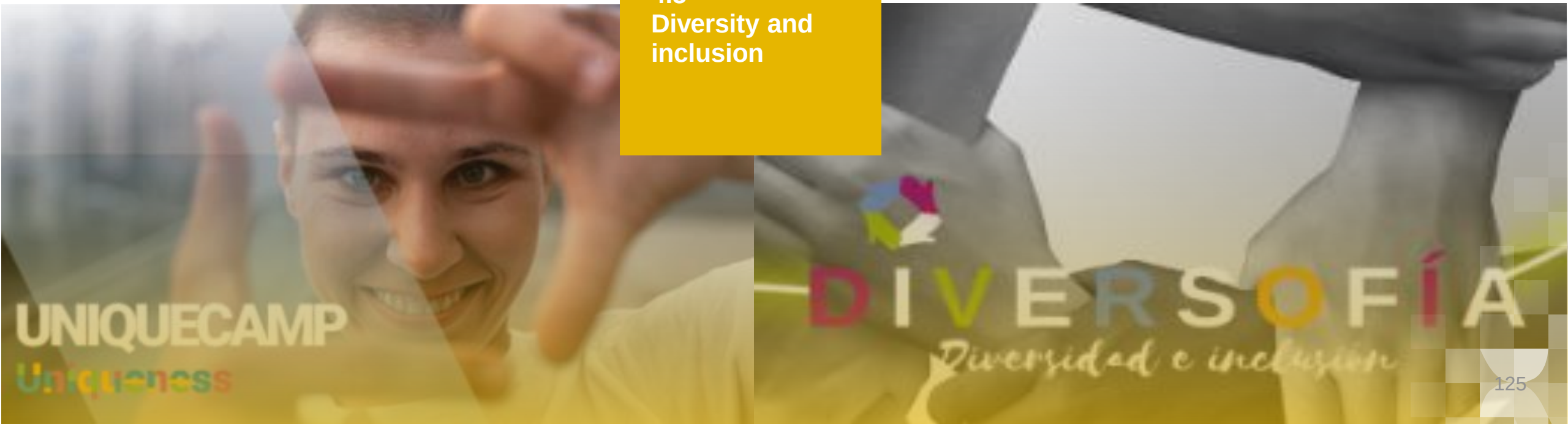
DIVERSITY AND INCLUSION INITIATIVES

DIVERSOFÍA is the training itinerary of the ***Uniqueness*** strategy in which we work on diversity, based on philosophy, we take a journey looking at the change in the ways of thinking and look into how they affect the way we see the world.

The first session was launched in FY20 in Spain and has now been implemented in the rest of the former everis countries.

Diversofía provides a space for reflection, for delving into our judgements and prejudices, trying to understand ourselves to understand those around us and to embrace their diversity.

4.5 Diversity and inclusion



4.5 Diversity and inclusion

DIVERSITY INITIATIVES TO CLOSE THE GENDER GAP

NTT DATA EMEAL has a big commitment: the development of female talent. As a technology company, we want to back women in all areas.

That is why we promote STEAM vocations in all the countries where we are present with initiatives that help reduce the gender biases associated with technology, mentoring girls to develop their potential and enable them to choose science and technology as an aspiration for their future careers.

Accompaniment in **school**

TECH4CHANGE

An initiative to reduce gender bias in technology and transform the world through science, technology and innovation.

TECNHOVATION GIRLS PARTICIPATION

An initiative with volunteers in partnership with United Way to reduce school drop-out rates for over 200 young people.



GIRLSGONNA

Participation in the international competition that encourages STEAM talent in girls by developing applications with a social or environmental purpose.

221

Registered persons

- 91 girls
- 83 mentors
- 47 judges

23

Teams

13

Countries represented

Accompaniment in **university**

MATESELLA WITH EJE&CON

A project that backs scientific or entrepreneurial careers for women students in the CTIM bachelor's or master's degrees.

UNIQA

A training pilot for STEAM university students on self-knowledge, empowerment and professional development.

Accompaniment in **professional life**

REINVENTATECH WITH ORACLE

Initiative that promotes the employability of women in the STEAM field.

The aim is to train groups of women who have had to interrupt their professional careers

WOMENTOGETHER

An initiative to support the growth of high-profile women and combat gender barriers and biases. This is a programme for raising the profile of NTT DATA EMEAL's female professionals and to have a greater number of women in the management team to serve as an example for all those who join the organisation.

4.5 Diversity and inclusion

DISABILITY INCLUSION INITIATIVES

NTT DATA EMEAL focuses on the strengths that professionals have achieved thanks to their commitment, perseverance and willingness to learn, skills that allow them to overcome challenges and develop, besides talent, passion and contagious enthusiasm.

Celebrate diversity, such as the 3 December campaign for the **International Day of Persons with Disabilities**. This is an opportunity to bring together the talents y attitudes that make us, with our different abilities, be a point of reference for the company and society.



4.5 Diversity and inclusion

DISABILITY INCLUSION INITIATIVES

Madrid Marathon

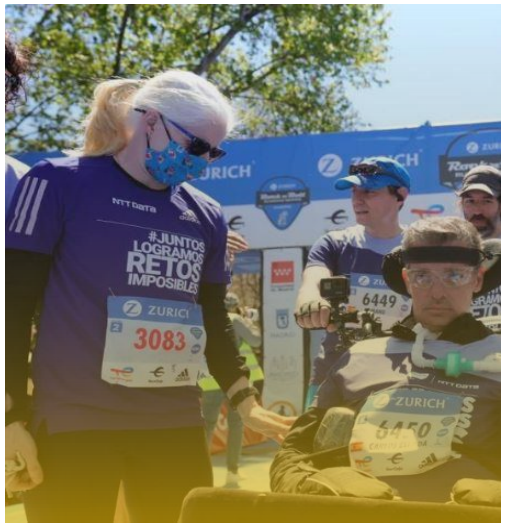
NTT DATA EMEAL in its commitment to Diversity and Social Inclusion and its support of Women in Science, continues to back both Carlos García Espada, Partner Director of the company affected by ALS and leader of the Team Espada running team, and Susana Rodríguez, another important figure for being the best Paralympic triathlete in the world and gold medallist in Tokyo, as well as one of the first doctors in the world with impaired visually.

Once again, **NTT DATA EMEAL** played an active role in the Rock 'n Roll Madrid Marathon 2021 (26 September 2021) and the Zurich Rock 'n' Roll Running Series Madrid (24 April 2022). In the latter race, which had more female representation than ever before, Susana joined Carlos' Team Espada on their way to the finish line, cheered on by The Blue Wave team of volunteers.

A number 1, an example to all girls and women around the world for her ability to overcome any obstacle and be the best in her discipline.

60 Runners
100 Volunteers
*26 September, 2021
160 Runners
60 Volunteers
*24 April 2022







DISABILITY INCLUSION INITIATIVES

NTT DATA EMEAL carries out initiatives to help disability inclusion in its workplaces. In countries such as Chile, these posts are published on social networks, and they collaborate in accompanying employees during their work.

4.5 Diversity and inclusion

LINKEDIN

7 rotating job slots.
A total of 25 offers per month.
341 applications

COMPUTRABAJO

148 publications per month.
1090 applications

SOMOS EMPLEO

15 publications with
108 applicants of which
7 were People with
Disabilities (PWDs)

GET ON BOARD

32 monthly publications. 128 applications

Organisations with which Spain collaborates to incorporate people with disabilities.

4.5 Diversity and inclusion

Brazil

Laboratoria

NTT DATA Brazil, with Laboratoria, participates in a training and recruitment programme for women, with training for 6 months, and subsequently incorporation into companies.

Talent Fest

Talent Fest is a recruitment-focused hackathon organised by Laboratoria, where candidates have a limited time to solve a case. It is a great opportunity for companies to find the best talent.

Grants for people with disabilities

It is a project that seeks inclusion and diversity in the world of technology, with up to 30 grants for the incorporation of junior technicians.

Autism Tech

This involves training, workshops and hackathons, platforms for social transformation, empowerment and inclusion, with the participation of professionals from the autistic community.



Chile

Chile has a specific annual plan on Gender Equality Practices:

Fundación Avanza - "Labour Inclusion Strategies for People with Disabilities"

16-hour course where inclusive policies, institutional practices of accessibility and information, organisational culture and management of inclusion are addressed.

Laboratoria

NTT DATA Chile, like Brazil, also has a partnership with Laboratoria to train women with a boot camp in IT skills. This contributes to the reduction of the gender gap in the IT industry.

Hackathon - Hacking Inequality

Organized jointly by Laboratoria, the European Union and NTT DATA Chile with the participation of over 100 women from different Latin American countries, it's an event where developers and designers leverage their creativity and use all their tools to solve a problem in 4 days.



4.5 Diversity and inclusion

Colombia

Laboratoria – Talent that transforms

With Laboratoria we also encourage women in Colombia who dream of a better future to start and grow in a career of transformation in technology.

- We support the Hackathon Laboratoria 2022
- 3 people recruited in Digital Technology



Incluyeme.com

Socio-occupational inclusion of people with disabilities. We enhance the employability of people with disabilities and support companies in implementing inclusion strategies.

HENRY

This is a start up with a strong social focus, which today offers education in technology at zero initial cost, favouring opportunities of access to higher education for students in Latin America.

Spain

Besides the **NTT DATA EMEAL** initiatives described before, such as WomenTogether or The Parenthood Experience, **NTT DATA** Spain has other diversity initiatives such as :

Diversity Talk

A space in which experiences related to diversity and the struggle for inclusion, due to disabilities, are shared under the theme **Women who Inspire**, with talks with leaders in diversity or freedom of sexual orientation.



Strategic Alignment Plan 2021/2023, which includes among its lines:

- **Gender equity in senior management** with women's empowerment, inclusive leadership and consideration of women's parental experience.
- **People with disabilities,** with initiatives that focus on the strengths of each talent, considering disability as an opportunity and not as a problem.
- **LGTBIQ+ community,** to normalise and create safe, free and inclusive work spaces, among others.

4.5 Diversity and inclusion

Italy

AVSI - "A Future Still to Build: Supporting Syrian Women in Lebanon"

In this initiative, AVSI representatives tell us interesting stories about leadership issues in extreme situations and the opportunities that Africa can offer.

SECURITY NINJA

The objective of this initiative is to raise awareness of cybersecurity among children, and also contributes to reducing the gender gap.

900

participating children

> 30

classes

The ' Coding in schools' project

This consists of teaching primary and secondary school pupils the basics of computer programming to help them develop the skills they will need. It contributes to reducing the gender gap.

+18,000

children and teachers involved

+2,254

classroom hours

8

cities in Italy

+110

volunteers

+ Schools

ACT4School

These are meetings given by some of our professionals to inspire teenagers to consider the next study paths in STEAM careers.

DONNEXSTRADA - "International day against violence against women"

NTT DATA Italy and DONNExSTRADA have created an educational and public means to raise awareness among teenagers of bullying and violence against women and also to consider studying towards STEAM careers.

IMPRONTA

The l'Impronta cooperative is a start-up for integrating workers with fragile disabilities into the labour market.

Mexico

In Mexico, 35% of the staff are women, the highest figure to date. The following are initiatives aimed at giving visibility to and recognising the participation, contributions and achievements of female talent.

Do you know...?

Success stories led by women who present results and findings in forums. The participants belong to several categories and give lectures.

Women at the forefront

Women-generated podcasts and conferences on leadership issues. The aim is to strengthen the identification of women as leaders, their value contribution and their perspectives.

Allies

Success stories led by women who present results and findings in forums. The participants belong to various categories and present in the form of lectures.



Comunidad – We are here

Forum where our professionals share experiences and recommendations as well as a place to disseminate different contents. It is open to family members of the professionals (daughters, mothers...).

I, leader

Ambassadors of inclusive leadership and empowerment models to share women's leadership style and experiences. They are video conferences.

Mentoring programme for women

Guidance and support programme for our professionals to increase the proportion of women in the executive layer.

4.5 Diversity and inclusion





Peru

Peru has an annual programme of **over 35 initiatives** such as events, talks, conferences, workshops, etc. organised by Uniqueness, The value of diversity. These initiatives include:

Organized testimonies or talks such as a **Women's Leadership Talk**, a real experience on how to reduce the gender gap, "**For More Tech Women,"** allies of diversity, a talk based on "**Why get involved and be a role model?"** and **"Label-free Talent".**

Other interesting initiatives are communications on diversity issues such as: myths about disability, the advantages of a diverse environment and functional, cultural and sexual diversity, as well as the creation of the Sexual Harassment Intervention Committee and the definition of the protocol against sexual and moral harassment.

Also the following days are celebrated:

- **Women's Day**
- **Non-Discrimination Day**
- **Cultural Diversity Day**
- **LGTBIQ+ Pride Day**
- **Day of Persons with Disabilities**



Portugal

Responsible talks – Diversidad e Inclusao

This talk is a reminder that people with diversity of talent, experiences, ideas, interests and beliefs make for a more sustainable, innovative and competitive **NTT DATA EMEAL**.

Target Gender Equality

This is a programme to accelerate gender equality in companies and includes performance analyses, workshops, learning and dialogue on setting goals, to ensure that women are represented at all levels and in all areas.



Global Women in Tech Awards

These awards recognise women who have achieved certain milestones in technology in 7 categories. With the objective of promoting a diverse and inclusive culture, respecting and valuing differences between people, including those issues related to gender.

Equality between men and women is promoted in access to employment, training and promotion, as well as in support for initiatives that promote the development of STEAM careers.



4.5 Diversity and inclusion

United Kingdom

Culture & Ethnicity

During the year, workshops, webinars and virtual talks are organized on different cultural and ethnic topics.

Women's Business Network

Organization of numerous events, webinars and discussion panels on women and the gender gap.

Disability Network

Committed to hiring people with disabilities and training staff in **First Aid** to support disabled staff, and learning about people with autism.







Wellbeing

- **Mental Well-being**
  - Mindfulness.
  - Cognitive behavioural therapy.
  - Introduction to the Mental Health Champions Programme.
  - Emotional intelligence
- **Physical Well-being**
  - 3-month weight loss and exercise program.
  - Prostate cancer control program.
  - Influenza vaccination program.
  - Weekly yoga sessions.

FT LEADER IN DIVERSITY 2022

Culture & Ethnicity Network

#WELLNESS WEDNESDAY

#DoDiversity

Initiative of communication, information, awareness internally and externally of the company on gender diversity and the empowerment of women.

LGTBIQ+ and Allies

Throughout the year, articles and posts are published on LinkedIn externally and stories, videos and experiences are shared by mailing internally.

mygwork

We launched our new partnership with mygwork, 'The business community for LGBTIQ+ professionals, students, inclusive employers and anyone who believes in equality in the workplace'.



4.5 Diversity and inclusion

NTT DATA EMEAL complies with the requirements expressed in RDL 1/2013, of November 29 and its compliance methodology is expressed in the following table for NTT DATA EMEAL companies in Spain, where RDL 1/2013 is mandatory:

DISABILITY INCLUSION

SPAIN* COMPANIES	AVERAGE NUMBERS OF EMPLOYEES***	EMPLOYEES WITH DISABILITIES	2% QUOTA	DIFFERENCE ABSOLUTE VALUE	QUOTA COMPLIANCE (%)	ALTERNATIVE MEASURES		DIFFERENCE IN FAVOUR **
						MANDATORY	ACTUAL	
everis Aragón	378	7	7	0	100	N/A		
everis BPO	1,588	13	31	18	58.06	348,517,62	365,111.74	-16,594.12
everis Spain	8,041	43	160	117	73.13	2,265,364.53	2,282,393.97	-17,029.44
everis Centers	2,805	18	56	38	67.86	735,759.42	746,432.88	-10,673.46
everis inf Engineering	811	5	16	11	68.75	212,982.99	221,062.24	-8,079.25
everis inf Operations	365	2	7	5	71.43	96,810.45	102,951.53	-6,141.08
everis Engineering	100	3	2	-1	100	N/A		
everis initiatives	82	0	1	1	100	19,362.24	15120,33CEE, 2120,96 DONATION	
everis Aerospace	263	3	5	-1	100	38,724.18	38,827.95	-103.77

*Spanish companies subject to Royal Legislative Decree 1/2013, of 29 November, approving the Consolidated Text of the General Act on the Rights of Persons with Disabilities and their Social Inclusion. At least 2% of the workforce for companies with 50 or more employees must be disabled workers.

** This data expresses how the commitment of NTT DATA EMEAL goes beyond the legal requirement, indicating the expenditure of NTT DATA EMEAL that exceeds the legally established mandatory. This year, this expenditure has been allocated to purchases in special employment centres and donations.

*** Average workforce calculated on the date of delivery of disability certificates.



4.5 Diversity and inclusion

DISABILITY INCLUSION

The table below shows the number of disabled employees for **NTT DATA EMEAL** companies in Spain:

SPAIN COMAPNIES*	Total nº of employees**	Employees with disabilities	From 33% to 65%	From 33% to 65% with assistance	Equal to or greater than 65%
everis Aragón	439	8	6	6	1
everis BPO	2,432	18	15	15	2
everis Spain	9,200	58	44	44	10
everis Centers	4,092	43	33	33	4
everis inf Engineering	937	6	5	5	0
everis inf Operations	561	2	2	2	0
everis Ingeniería	127	3	2	2	0
everis initiatives	21	0	0	0	0
everis Aerospace	69	1	1	1	0

*Spanish companies subject to Royal Legislative Decree 1/2013, of 29 November, approving the Consolidated Text of the General Act on the Rights of Persons with Disabilities and their Social Inclusion. At least 2% of the workforce for companies with 50 or more employees must be disabled workers.

** Employees at the end of 31 March 2022.

4.5 Diversity and inclusion

DISABILITY INCLUSION

Other **NTT DATA EMEAL** companies that carry out their activities in other countries and apply the specific laws on disability are:

Germany applies the Act § 154 SGB IX with a quota percentage of 5%. There are 39 employees with disabilities on the payroll, compensating for the employees who fall short of the quota (78) with alternative means through payments of €174,000 per year at the employment office.

France applies the law "loi handicap" in companies with over 20 employees, the quota is 6%; however, at the end of FY21 there were 33 employees and none of them had disabilities.

Italy applies the specific Act L.68/1999 where there are 179 disabled employees. The quota percentage is 7%, which means 305 employees, and alternative measures are used to compensate for the quota. Italy has an inclusion plan focused on hiring professionals with disabilities in the technology sector, relying on partners specialised in recruiting these profiles.

In **Portugal**, where the company has over 250 employees, the quota is 2% of declared employees with disabilities within the workforce. This quota must be calculated based on the average number of employees of the previous year. There are 6 employees with disabilities. The law allows companies to present their results until 2023. Portugal works with several local institutions for recruiting people with disabilities, for example: Associação Salvador, Valor T (institution created by SCML and which will function as an employment platform for people with disabilities), APSA, OED and CADIN.

The **UK** identifies no minimum quota and has 10 disabled employees.

ROMANIA applies the Acts Lg 448 / 2006 and Lg 53/2003 with a quota of 4%, and the number of employees with disabilities is 5. It employs a disability payment as an alternative measure.

Serbia has the Act on Rehabilitation and Employment of Persons with Disabilities which indicates a quota percentage of 4%. There are no disabled employees, and they apply alternative payment measures.

Brazil has the Quota Act – Act No. 8,213/91 and the Normative Instruction No. 20/2001 of the Ministry of Labour to determine the calculation basis for companies, so that according to the legislation, the quota is 5%, which represents 260 people. The number of people with disabilities in Brazil is 148, and according to the agreement signed with the competent body, it has until the end of 2022 to complete the recruitment of people with disabilities.

Chile, in application of Law 21,015, with a percentage of 1%, has to meet the quota of 11 people in Santiago and 7 in Centro; the number of employees with disabilities is 13 in Santiago, thus it meets the quota, and 5 in Centro, where two employees with disabilities are needed to meet the quota. Compensation must be made at the end of the calendar year for each monthly worker in which the company has not fulfilled the quota. A donation has been made in compliance. This donation corresponds to 2 minimum monthly incomes (defined by law) per month of non-compliance for each employee short of the quota.

4.5 Diversity and inclusion



DISABILITY INCLUSION

In **Colombia**, Statutory Law 1618 of 2013 establishes the provisions to guarantee the full exercise of the rights of people with disabilities. The purpose of this law is to guarantee and ensure the effective exercise of the rights of people with disabilities by adopting inclusion, affirmative action and reasonable accommodation measures and by eliminating all forms of disablement-based discrimination. Although there is no quota, 7 people with disabilities are hired.

In **Mexico** there is the General Law for the Inclusion of Persons with Disabilities. This document does not set a minimum number of people with disabilities to be hired by private companies, but simply seeks to encourage this practice.

In **Perú** Act 29973, the General Act on Persons with Disabilities and its Regulations, approved by Supreme Decree No. 002-2014-MIMP of 07/Apr/2014, establishes the obligation of private employers with over 50 workers to hire people with disabilities in a proportion of no less than 3% of a total staff of 130 people. The number of people with disabilities in the company (5 people) is far from being met, so specific action plans are being developed.

On the following page are the countries where **NTT DATA EMEAL** has companies with numbers of people with disabilities. Some countries do not have legal requirements regarding the obligation to include employees with disabilities, in these companies, **NTT DATA EMEAL** had 555 employees with disabilities at the end of FY21, which is 1.2% of the total. Although measures have been initiated to incorporate people with disabilities, the still anomalous situation that the COVID-19 pandemic is generating for us with the consequent maintenance in a telework format, is further complicating this task.



4.5 Diversity and inclusion

DISABILITY INCLUSION

COUNTRY	PERCENTAGE OF NUMERICAL QUOTA	NUMERICAL QUOTA OF EMPLOYEES WITH DISABILITIES WHO MUST BE HIRED	N° OF EMPLOYEES WITH DISABILITIES FY21	N° OF EMPLOYEES WITH DISABILITIES FY20	N° OF EMPLOYEES WITH DISABILITIES FY19
Europe					
Germany	5%	78	39	-	-
Austria	4%		0	-	-
Belgium	N/A	-	1		
Spain	2%	Previously indicated by companies	139	115	87
France	6%	2	0	-	-
Italy (FORMER EVERIS)	7%	69	29	25	23
Italy (FORMER EMEA)	7%	236	148	-	-
Luxembourg	2%	1	0		
Netherlands	N/A	0	0		
Portugal	2%	20	6	3	4
United Kingdom (FORMER EVERIS)	N/A	-	1		
United Kingdom (FORMER EMEA)	N/A	-	9		
Romania	12%	42	5		
Serbia	2%	2	0		
Switzerland	N/A	-	0		
America					
Argentina	N/A	-	0	2	1
Brazil	5%	260	148	55	31
Chile	1%	17	18	6	10
Colombia	N/A	-	7	0	3
Mexico	N/A	-	0		
Peru	3%		5	7	10
USA	N/A	-	0		
Africa					
Morocco	NA	-	0		



04

SOCIAL

4.6 **Social engagement and reduction of inequalities**

In its strategic plan, the company has defined a line of actions that contribute to improving the world through diverse talent and responsible technology.

4.6 Social engagement and reduction of inequalities

During the exceptional situation due to COVID-19 that has continued this year, **NTT DATA EMEAL** has maintained a strong commitment to reducing social inequalities with various initiatives in the countries where it operates.

NTT DATA Foundation continues to be committed to the development of this type of initiatives by encouraging the participation of a large number of the company's professionals as volunteers.



Tech for Sustainability is the first micro-donation platform for initiatives that, helped by technology, improve society and the environment.

Go to the website

4.6 Social engagement and reduction of inequalities



SOCIAL ENGAGEMENT INITIATIVES

Tech for Sustainability,
Technology with heart for a better world

At **NTT DATA EMEAL**, in collaboration with ***Teaming***, the entity of which we are the founding patrons, we launched **Tech for Sustainability**, a new project aligned with the company's purpose of putting talent and technology at the service of society to help to build a better world with actions with a high social and environmental impact.

Teaming is a crowdfunding platform focused on making non-profit technology-based projects visible and mobilising funds to achieve their solidarity objectives.

Tech for Sustainability aims to generate a positive impact in these areas:

- **Digital education**
- **Diversity & inclusion**
- **Environment**
- **Human Rights**

€130k
Donated by individuals and the company

58,000
Users

+80
Initiatives received

32
Online initiatives

*Data corresponding to the period between the launch of the project (Oct.21) and the end of the fiscal year.

4.6 Social engagement and reduction of inequalities

SOCIAL ENGAGEMENT INITIATIVES

TEAMING

€31.7 Million
Since the initiative began

€7.4 Million
In 2021

309,059
Teamers

8,639
Solidarity projects

20%
Growth in collection

An online tool to raise funds for social causes with micro donations of €1 per month.



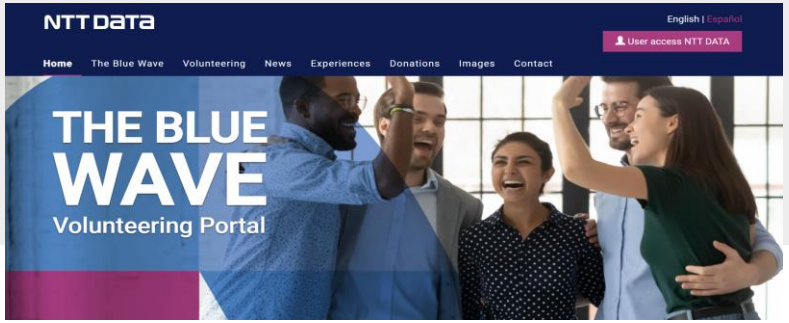
THE BLUE WAVE VOLUNTEERING PORTAL

3,195
External users

182
Registered persons in the first 3 days of launch (21 April)

NEXT STEPS:
Expand the Volunteering Portal to all NTT DATA EMEAL employees

The corporate volunteering portal of NTT DATA EMEAL.



PARTICIPATION AND COLLABORATION WITH 'ÉXIT FOUNDATION' IN 'COACH AND EDUO PROJECTS'

34
Volunteers

34
Students

9 cities

Madrid, Barcelona, Sevilla, Zaragoza, Alicante, Murcia, A Coruña, Las Palmas and Valladolid.

Volunteering aimed at motivating and improving the integration into the labour market of young people in vulnerable situations.



4.6 Social engagement and reduction of inequalities

SOCIAL ENGAGEMENT INITIATIVES

Portugal

MAIS IMPACTO

Initiative that aims to support 4 non-profit organizations. The main focus is to empower those Partnerships by implementing and/or optimising the Salesforce Nonprofit Success Pack.



BCSD – PLATFORM DAY 2030

Development of a platform to be used by companies that subscribe to the Charter of Principles of the Business Council for Sustainable Development.

Carta de Princípios
BCSD PORTUGAL
Empresas pela Sustentabilidade

ESCOLA 42

School without classes, without schedules, without teachers, 100% free and that guarantees professional opportunities to all its students as a complement to the traditional educational system, to promote the training of talent in information technologies, which is scarce as there is a growing need for digital transformation of organizations. This partnership reinforces **NTT DATA EMEAL's** focus on talent development.



LAB2MARKET

Initiative that **NTT DATA** Portugal has been promoting since 2014, partnering with IST and i-Deals to develop projects and patents with research teams to create products that can be put on the market as a way of contributing real value to the market and to society.



MAIS PROXIMIDADE

Pro-bono project developed by **NTT DATA** Portugal with this NGO, which fights against neglect and loneliness, especially in the elderly population.

Associação Mais Proximidade

DONATION CAMPAIGNS TO NGOS.

4.6 Social engagement and reduction of inequalities

SOCIAL ENGAGEMENT INITIATIVES

DACH (Germany & Austria, Switzerland)

"FLOOD DISASTER AID FOR GERMANY"

NTT DATA DACH has supported the flood relief efforts of the emergency and disaster alliance "Aktion Deutschland Hilft" with €400,325. The sum includes an initial donation of €50,000 from **NTT DATA** EMEAL. **NTT DATA** DACH quintupled the €70,065 donated privately by company employees. Both affected employees and volunteers received special leave from **NTT DATA EMEAL**. In one case, the company also provided office space as FIXED TERM accommodation.

WE HELP
#NTTDATAhilft
Aktion Deutschland Hilft
Bündnis deutscher Hilfsorganisationen

Romania

EVENTS OF THE MUNICIPALITY OF CLUJ-NAPOCA

Participation of NTT DATA Romania in the "Student of the Year" award ceremony, with the Cluj County School Inspectorate and other business institutions. Every year, this event awards 300 exceptional students in education and sport.

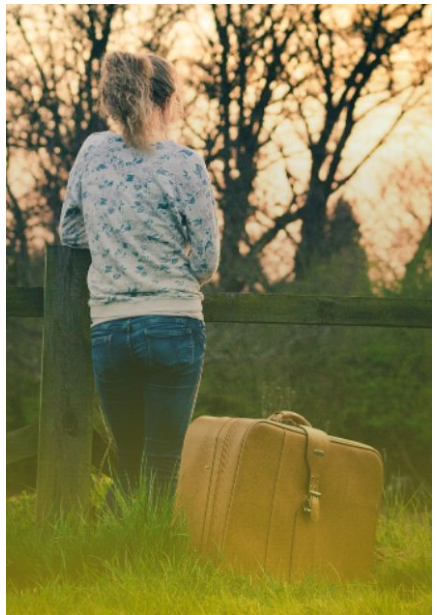


COLABORATION WITH ALFA GRUP

NTT DATA Romania is involved in the lives of orphaned children who are under the protection of the Alfa Grup Association. Every month, the headquarters welcomes these children in its games room and provides them with hot food. It also participates and provides support in many of the association's projects.

alfa grup

10 employees are actively involved, with 45 participants since the project began 6 years ago.



4.6 Social engagement and reduction of inequalities

SOCIAL ENGAGEMENT INITIATIVES

CHRISTMAS CAMPAIGNS

Christmas is when the largest social initiatives are carried out at the local level:

Romania

Participation with the Alfa Grup Band Association.

Portugal

Participation in the Advent calendar.

NTT DATA Portugal employees can contribute a donation and choose the NGO to support. With each participation, 50 cents were collected obtaining the amount of €7500 donated to the Gil Foundation, which has been collecting aid from companies to build a child mental health support clinic.

PLANT-MY-TREE®





DACH (Germany & Austria, Switzerland):

NTT DATA DACH has planted 5,000 trees on behalf of its employees, in collaboration with PLANT-MY-TREE and helped by 20 employees and 59 external volunteer participants.
With the 5,000 trees, the project will absorb about 62.5 tons of CO_2 while providing a suitable habitat for the survival of about 6,700 animal species that depend on trees.

Rain of presents: Every year at Christmas, NTT employees from Ettlingen and Munich help foundations that support children from difficult social backgrounds. They give Christmas gifts or donations. In Frankfurt they give short holidays to children and their families and in Cologne they donate to an organization that helps children with hot meals and helps them with their homework.



SOCIAL ENGAGEMENT
INITIATIVES

NTT DATA EMEAL
WITH UKRAINE

Because of the alarming situation in Ukraine and the worrying news coming from there, **NTT DATA EMEAL** wants to show its support to the Ukrainian comrades working in the company and send its solidarity to all the people going through these difficult times.

4.6 Social engagement and reduction of inequalities

Since the first day of the war in Ukraine, **NTT DATA EMEAL** has been in contact with clients and colleagues of the Group with operations in Ukraine and clearly informed them of **NTT DATA EMEAL's** availability and willingness to support.

Millions of Ukrainians, mainly women and children, have crossed the border as refugees. Tens of thousands of people have been displaced or have fled fighting within their own country.

Aware of the critical situation generated by this conflict, **NTT DATA EMEAL** have joined this cause by providing our help with Teaming, a micro-donation platform of which we are the founders and in which anyone can donate €1 per month to those social causes that matter most to them.

The money that is collected in Teaming for the **NTT DATA EMEAL** initiative with Ukraine, will be allocated to UNHCR where they are deploying humanitarian aid to cover basic needs in the centre of the country.

22

Volunteers from NTT DATA Romania

36

Ukrainian refugees assisted

+500

Persons Mobilized

In Spain, **NTT DATA EMEAL** has promoted the digital platform of the Ministry of the Interior for welcoming Ukrainian displaced persons.





4.6 Social engagement and reduction of inequalities

We continue to support Ukraine, for example, in Romania, a team of 10 companions provided 36 refugees with a month's accommodation, psychological support and assistance in travel arrangements.

SOCIAL ENGAGEMENT INITIATIVES

We collaborate in initiatives of non-governmental organizations that give aid to the victims of the war in Ukraine:

Adi Hadean Foundation and Bucharest National School of Political Science and Public Administration

Financial support was offered to the Foundation to provide hot meals to international refugee students from Ukraine until their relocation to their countries and to other refugees. The Bucharest National School of Political Science and Public Administration housed refugees in its Bucharest facility. On 3 and 6 March 2022, 420 refugees received hot meals.

Cygnus Humanitarian Society of the Stefan cel Mare University

Funding was offered to the society of the Stefan cel Mare University in Suceava, a city close to the border with Ukraine. Over 500 volunteers offered accommodation support, managing the Refugee Accommodation Centre run by the USV Refugee Advisory Centre and setting up a store with free products for refugees.

Alma Mater Napocensis Foundation of the Babes Bolyai University of Cluj-Napoca

We have supported a programme for three research professors from Ukraine to continue their collaboration with the researchers of the Babes Bolyai University of Cluj-Napoca. The project started in March 2022 and will continue for one year.

PATRIR

Funding is going to PATRIR, Cluj's office, to continue its support to refugees with help for housing and legal advice. They also created the Ukrainians' Telegram group in Cluj, with nearly 7,000 people in March. In this group people can ask questions and receive support from other Ukrainians. They also have mobile teams to help Ukrainians at the border and in Cluj, including logistical and humanitarian support.

NTT DATA EMEAL WITH UCRANIA

CERT TRANSILVANIA

Several refugee missions of the major NGO in Cluj-Napoca - CERT Transylvania have been financially supported. Two shipments were organised in three locations in the Cernauti region with medicine, food, baby items, hygiene items, blankets and medical equipment. This initiative started in March 2022 and missions started in the first week of April.

4.6 Social engagement and reduction of inequalities

NTT DATA FOUNDATION

The Foundation, which is 100% funded by the company, conducts activities supported by a contribution of €559,739 from **NTT DATA EMEAL**. Its aims are to support the entrepreneurial spirit, promote innovation and encourage talent. **NTT DATA FOUNDATION** develops numerous projects in which many professionals participate as volunteers.

Our projects

eAwards - Awards for technological entrepreneurship with social impact. For innovative projects in sectors such as biotechnology, mobility, industry, digital business, etc.

Play and Make it! - Set of initiatives to develop digital skills in children and adolescents. E.g.: Thematic workshops, robotics Olympics, programming camps, etc.

Digital School - Intensive, employability-oriented programming bootcamp for adults with no previous programming experience.

3,500+

Internal and external volunteers

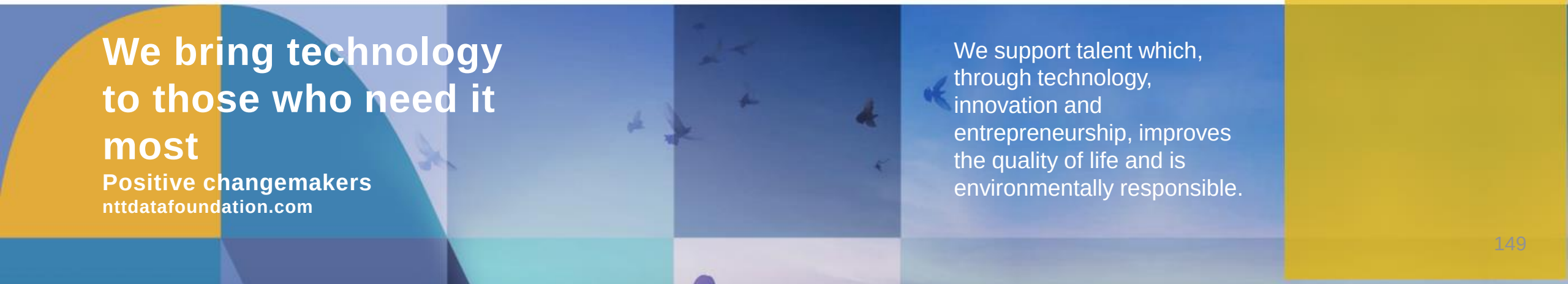
27

Cities

17

Countries

PLAY AND MAKE IT
NTT DATA FOUNDATION



4.6 Social engagement and reduction of inequalities



NTT DATA FOUNDATION

5 December…

International Volunteer Day!!

+500 kids and teenagers have participated in **Play and Make it!** technology sessions to reduce the **digital gap**.

+230 teenagers have been part of the **Pulsar Programme** to reduce the **gender gap**.

+90 NTT DATA colleagues have submitted their entrepreneurial projects with **social impact** to **Your Social Awards.**

+590 projects evaluated for **technology entrepreneurship** to transform society at the **Global eAwards.**



04

SOCIAL

4.7 **Suppliers**

4.7 Suppliers

LOCAL PURCHASING

Effect of **NTT DATA EMEAL's** activity on employment and local development

NTT DATA EMEAL seeks to promote the development and sustainability of all the communities in which it operates. It actively collaborates with key members in society, supporting and promoting initiatives with favourable effects on the population and the environment, especially through initiatives and projects of entrepreneurial, innovative and social nature.

By procurement from local suppliers **NTT DATA EMEAL** contributes to the development and growth of the business fabric of its communities. In 2021, for both former everis and **NTT DATA EMEAL**, 85% of purchases were made from local suppliers. Local suppliers are those where the supplier's country of origin (registered office) coincides with the country of purchase. As in the previous year, this indicator is calculated based on invoices received during the year.

The volume of purchases during this year continued to be affected by the pandemic, where categories such as 'travel' are still low.

In April 2022 a new corporate tool, **SAP Ariba**, for managing purchases with suppliers, was implemented. The Ariba solution has been implemented in all the former everis countries and will be deployed in the rest of the former NTT DATA EMEA geographies in the coming months.





Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work.



4.7 Suppliers

COUNTRY	LOCAL PURCHASING FY21	LOCAL PURCHASING FY20	LOCAL PURCHASING FY19
EUROPE			
GERMANY	67%	-	-
AUSTRIA	25%	-	-
BELGIUM	47%	44%	77%
SPAIN	89%	87%	88%
FRANCE	100%	100%	N/A
ITALY (FORMER EVERIS)	94%	88%	94%
ITALY (FORMER NTT DATA EMEA)	86%	-	-
LUXEMBOURG	35%	75%	83%
NETHERLANDS	51%	93%	N/A
PORTUGAL	70%	90%	94%
UNITED KINGDOM (FORMER EVERIS)	73%	74%	77%
UNITED KINGDOM (FORMER NTT DATA EMEA)	88%	-	-
ROMANIA	95%	-	-
SERBIA	89%	-	-
SWITZERLAND (FORMER EVERIS)	20%	82%	100%
AMERICA			
ARGENTINA	81%	96%	97%
BRAZIL	75%	98%	97%
CHILE	93%	93%	96%
COLOMBIA	95%	92%	92%
MEXICO	93%	96%	95%
PERU	88%	91%	88%
USA	88%	96%	98%
AFRICA			
MOROCCO	69%	100%	100%
TOTAL	85%	89%	90%

PURCHASING POLICY

NTT DATA EMEAL's Procurement Policy sets out the rules, responsibilities and basic conditions for corporate procurement.

It contains the Code of Ethics established in the company, to which any **NTT DATA EMEAL** employee who has contact with suppliers must adhere. It also has internal policies defining the processes for awarding services and supplies to providers, which are based on the principles of impartiality , transparency and sustainability.

The purchasing area of **NTT DATA EMEAL** comprises all the teams directly or indirectly involved in the procurement process, and is led by the Procurement team, with a Global Governance and Coordination Structure (GCGS), headed by the Global Head of Procurement.

The Procurement team comprises a group of professionals located in different regions according to the business needs in each country. In this way, these professionals can support local, regional or global procurement projects.

4.7 Suppliers

SUPERVISION OF SUPPLIERS

NTT DATA EMEAL has a detailed process of reviewing information in relevant areas for approving suppliers, which also ensures that the supplier is aware of **NTT DATA EMEAL's** policies in terms of safety, prevention of occupational hazards, environmental and energy policy, GDPR, etc., and the general conditions of contract.

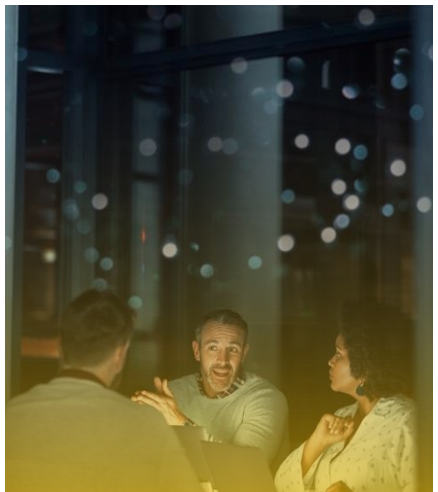
NTT DATA EMEAL's Procurement teams, in collaboration with the relevant areas in each case, conduct an internal evaluation following the guidelines set within the global coordination and governance structure. The teams check that the supplier meets expectations in terms of the agreed execution and delivery times and the quality of the products and services contracted.

NTT DATA EMEAL is working with a focus on FY22 to incorporate environmental and social issues, especially gender equality, into its procurement policy.



NTT DATA EMEAL has included environmental measures in the supplier monitoring process and is working on strengthening performance in terms of environmental policies to approving suppliers. In the short term, it aims to include social and gender equality issues.

4.7 Suppliers



SUPERVISION OF SUPPLIERS

Although it varies according to location, **NTT DATA EMEAL** sets out these primary criteria when selecting a supplier:

- **The same conditions for all suppliers.** Three proposals from different companies are always evaluated to compare criteria and budgets.
- **Transparency for each proposal received**. The internal client has at their disposal all the information on each proposed supplier.
- **Internal evaluation process to rate the service provided.**
- **Analysis of project management criteria, project design and development.**

NTT DATA EMEAL always acts with integrity and in compliance with the corresponding laws and regulations applicable to operations with suppliers, respecting the contracts with them and establishing the following dialogue channels:

Provider Dialogue Channels:

- Mailbox for delivery of offers.
- Negotiation process.
- Constant management of the relationship.
- Approval process.
- Periodic service evaluations.

ONBOARDING POLICIES FOR SUBCONTRACTORS

Additionally, policies are defined with suppliers so that outsourced personnel work with the same tools. **NTT DATA EMEAL** has a Code of Ethics and Professional Conduct whose content also applies to the companies and professionals with whom the company collaborates, always taking in consideration the utmost respect for the fundamental rights of each person; the commitment to a work environment suitable for personal, social and business development; effectively applying the principles of equality, meritocracy and non-discrimination in the hiring of employees; the commitment to quality, innovation, training and transparent information; eliminating occupational risks; the prohibition of requesting or offering any type of gift to customers and/or suppliers, including Public Administrations, that exceeds the mere courtesy to obtain a benefit, favour, subsidy or advantage in favour of **NTT DATA EMEAL** or in its own favour; as well as the adequate management of resources and respect for the environment.

There is an approval form in which the contractor must accept the environmental policy based on the ISO 14.001 standard and the energy policy based on the ISO 50.001:2011 standard from **NTT DATA EMEAL** .



04

SOCIAL

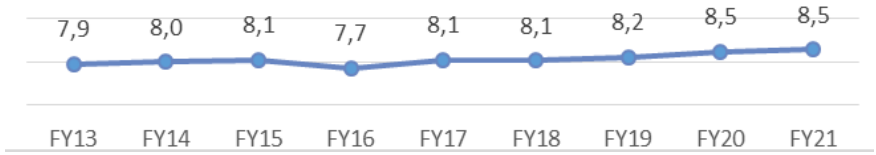
4.8 **Clients**

4.8 Clients

NTT DATA EMEAL works with a clear client policy, based on proximity and innovative, comprehensive and high-quality solutions. Each client is assigned a manager responsible for all the activities that affect them, from the identification of needs to the execution of the projects.

To discover the degree of client satisfaction with the quality of service provided by **NTT DATA EMEAL**, various communication channels have been created:

- **Customer Satisfaction Report:** this report is prepared annually based on the responses obtained in the surveys that are carried out on clients. It is a survey aimed at measuring client satisfaction with the quality of the service in each of the phases with detailed questions. In FY21, the annual maximum was maintained with a client satisfaction score of 8.5 out of 10, and in the rest of the years it has always been higher than 7.7 (former everis).



- **Client Management:** as mentioned, each client has a global management structure led by the Client Manager, whose duties include directly addressing any concerns or worries that might be raised to the client, leading to the associated action plan to resolve potential contingencies.

- **Claims Management:** this process is under the responsibility of the Legal area of **NTT DATA EMEAL**. No legal claims have been reported by our customers during FY21.

- The *Brand and Communications* area is periodically asked for information on the communications received from Quality and Environment through social networks.

Regarding the methodology, online interviews using questionnaires have been carried out with 429 contacts, on 589 projects (some contacts are the same for several projects) representing 7.7% of the total project accounts with works executed during the year.

Among the aspects most valued by clients, the "Quality of the professionals" (25.8%) stands out, followed by the "Relationship with the client" (18.4%) and "Responsibility and Commitment" (13.5%). Areas for improvement include "Turnover" (13.6%), "Management capacity" (12.9%)" and "Solutions offered" (10.7%).

4.8 Clients

Besides the above, **NTT DATA EMEAL** enters into appropriate contracts with clients, providing systems and services as offered and stipulated.



As part of the commitment to confidentiality, client information is managed in accordance with contracts and the relevant laws and regulations relating to personal data protection, establishing, besides the surveys, these channels of dialogue:

Client dialogue channels

- Business proposals and their follow-up.
- Business development activities.
- Events: congresses and conferences.
- Satisfaction surveys
- Annual sustainability report.

CLIENT SUCCESS STORIES

ESG DASHBOARD

The **ESG Dashboard** provides detailed information on sustainability impact. NTT DATA EMEAL offers evaluation and consulting that brings the sustainability perspective to product development and business creation. This is achieved with a framework that allows organizations to plan and evaluate business activities according to environmental, social and governance (ESG) criteria.

Greater sustainability and business impact

The **ESG Dashboard** brings **NTT DATA**'s proven sustainability expertise and technological competence together to comprehensively assesses the sustainability impacts of products and services, from strategy to implementation and operation. Benefits for organisations include:

- Better decision-making backed by essential knowledge based on more data and better analysis.
- New business opportunities are created by becoming more client oriented.
- Strengthening the reputation with clients and partners with leading sustainability initiatives.
- Reduced operating costs thanks to automation that frees up resources to focus on more valuable and responsible tasks.
- More committed and talented employees thanks to meaningful and inclusive participation in sustainability.



4.8 Clients

CASE STUDY

MAKING A BANK A LEADER IN SUSTAINABILITY

Mediolanum is an Italian bank that offers young people (Millennials and Generation Z) greater control over their finances and encourages their interest in sustainability. The bank has launched new digital products that encourage more sustainable behaviour. Customers can benefit from healthy and environmentally friendly activities (for example, doing exercise or planting trees). This helps young customers to be in charge of not only of their finances, but of the environment around them, giving them a greater stake in their future.

Mediolanum partnered with NTT DATA to launch an ESG dashboard as part of a fundamentally different approach that allows focusing on the root causes of sustainability gaps and expands the accountability of solutions. The project is becoming a more complete scoring and reporting model to evaluate different types of bank projects.

CLIENT SUCCESS STORIES

NTT DATA IoTrace

Consumers and other stakeholders increasingly want to know how the products manufactured and marketed are obtained and delivered and business interactions are becoming progressively more complex, with increasing globalisation and growing demand for products and processes to be sustainable.

The **NTT DATA IoTrace** solution helps organizations verify their sustainability performance from raw material to end customer. It uses Blockchain Distributed Ledger Technology (DLT) to enable data to be shared, tracked and verified by multiple systems. This provides complete transparency and a high level of trust in the origin of the data and is made accessible to anyone at any time.

Using *Blockchain* guarantees a complete audit trail for each item of the supply chain and is automatically communicated to all interested parties.

Fully assured sustainability, improved efficiency

With **NTT DATA IoTrace**, large volumes of business documents are replaced by intelligent data that can automatically trigger transactions across all industry systems and enable high-level data applications such as anti-money laundering (AML). Anyone can quickly get the reliable information they need from anywhere in the world when they need it.

Advantages of **NTT DATA IoTrace**:

- It improves trust through transparency.
- It ensures sustainability.
- It shares data efficiently.
- It prevents irreversible manipulation of data.
- It creates new business opportunities.

CASE STUDY

TRACKING FISH FROM THE SEA TO THE SUPERMARKET



A leading fish processor in South America needed to prove to the customers of its supermarket chain it meets its sustainability requirements.

The company worked with **NTT DATA EMEAL** to implement its IoTrace solution to track sustainability throughout the supply chain. It recorded information such as fishing coordinates, the type of vessel, the certification of the employment contract of each fisherman and even logistics suppliers, encompassing the entire life cycle of the product and its certification.

4.8 Clients

CLIENT SUCCESS STORIES

RESPONSIBLE AND INCLUSIVE AI

Inspecting large areas is time-consuming and unreliable. Artificial Intelligence (AI) is exponentially improving deep learning models for a wide range of uses. An application that is developing rapidly is the interpretation of images and video. For organizations that need to monitor large geographical areas, it is especially important to be able to help prevent damage to the environment and ensure the safety and protection of their operations.

NTT DATA EMEAL applies the world-leading expertise of its AI laboratory to help organizations execute an image-based inspection of the natural environment to manage the environment and improve operations.

AI technology-driven artificial vision is applied to automate and improve organizations' field surveillance operations. **NTT DATA EMEAL's** approach is to apply algorithms that train a deep neural network, a model to identify objects in an image. Then Heuristics is used to detect objects and anomalies and assign them to the real world. A web application has also been developed to manage the process and quickly assess the severity of incidents and the degree of operational risk.

NTT DATA EMEAL develops rapid prototypes, demonstrations and proofs of concept to verify the expected value.

Monitoring of our environmental footprint

The foundation of any large organization's sustainability strategy is managing biodiversity and natural capital such as plants, animals, air, water, soil and minerals. An important element of this responsibility is to monitor and analyse the repercussions of operations on diversity, ecosystems and species. The AI-driven visual surveillance application offers sustainability and operational efficiency benefits, including:

- Monitoring of our environmental footprint
- Accurately and quickly identifying the operational risks caused in the natural environment.
- Helping an organization fulfil its commitment to environmental care.
- Ensuring the safety and protection of operations through the routine monitoring of environmental impacts.
- Driving the organization's ecological credentials in the eyes of clients, employees, and investors.



4.8 Clients

CASE STUDY

NATIONAL UTILITY COMPANY IMPLEMENTS VISION-BASED VEGETATION ANALYSIS

Vegetation management is a vital task for a large European utility company to help ensure the safety and reliable operation of its electricity distribution network. To enable efficient planning, the task requires regular monitoring of the 145,000 km network of lines and infrastructures. Visual inspection is not only time-consuming, but can lead to inefficiencies caused by human error and subjectivity.

NTT DATA EMEAL worked with this company to develop an AI-based computer vision system and identify near real-time vegetation problems, such as the proximity of trees to their power lines. AI-based analysis indicates where and when risks of trees or other vegetation may occur before they can damage the network.



04

SOCIAL

4.9 NTT DATA EMEAL awards and recognitions

NTT DATA Spain has been named for the second consecutive year as the best company to work for in Spain in 2022, according to **LinkedIn's Top Companies study.**

4.9 Awards and recognitions



The corporate social network has carried out its second annual ranking, in which it collects data on companies with over 500 employees that stand out in each country, ranking the 25 best companies to work for and development in professional careers in 2022.

The report analyses the capacity for professional growth, the development of skills, the stability of the company, external opportunities, affinity with the company, gender diversity and the formation of different organizations.

Of the 25 best companies in Spain, **NTT DATA** obtained first place for the second consecutive year, we are placed in first position among corporations in leading sectors. According to the ranking we stand out for our communication skills, teamwork and problem solving. This exemplifies how we conceive our operating working model, which is focused on a more flexible model and in which each professional decides how they develop their career within the company.

NTT DATA Spain has also been recognized by **Top Employer** Institute as one of the best companies to work for in Spain for the seventh consecutive year. This important study has certified and recognized over 1,857 Top Employers in 123 countries/regions of the world, and we are among the best.

This means we are not only the sixth largest IT services company in the world, but now more than ever we must take care of the talent we attract by demonstrating why we are also among the best employers in the world.

LinkedIn TOP 2021 COMPANIES España

top EMPLOYER ESPAÑA SPAIN 2022 CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

4.9 Awards and recognitions

We have won awards all over the world...

EMEA Talent Partner of the Year 2021

Partner for Social Impact Award (2020).

Top Employer Certification in Spain, Brazil and Germany.

SAP Cloud Platform Challenge 2019 Prize, with the Smart Factory Gate project.

Prize in the Category of Winner of Most Relevant Service Cloud Project.

Winner of Salesforce Partner Innovation Award.

Outstanding - Catalyst Communications Global (DWTS2020).

Great Place to Work Certification Brasil (2021).

NTT DATA Group in Europe. Leader in Client Satisfaction.
Whitelane Research IT Sourcing Study Europe 2020

Partner Platinum Multinational Liferay.

Partner of the year by GTI (2019).

Adobe Digital Experience Partner of the Year in Southern Europe (2020).

'Specialized Partner of the Year', Prize in the Human Capital Management Category (2019).

Sapiens 2019 Award in the Project category to the Inter-institutional Register of Delegated Acts in Spain.

Semi-annual Services Tracker in IT Consulting, Systems Integration, Custom Application Development and Macro Project Market – Oriented Service – Peru (2021)

Iberia Consulting Partner of the Year 2021

ISO 14001 Certification: Environmental Management System in Chile (2021)

Partner Award of the Year 2019.

CSR Mexico 2021

4.9 Awards and recognitions

RECOGNIZED GLOBAL CAPABILITIES BY ANALYST FIRMS

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Ranked 2nd in Implementation & Managed Services in revenue by Gartner, Market Share, IT Services 2020

Gartner, Market Share, IT Services, Worldwide 2020, Dean Blackmore, et. All, April 2021

A Leader in Insights-Driven Business Process Outsourcing, Q4 2020 by Forrester Wave™

Insights-Driven Business Process Outsourcing, Q4 2020 by The Forrester Wave™, November 2020

A Leader in Blockchain Services 2020 RadarView™

Blockchain Services 2020 RadarView™ by Avasant, December 2020

Ranked 3rd in IDC Fintech Rankings Top 100 for 2020

IDC FinTech Rankings 2020 by IDC, October 2020

A Leader in Healthcare Digital Services by ISG Provider Lens™

Healthcare Digital Services – Payer Business Process as a Service by ISG Provider Lens, March 2021

Ranked in 4th position in Healthcare Sector Service Providers 2020 by HfS Research

HfS Top 10 Healthcare Sector Service Providers, December

A Leader in Cloud Infrastructure Brokerage, Orchestration and Management by NelsonHall

A Leader in NelsonHall NEAT Vendor Evaluation for Salesforce Services 2020

NelsonHall NEAT Vendor Evaluation

A Leader in NelsonHall NEAT Vendor Evaluation for SAP Cloud Migration Services 2020

NelsonHall NEAT Vendor



05 CORPORATE GOVERNANCE



05

CORPORATE GOVERNANCE

5.1 **Governing bodies**

5.1 Governing bodies



To fulfil the company's purposes and to **ensure its mission, NTT DATA EMEAL** has the following governing bodies:

Board of Directors

The Board of Directors is the highest decision-making body of **NTT DATA EMEAL** and its main mission is to govern the company with its powers to direct, manage and represent the company in the activities the make up its corporate purpose.

The Board's policy is to delegate management to the executive structures, the CEO and the company's management team and focus its activities on promotional and supervisory duties and corporate management control.

The current members of the Board of Directors are:

	BOARD OF DIRECTORS
CHAIRMAN	Eduardo Serra Rexach
CO-CHAIRMAN	Kazuhiro Nishihata
EMEAL NTT DATA CEO	Fritz Hoderlein Cabistany
INDEPENDENT DIRECTORS	Pedro Luis Uriarte Santamarina (Vice-President 2º)
	Pilar Zulueta de Oya
	Alejando Ferreiro Yazigi
	Mónica de Oriol Icaza
NTT DATA GROUP PROPRIETARY DIRECTORS	Koji Miyajima
	Chieri Kimura
	Patrizio Mapelli
	Kei Anzai
	Miyuki Ide
SECRETARY OF THE BOARD	Antonio Gómez Jarillo

5.1 Governing bodies

The Board of Directors (the highest governing body) of **NTT DATA EMEAL**, the Group's parent company, acts as the ultimate guarantor of the function consisting of identifying and managing the economic, environmental and social impacts that affect the Group. In this sense, it specifically delegates to the Audit & Regulatory Compliance Committee the tasks of supervision and direct control of global risk management, which is led by the Chief Risk Officer (CRO), together with other corporate governance bodies of the parent company. This function implies the application in the Company of the principles of good corporate governance, regulatory compliance and internal control, and the effective implementation of specific actions and initiatives, backed by the Audit & Regulatory Compliance Committee.

As part of the Company's FY21 integration process that unified two of the Operating Companies of the **NTT DATA** Group (ex EMEA and ex everis) in a new region (**NTT DATA EMEAL** Group), the CRO has continued to lead the global Risk & Insurance Management area, which manages the Company's risks at Group level. As part of the Risk Management activity, and with a view to integration, the CRO has coordinated the reporting to Headquarters (**NTT DATA** corporation) in the two Operating Companies on whether there are specific material risks at regional level, other than those identified by the parent company of the **NTT DATA** Group, also to comply with the risk assessment standards required under the J-SOX regulations. Likewise, for this report, the Global Risk Matrix prepared by the Japanese entity has been considered, which includes all those linked to the activity that the entity carries out, highlighting the material risks that may affect the entire **NTT DATA** Group.

This Matrix incorporates the risks according to a specific methodology that takes into account three categories (risks associated with the external environment, risks associated with the business and risks associated with Compliance), as well as their impact and the probability of occurrence, quantifying each risk

Each Fiscal Year, the CRO reports to the Audit & Compliance Committee its global risk assessment (Annual Risk Assessment), in coordination with the rest of the areas involved in the Company.

This report is carried out three times a year, at the beginning, in the middle and at the end of the FY. The reports comprise the following information:

- **Report at the beginning of FY:** The Global Risk Matrix identifies the material or most critical risks in the organization, anticipating some of the measures that are considered appropriate for their prevention and/or reduction in that FY.
- **Mid-FY report:** Halfway through the corresponding FY, the specific measures adopted by the Group to prevent or reduce each material risk identified, the status of those measures (planned or not) and their evaluation, together with the assumptions that could have been detected by the Internal Audit area.
- **Report at the end of FY:** A final assessment of the identified material risks is reported, the degree of implementation of measures taken for their prevention and/or mitigation, as well as the measures estimated to be continued or adopted, as appropriate, in the next FY.

5.1 Governing bodies

Due to the integration process, the risk assessment and reporting, during this Fiscal Year, has been simplified compared to previous years in the two Operating Companies, in accordance with the Headquarters guidelines in this regard.

Furthermore, the Internal Audit Department of the **NTT DATA EMEAL** Group reports at each meeting of the Audit & Regulatory Compliance Committee on all the work carried out since the last meeting of the Committee, including the report of its review work, as well as the follow-up of the recommendations made to the units or areas audited.

Likewise, the Audit & Regulatory Compliance Committee submits to the Board, in its regular report of each meeting, and specifically at the end of each FY, its conclusions about the work in the Internal Audit area as well as the risk assessment.

In the risk management procedures, the information that has been obtained through different channels that the Company has institutionalized is also analysed, such as those derived from its membership in business associations and its participation in opinion forums linked to its activities.

The function of the Board of Directors of the Group's parent company, **NTT DATA EMEAL**, in terms of evaluating the effectiveness of risk management processes in the organization, in economic, environmental and social matters is also that of the ultimate guarantor, since the evaluation of the effectiveness of the processes is carried out, by delegation, through the Audit & Regulatory Compliance Committee in the sense indicated above. This Committee supervises the incidents and actions that may result from the performance of the independent function by the global Internal Audit area, in terms of the control and effectiveness of the internal processes.

In view of the integration, in this FY these reports, by the Internal Audit Department, have been carried out separately and unconsolidated at Headquarters, in both Operating Companies.

Likewise, in line with the foregoing, the Internal Audit Department prepares regular reports, through the corresponding reports, to the Commission, which, in turn, submits the results to the Board of Directors who evaluate the effectiveness of the risk management processes, in the areas mentioned above.

The frequency with which the Board of Directors evaluates economic, environmental and social issues and their impacts, risks and opportunities is periodic, throughout each FY, and is carried out at least every two years.

5.1 Governing bodies

DELEGATED COMMITTEE

In the exercise of its organisational duties, the Board formally established two Delegated Committees; the Audit and Compliance Committee and the Nomination and Remuneration Committee.

Additionally, to guarantee the representation of independent directors, the Board may appoint a representative of the independent directors as Coordinating Director or Lead Director. They mainly coordinate external advisors. This function may also be performed by the Vice-Chairman of the Board when appointed.

NTT DATA EMEAL has a Regulation of the Board of Directors that aims to determine, in accordance with the principles of transparency and good corporate governance, the rules of organization and operation of the Board of Directors of NTT DATA Europe & Latam, S.L.U.

The current members during FY21 are shown here.

POSITION	APPOINTMENTS AND REMUNERATION COMMITTEE	AUDIT AND COMPLIANCE COMMITTEE
CHAIRMAN	Pilar Zulueta de Oya	Alejandro Ferreiro Yazigi
MEMBERS	Pedro Luis Uriarte Santamarina	Pilar Zulueta de Oya
	Mónica de Oriol Icaza	Kei Anzai
	Kei Anzai	Miyuki Ide
	Miyuki Ide	
SECRETARY	Antonio Gómez Jarillo	Antonio Gómez Jarillo

Permanent Observer Chieri Kimura



05

CORPORATE GOVERNANCE

5.2 Measures for the prevention of corruption and bribery



5.2 Measures for the prevention of corruption and bribery

During the FY21, and within the framework of the integration process of the Company, there has been no conduct in the performance of its activities that could be classified as possible cases related to corruption or bribery, in any of its forms. In this respect, there has been no repercussions that could have altered the financial statements. **NTT DATA EMEAL** is committed to and promotes the implementation of principles of good corporate governance and internal control, with the new Compliance & Risk Management Programme, which is being designed and adapted and open to further adaptations, applicable to the region. This new Programme will continue the line of previous FYs, in terms of focusing on effective initiatives and measures to prevent and avoid the above-mentioned scenarios.

Through the global complaints channels (Whistleblowing Systems) that operate in the two Operating Companies in phases of integration, no complaint or communication related to possible conduct associated with corruption or bribery, or involving an alleged breach of regulations in this area, has been received in the before-mentioned FY, nor is there any record through other internal channels.

However, in FY21, the two Operating Companies (ex-EMEA and ex-everis) received 22 complaints through these whistleblowing channels (in FY20, the ex-everis group received 20 complaints through this channel). As the previous year, most of these communications are associated with the People (Labour) area, as they refer to cases involving incidents in the area of people management, which are not specifically related to Compliance. In these cases, communications were redirected internally, through the appropriate channels, to the relevant HR units for investigation and management, and, where appropriate, the corresponding disciplinary measures were adopted. Likewise, none of the communications were linked to corruption or bribery and there was only one related to possible fraud, which was finally dismissed as it did not affect the Company.

These channels allow any employee or professional of the Group, as well as any third party who has dealings with the Group, to make complaints confidentially and anonymously. The information communicated is kept encrypted and within appropriate security parameters.

Within the framework of the corporate risk management carried out by the Group's Chief Risk Officer (CRO), and its coordination between the two Operating Companies, no material risk related to corruption or bribery was identified at the global level in this FY, therefore it was unnecessary any procedures or the adoption of concrete measures for their prevention and/or mitigation.

5.2 Measures for the prevention of corruption and bribery



Consequently, it was unnecessary for the CRO to report any such event to the Group's Audit & Compliance Committee (the body to which the Board of Directors delegates the specific functions of supervising Compliance and Risk Management activities). Similarly, the Chief Compliance Officer (CCO) and the global Compliance area have reported no risk of this type to the Global Compliance & Risk Management Committees, nor to the Commission.

The Group, in this FY, is involved in a lawsuit, although it is non material and does not involve corruption or bribery.

Also, at the date of preparation of this non-financial information report, the contentious-administrative judicial appeal that **NTT DATA** Spain, S.L.U. (formerly known as everis Spain, S.L.U.) has filed against the Resolution (not final or definitive) of the National Markets and Competition Commission (CNMC), for the alleged responsibility, mitigated and incidental, in alleged anti-competitive practices, already reported in the last FY, is still pending ruling by the competent Court (Audiencia Nacional).

NTT DATA Spain, S.L.U. continues to develop awareness-raising/training initiatives and actions aimed at preventing alleged anti-competitive behaviour, as well as promoting best practices in this area, reinforcing the culture of Compliance in the organisation.

5.2 Measures for the prevention of corruption and bribery



During FY21, the Group **NTT DATA EMEAL** launched an updated version of the global Compliance course. In this sense, in a coordinated and aligned manner, all employees in the two Operating Companies were required to take this new version of the course with the objective of reinforcing the message, conveyed by the Japanese parent company, of the relevance of Compliance, the prevention of corruption and bribery and the appropriate use of the whistleblowing channel for the communication of possible breaches of regulations indicated, whether they refer to external or internal regulations. This training covers all levels and job categories.

The **NTT DATA EMEAL** Group continues to clearly promote a culture of zero tolerance of crime in the organisation, including corruption, and continues to strengthen initiatives aimed at its prevention. In this sense, as in the previous FY, awareness-raising and training on internal Anti-Corruption policies and procedures were carried out. In FY21, training and awareness-raising actions on these aspects and areas were maintained in the Group, regarding the **NTT DATA** Spain Business Group or Operating Companies ex everis (very similar actions were carried out in the other Operating Companies):

Code of Ethics and Professional Conduct

(Includes NTT DATA's Global Compliance Policy)

The Code of Ethics and Professional Conduct of the **NTT DATA** Spain Business Group (formerly, everis Group), the basic framework of the Global Compliance Program, promotes regulatory compliance in all jurisdictions in which the Group develops its activities and promotes ethics and the principles of integrity and transparency.

This Code also sets the fundamental guidelines to be followed by all the professionals of the Group and third parties with whom it interacts and is included in its scope, including the prohibition of corruption and bribery, directly or indirectly, both in the private and public sectors.

Violation of the rules in this Code may breach these internal rules of the organisation and may result, depending on the analysis of the event, in the imposition of the corresponding disciplinary measures and/or in the adoption of the appropriate legal actions. The Code is public and is accessible on the corporate website (https://es.nttdata.com) and for employees on the global intranet.



Global Gifts & Hospitality Policy

This applies to all professionals in the **NTT DATA** Spain Group of companies and includes specific guidelines on the subject, to be complied with in relations with the public and private sectors and also within the organisation. In the public sector, it is forbidden to give or offer any gift or hospitality expense, directly or indirectly, to a public official, regardless of the amount or value or whether any tender is in progress in which a Group entity could eventually be the successful bidder, to avoid any irregular conduct aimed at influencing or favourable treatment. The Policy restricts gifts and hospitality expenses in the organisation, except in cases of adequate need, justification, record-keeping and full compliance with local customary business practices and applicable regulations.

Specific awareness-raising, training and communication actions

In FY21, to prevent criminal risks, the **NTT DATA** Spain Business Group continued to provide training on anti-corruption, anti-bribery and anti-money laundering through different awareness-raising actions, face-to-face and the overall global training provided in the Compliance Course, which is mandatory for all employees. These same actions were carried out in OpCo ex EMEA, with similar methodology and management.

The same training and actions were also carried out in the ex EMEA Operating Companies, with similar methodology and management.

5.2
Measures for the prevention of corruption and bribery

5.2 Measures for the prevention of corruption and bribery



Global Anti-Corruption Policy

The Global Anti-Corruption Policy promotes zero tolerance for corruption in any form and facilitates guidelines, with particular reference to compliance with the anti-corruption regulations of the United States and the United Kingdom, specifically the Foreign Corrupt Practices Act (FCPA) of the United States and the UK Bribery Act (UKBA) of the United Kingdom and also in international, European or domestic anti-bribery and money laundering matters.

The **NTT DATA** Spain Business Group also encourages the use of the Anti-Bribery Clauses developed by the TRACE International Association (Anti-Bribery Compliance Solutions), in all international contracts that the company enters into with third parties in these areas.

All areas of the organisation, especially the Business areas, must be fully aware of this Policy and must apply and comply with it in its entirety.

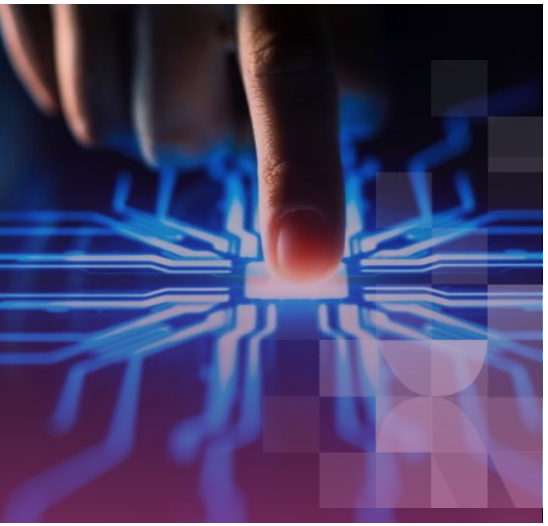
Global Compliance Course

The Global Compliance course is mandatory for all Group employees, at the express request of NTT DATA Corporation and is monitored annually by the Global Chief Compliance Officer and the Global Compliance area, with other areas of the organisation, including Digital University, the People or HR area and the Brand & Communications area. The course includes a wide range of topics, including Anti-Corruption/Anti-Bribery.

As the previous year, all Group professionals were required to comply with the Global Criminal Policy and were reminded of the global **Whistleblowing Channel** for reporting any alleged breach of regulations, including possible corruption offences. This Global Criminal Policy and the Catalogue of Criminal Risks that accompanies it as an Annex and which describes the types of offences for which any legal entity may be criminally liable in Spain in accordance with the current Criminal Code, is available as the main internal regulation, and forms an important part of the Global Compliance Course. This Criminal Code can be found on the global corporate Intranet in a prominent place.

Other important aspects were updated, such as the express mention of the new international compliance standard in force, ISO 37301.

5.2 Measures for the prevention of corruption and bribery



Global Compliance Risk Matrix

Identifies suspected breaches of regulations and/or offences, associated with corruption, bribery or money laundering and specific measures for their prevention.

This Matrix identifies the criminal risks that can be directly linked to the Group's activities, based on the probability of occurrence and their impact. In FY21, the prioritisation of possible crimes that may be associated with the activities and the categorisation of risk according to a scale of 1 to 5, considering Low (1), Low/Medium (2), Medium (3), Medium/High (4) and High (5) were maintained. In the Matrix, no High category criminal risks were identified and the following were detected in the Medium/High category, which correspond to the criminal offences typified by the Criminal Code and which might result in criminal liability for the Company: Industrial and Intellectual Property, Business Corruption, Discovery and Disclosure of Secrets, Damages, Bribery and Trading in Influence.

Work has continued on this Risk Matrix in the countries in which the **NTT DATA** Spain business group is present to adjust it to the local legislation applicable in each of the jurisdictions.

Control, corrective, monitoring and audit actions

These are carried out by the Global Chief Compliance Officer, the global Compliance area and the global Internal Audit area. They aim to implement effective measures to detect, monitor and correct infringing behaviour that involve crimes or Compliance risks in the organization, linked to corruption and related behaviour.

Anti-Corruption Commitment

The **NTT DATA** Spain Business Group continues to include this commitment in all contracts to be signed with external consultants and commercial intermediaries (commission agents, agents, representatives and distributors). This commitment seeks to ensure compliance with all anti-corruption regulations applicable to the third parties with whom the Group interacts.

To reinforce this, each case is analysed and when dealing with an international contract the TRACE Anti-Bribery clauses mentioned above in the "Global Anti-Corruption Policy" section are also included.

The same commitment is used in the Operating Companies ex EMEA, in a similar form and for the same purpose.

5.2 Measures for the prevention of corruption and bribery



Whistleblowing Channels

The **NTT DATA** Spain Business Group has a global, confidential and anonymous (if the whistleblower so wishes) Whistleblowing Channel, available on the corporate website (https://es.nttdata.com) for all Group employees and any other third parties (clients, suppliers, etc.) who act on behalf of the Group or who interact or collaborate with the Group.

The internal procedure is available to all Group employees on the global corporate intranet in the "Compliance" section.

It is also worth highlighting the objectivity of this channel, which has an operation which is outsourced, it is managed by a prestigious law firm and it is located on an advanced external technological platform in Germany, maintaining its characteristics as a confidential and anonymous channel, in accordance with the appropriate privacy and security parameters. During FY21, very similar communication actions were carried out to those of the previous FY, as described below:

- Information on the Group's internal anti-corruption policies and procedures were communicated to members of the Board of Directors.
- The Group's internal anti-corruption policies and procedures were communicated to the organisation's employees and are available to them in a prominent place on the global corporate intranet.
- Anti-corruption policies and procedures are internal, although their main content is communicated to all business partners with whom the Group interacts.
- Information on anti-corruption awareness and training actions was communicated to the members of the Board of Directors.
- Group employees received anti-corruption training.
- Finally, the ex-EMEA Operating Companies also have a global Whistleblowing Channel, which follows the same line and initiatives as those described above for the **NTT DATA** Spain business group.



05

CORPORATE GOVERNANCE

5.3 **Combating money laundering**

5.3 Combating money laundering



The measures to combat money laundering, contributions to foundations and non-profit organisations that applicable to the **NTT DATA** Spain Group of companies (very similar in the ex EMEA Operating Companies) are summarised below:

- **Compliance:** Global Anti-Corruption Policy.
- **Compliance:** Global Gifts & Hospitality Policy.
- **Compliance:** Global Compliance Risk Matrix.
- **Financial:** Financial control.
- **Internal Auditing:** Internal Audit Controls.
- **Internal control and corporate governance:** Group Authority Matrix GAM.

There were no material contributions to foundations or non-profit organisations linked to the Company's pro bono activities, which would have been controlled by the measures stated above. However, the COVID-19 pandemic situation, and to benefit entities or individuals affected by it, the Group's entities carried out some pro bono projects, on a one-off and FIXED TERM basis, within the framework of the CSR initiatives led and managed by the global Corporate Social Responsibility area, after carrying out analysis and validation.



05

CORPORATE GOVERNANCE

5.4 **Risk management**

5.4 Risk management



The NTT DATA Spain Group, under its principles of good governance and internal control, has a global Risk & Insurance Management area, led and managed at Group level by the Chief Risk Officer (CRO). Within the Risk Management functions, in coordination with the Regulatory Compliance & Risk Management Committee, the CRO identify and assess corporate risks, following the Global Matrix of material risks provided by its Japanese parent company (**NTT DATA Corporation**), which includes all those related to the **NTT DATA** Group's activities.

This Matrix incorporates the risks according to a specific methodology that considers three categories (risks related to the external environment, risks associated with the business and risks associated with Compliance), as well as their impact and the probability of occurrence, quantifying each risk. The three categories are:

- **Risks that may affect the Company's Model** (mainly related to the maintenance of the Quality and Generosity Model) and its growth.
- **Business-related risks** such as exogenous or market risks, the responsibility for which is assigned by the Audit & Compliance Committee who reports to the Board of Directors of the Group.
- **Operational risks**, which are analysed and evaluated by the Internal Audit Department and the results are shown in the different studies and reports and in each Audit Unit's detailed and complete Risk Matrix, after being reviewed.

Operational risks are understood as environmental, social and economic risks and their impacts.

The Matrix also contains each FY's measures and action plans for the due avoidance and prevention of risks, specially focusing on those risks identified as material risks for the organisation.

This Matrix was reviewed by the CRO in FY21, with the collaboration of other areas involved in the organisation, to check whether it needs adjusting due to the evolution of the Group's activities and the appearance of new external factors or circumstances that affect the Group.

NTT DATA Spain Group's risk assessment activity, which is managed and coordinated by the Chief Risk Officer, identified no additional, specific risks that apply at regional level and are distinct from the material risks in the Global Matrix provided by **NTT DATA** Corporation.

Finally, the ex EMEA Operating Companies performed the same assessment and identified no specific, material or relevant risks other than the material risks listed in the Global Matrix provided by **NTT DATA** Corporation.

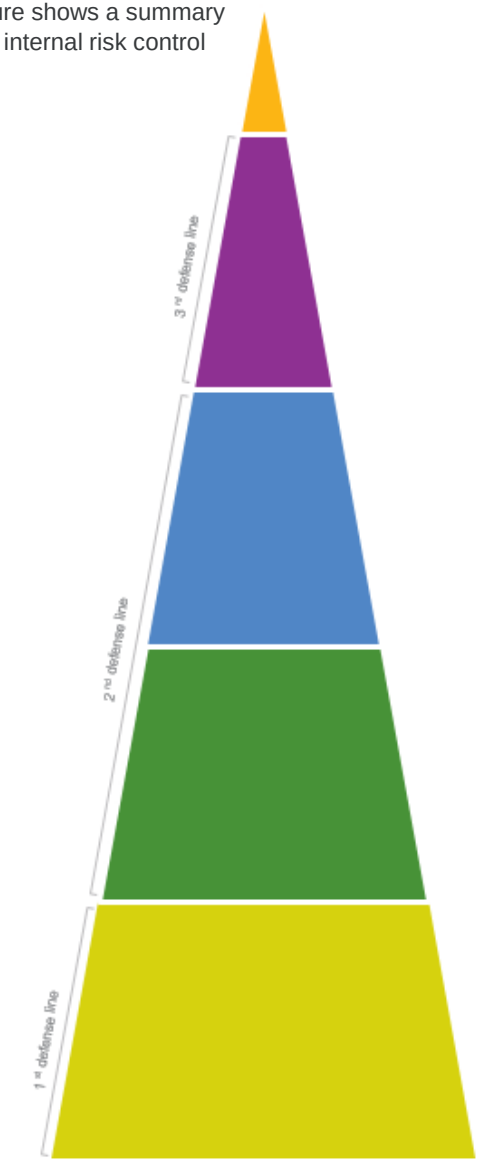
5.4 Risk management

RISK CONTROL METHODOLOGY

Each fiscal year, the CRO reports to the Audit & Compliance Committee its Annual Risk Assessment in coordination with the other areas involved, this assessment is divided into three phases:

- **Phase 1 At the beginning of the fiscal year**, in the Global Risk Matrix, the material or most critical risks are identified, anticipating some of the measures deemed appropriate for the fiscal year ahead, with the aim of preventing them and/or reducing, mitigating or transferring the coverage of their consequences through the corresponding insurance policies during this fiscal year.
- **Phase 2 Halfway through the corresponding FY**, the specific measures adopted by the Group to prevent or reduce each material risk are reported, as are the number of incidents that may have occurred, where appropriate, the status of the measures (planned or not) and their evaluation, with the occurrences detected by the Internal Audit area.
- **Phase 3 At the end of the FY**, a final assessment of the identified material risks is reported, including the number of incidents, the degree of implementation of measures taken for their prevention and/or mitigation, as well as the measures estimated to be continued or adopted in the next Fiscal year.

The following figure shows a summary of the company's internal risk control system.



Board of Directors

Audit Commitee

Internal audit

- Internal Audit Charter
- Independence and Objectivity Principles
- Methodology based in Standards from IAI
- Detailed Processes and Procedures
- Risk Assessment (& Risk Matrices): 69 Audit Units.
- 3 years Audit Plan
- Follow Up of recommendations

Control units

CISO / CRO / CIO / CFO / Compliance / Risk & insurance mngt. / Production area, etc.

Committees: Compliance Com. Inform. Security Com., etc

- Code of Ethics & Professional Conduct.
- Group Authorization Matrix.
- Professional Alert System.
- CRO Risk Assessment.
- Anti Corruption Policy.
- Gift Policy.
- Etc.

Global units

Accounting, Legal, purchasing, treasury, people, tax, etc.

Committees: Global BSA Com. Business Economics Com., etc

- Accounting Policies (Rules for Segregation of duties, access privileges, etc.).
- People Policies.
- IT Risk Assessment.
- Global Procurement Policy.
- Etc.

Offices, Region, Local units

Head of Office.
Head of Unit.
Head of Region.
Local units: accounting, legal, purchasing, treasury, people, tax, etc. (process & procedures)

- Defined and concrete objectives.
- Definition of roles and responsibilities.
- Information System.
- Procedures, rules, action plans and internal policies.
- "Operator" controls performed daily.
- Key structured controls performed by supervisory personnel.
- Controls carried out by Senior Management.



5.4 Risk management

Notwithstanding the initiatives designed and linked to the integration process, in FY21, the reinforcement of the Compliance Programme continued to be implemented, mainly from the criminal viewpoint, and in the subsidiaries that make up the **NTT DATA** Spain Group, with the objective of improving their level of compliance.

Furthermore, the NTT DATA EMEAL Group, in order to have a proper risk prevention programme, decided to initiate a project with the estimated objective for the next FY, whereby the international Compliance standard ISO 37301, on Compliance Management Systems, can be implemented, and so suitably incorporate the requirements and recommendations, which it includes in the new EMEAL Compliance Programme, which is also being designed.

5.4 Risk management

There are several specific courses on privacy and security and we send monthly tips with hot topics, such as: managing incidents in projects, how to identify whether I process personal data, how to erase personal data in the context of the project, etc.

CIBERSECURITY

During the fiscal year, and despite the increase in the number of cyber attacks, thanks to the measures implemented, only two peripheral servers were tangentially affected, without any impact on the corporate infrastructure.

NTT DATA's data protection office maintains continuous GDPR improvement projects, implementing procedures and technologies that improve data protection effectiveness and awareness and continuous training on privacy and personal data security. In cybersecurity, we continue to improve the tools and capabilities of our teams to prepare ourselves for an increasingly demanding and regulated environment, where the number and sophistication of cyber-attacks increase significantly every year.

8TH SECURITY AWARENESS TIP

Phishing awareness

Phishing is an attempt to trick users by trying to obtain confidential information, access credentials or even downloading files with malicious software to infect our system.

AND FINALLY REMEMBER...

If you have performed any action through the phishing email, you must report it to Corporate Security and wait for instructions. In addition, change your password if you have submitted your credentials. You should not generate email chains or posts in chats notifying your coworkers, neither should you report it to the client in a preventive way.

You should also be aware that NTT DATA regularly launches phishing campaigns to help you train in the detection of malicious emails and reporting them to Corporate Security.

Security is the responsibility of all of us, we need you to be alert.

For more information, access the Doorways article we have prepared.



AWARENESS RAISING ABOUT PHISHING

Phishing is an attempt to trick users by trying to obtain confidential information, access credentials or even downloading files with malicious software to infect our systems.

HOW TO DETECT A PHISHING EMAIL?

The following characteristics should be considered:

- **Sender's email address, check that the address displayed (alias) and the real email are the same.**
- **Links use subdomains, misspelled URLs or suspicious URLs.**
- **Text sometimes contains spelling or grammatical mistakes.**
- **Messages are often urgent and sometimes threatening.**
- **Make sure you recognise the links or attachments you are expecting.**

WHAT SHOULD I DO?

It is fundamental not to access the email links or download any file, as well as to report it to the corporate security team.

HOW TO REPORT A PHISHING EMAIL?

- Use the Report button on the Outlook toolbar, following the steps:

  REPORT MESSAGE → PHISHING → REPORT

- Forwarding the phishing email as an attachment to the following email address: Information.Security.Corporate@nttdata.com.

5.4 Risk management

The **NTT DATA** Spain business group has been certified within the framework of a corporate Information Security Management System (ISMS) based on ISO27001 and ENS (National Security Scheme), high level standard with the following objectives:

- Classified and controlled information. Ensure the availability, confidentiality and integrity of the information managed by **NTT DATA** Spain.
- Managed Risks. Demonstrate that the risks associated with the services provided by the company are identified, evaluated and managed so as to guarantee access to information respecting the strategies defined by everis and its customers.
- Awareness. Provide internal awareness on Information Security issues, so as to ensure that the people involved know how to avoid incidents or know how to act if any are detected.
- Commitment. Demonstrate the organisation's commitment to Information Security, especially when managing customer information.
- Prioritised investments. Prioritise investments in security controls according to the value they bring to the service and the level of security clients require. For services:
  - Infrastructure services Hosting, Housing, Systems Technology, Operation and Monitoring/Observability, and in the services provided in the cloud.
  - Application development and maintenance services.
  - Business Process Outsourcing.
- Other countries with ISO 27001 certification include Germany with 8 centres, Italy with 2 centres, Romania with 6 centres and the UK with 1 centre.

ISO27001: 2017	ENS HIGH LEVEL
NOVUS BUILDING AV. FUENTE DE LA MORA, 1,28050 MADRID	Novus Building Av. Fuente de la Mora, 1,28050 Madrid
AV. DIAGONAL, 605 - 4ª PLANTA, 08028 BARCELONA	Av. Diagonal, 605 - 4ª planta, 08028 Barcelona
CALLE BERLÍN 38 – 48, 08029 BARCELONA	Calle Berlín 38 – 48, 08029 Barcelona
RONDA DE TOLEDO, 19, 13005 CIUDAD REAL	Ronda de Toledo, 19, 13005 Ciudad Real
AVENIDA ÓSCAR ESPLÁ, 37, 03007 ALICANTE	Avenida Óscar Esplá, 37, 03007 Alicante
C/BRITANIA 36-38 ESQUINA C/ ESCULTOR JOSÉ GUTIÉRREZ 2-4, 03540 PLAYA SAN JUAN, ALICANTE	C/Britania 36-38 esquina C/ Escultor José Gutiérrez 2-4, 03540 Playa San Juan, Alicante
C/ GONZALO JIMÉNEZ DE QUESADA, 2 EDIFICIO TORRE SEVILLA, 41092 SEVILLA	C/ Gonzalo Jiménez de Quesada, 2 Edificio Torre Sevilla, 41092 Sevilla
AVDA. AMÉRICO VESPUCIO, 5.2.C EDIFICIO CARTU- JA, 41092 SEVILLA	Avda. Américo Vespucio, 5.2.C Edificio Cartuja, 41092 Sevilla
AVDA. JUAN CARLOS I, S/N - PLANTA BAJA, EDIFI- CIO TORRE CRISTAL, 30100 ESPINARDO– MURCIA	Avda. Juan Carlos I, s/n - planta baja, Edificio Torre Cris- tal, 30100 Espinardo– Murcia
AV. JAVIER PRADO OESTE 2501, PISO 12, MAGDA- LENA DEL MAR, 15076 LIMA (PERU)	Av. Javier Prado Oeste 2501, piso 12, Magdalena del Mar, 15076 Lima (Peru)
	Avda. Cortes Valencianas 39 (46015 Valencia)



05

CORPORATE GOVERNANCE

5.5 Human rights

5.5 Human Rights

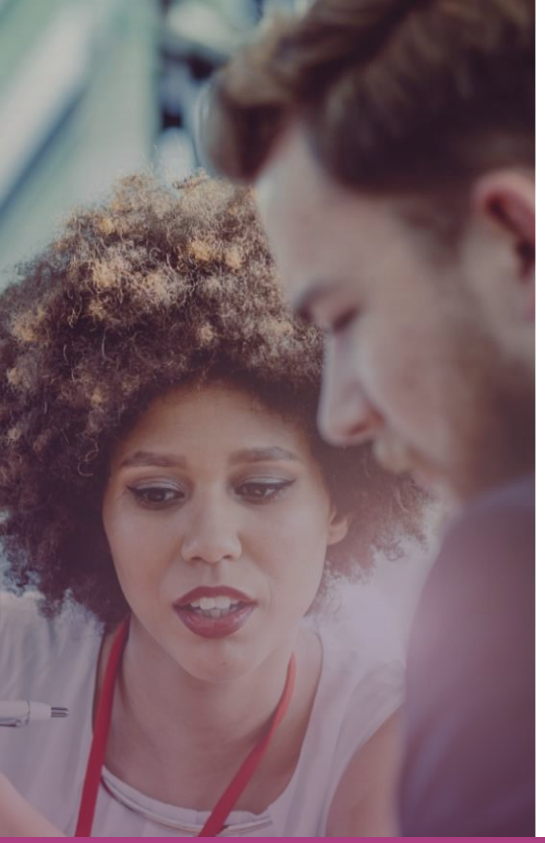
IMPLEMENTATION OF HUMAN RIGHTS DUE DILIGENCE PROCEDURES

In the next Fiscal Year, the Japanese parent company, **NTT DATA** Corporation, plans to publish a Code of Conduct that will apply to all **NTT DATA** Group Operating Companies with offices outside Japan, and in which it will enhance the defence and protection of Human Rights in the organisation and in any interactions of the Group with third parties.

NTT DATA UK has a specific internal policy called "Slavery and Human Trafficking Statement" to comply with the UK's Modern Slavery Act, which sets out preventive and punitive measures to combat modern forms of slavery, forced labour, including child and vulnerable people, human trafficking and sexual and other forms of exploitation.

At the request of **NTT DATA**, the **NTT DATA Group** Spain (and the ex EMEA Operating Companies) has published the document called **"NTT Group's Human Rights Charter",** available on the corporate Global Intranet, for the information of all employees.





5.5 Human Rights

PREVENTION OF RISK OF HUMAN RIGHTS VIOLATIONS

The **NTT DATA** Spain business group has always promoted and complied with all laws on respect for freedom of association and the right to collective bargaining and the regulations contained in the Treaties and International Conventions (ILO Convention), the Community Provisions, the Spanish Constitution, the Workers' Statute, Organic Law 11/1985, of 2 August, on Freedom of Association and Organic Law 1/2002, of 22 March, regulating the Right of Association.

The **NTT DATA** Spain Business Group is a global company, presided over by the values of responsible freedom, demanding generosity, creative energy, coherence and transparency, concerned not only with the integral development of its employees, but also of the communities in which it is present.

As an essential and basic compliance instrument, the **NTT DATA** Spain Business Group has an internal Code of Ethics and Professional Conduct (including the **NTT DATA** Global Compliance Policy) and protocols and policies that ensure compliance with and respect for Human Rights in the Company, such as the corporate Protocol against sexual and moral harassment, the Equality Plans, the various conciliation policies, etc. During FY21, 3 cases of discrimination were reported and the appropriate internal measures were adopted for their resolution.

The **NTT DATA** Spain business group considers that all professionals must be treated with respect and dignity, avoiding any discrimination on grounds of race, sex, ideology, nationality, religion, sexual orientation, disability or any other condition. Therefore, **NTT DATA** Spain will maintain and work towards protecting a working environment where dignity and fundamental labour rights are respected, using all available measures.

The NTT DATA Spain business group contributes to the integration of people with disabilities into employment, complying with the provisions of the applicable labour regulations (General Disability Law in Spain) and applies the alternative measures in force that ensure paid employment and the adjustments and adaptations of a personal and social nature as needed by this type of worker.

The **NTT DATA** Spain Group of companies also has the everislife programme, which encompasses compliance with legal measures in human rights and complements these with its own existing measures. Although it is understood that the consulting sector in Spain is not an area of activity where such serious violations occur, the **NTT DATA** Spain Group of companies strongly condemns forced labour and child labour.

The **NTT DATA** Spain Business Group also respects all the regulatory provisions that apply to on the minimum age for access to work, both in Spain and in the other countries in which the group operates, and urges its subcontractors, suppliers and other commercial partners to combat child labour.

As part of the project to reorganise and integrate the **NTT DATA EMEAL** operating companies, the principles set out for the **NTT DATA** Spain group of companies and, insofar as applicable to the rest of the group, are being adjusted so they are the same for all.

5.5 Human Rights

The extraordinary repercussions of **Artificial Intelligence** in all economic sectors generates new ethical challenges for technology and business professionals and experts.

COMMITMENT TO RESPONSIBLE ARTIFICIAL INTELLIGENCE TO CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT GOALS

The **NTT DATA EMEAL** Group shares the guidelines defined by the European Union to address an ethical approach to Artificial Intelligence: legality and alignment with all applicable laws and regulations, adherence to ethical principles and values, and robustness, from technological and social approaches, which guarantee that Artificial Intelligence has a positive effect on communities and people.



In collaboration with the 'SERES Foundation', a lab has been created to develop frameworks for action to help researchers, executives and Spanish citizens in general to understand and address in a practical way the ethical and social problems associated with the AI framework.

As a major milestone, a common set of rules for the responsible and inclusive use of AI in companies has been defined through 12 statements aligned with the ethical guidelines established by the European Commission for trustworthy Artificial Intelligence.



05

CORPORATE GOVERNANCE

5.6 Prevention of harassment

5.6 Prevention of harassment

INTERNAL PROTOCOL OF MEASURES ON THE PREVENTION, ACTION AGAINST AND CRIMINALIZATION OF HARASSMENT AT WORK

While all countries abide by the principles of the company's code of ethics, some additionally incorporate specific harassment protocols and policies. Some specific measures to prevent bullying are shown in the table

Through the People and Personnel Administration areas, **NTT DATA EMEAL** has a specific internal action protocol to prevent and penalise moral and gender-based harassment at work, to solve a discriminatory situation and minimize its consequences, guaranteeing the rights of people. The corresponding management procedures and the collaboration of the mediator and control and prevention commission are all in place. For this, **NTT DATA EMEAL** places at the disposal of professionals and third parties, notification and reporting channels with the Whistleblowing Alert System to report anonymously these cases. This System and its internal procedures are available on the global corporate Intranet and on the corporate website: **www.nttdata.com**

COUNTRY	SPECIFIC MEASURES FOR PREVENTING HARASSMENT
BRAZIL	Code of Ethics, Compliance Training, Compliance Training and Ethics for Executives, Reporting Channel
CHILE	Code of Ethics, Compliance Training, Compliance Training and Ethics for Executives, Reporting Channel
SPAIN	Protocol Against Sexual and Moral Harassment
MEXICO	NOM 035 - mechanisms to identify psychosocial risks to identify and deal with them properly
PERU	Corporate Protocol Against Sexual and Moral Harassment + Implementation of a procedure and evaluation committee for cases of workplace and sexual harassment
PORTUGAL	Code of Ethics, Compliance Training, Compliance Training and Ethics for Executives, Reporting Channel
UNITED KINGDOM (FORMER EVERIS)	Follow-up of the ACAS code (Advisory, Conciliation and Arbitration Service)
UNITED KINGDOM (FORMER NTT DATA EMEA)	NTT DATA Harassment and Bullying Policy
ROMANIA	Anti-harassment and discrimination policy(please see: OM_184_NTT DATA; ROI (REGULAMENT INTERN / TITLUL VI
USA	Measures in the *Employee Handbook*



05

CORPORATE GOVERNANCE

5.7 **Responsible taxation**

5.7 Responsible taxation

The **NTT DATA EMEAL** group is aware of the importance of transparency and good governance in the management of tax matters.

The Board of Directors of **NTT DATA** has approved, with effect from 1 April 2022, the new **NTT DATA EMEAL** * Fiscal Policy, which establishes the principles and guidelines governing the management of the tax affairs of the **NTT DATA EMEAL** group in all the territories it operates.

The principles that govern the management of **NTT DATA's** tax affairs are:

- **Proactivity**
- **Transparency**
- **Good governance**

The priority guidelines for action in the management of tax matters are:

- Compliance with tax obligations under the legislation in force, making a reasonable interpretation of it while preserving its right to go to court when it considers the legislation has been wrongly interpreted.
- Managing tax risks diligently and proactively.
- Information to the Board of Directors on all significant transactions, as established in the Spanish Companies Act.
- Relationship, in a professional and transparent manner, with the Tax Administrations of the jurisdictions where **NTT DATA EMEAL** operates.
- Related party transactions are measured at market value.
- The Group does not operate in non-cooperative jurisdictions or use opaque processes or systems for evasive purposes.

The **NTT DATA EMEAL** Tax Policy aims to continue the promotion of best practices of good corporate tax governance for tax risk management. In addition, work is under way on the new Fiscal Control Framework Standard, applicable to all EMEAL countries, which are developing this Fiscal Policy.

During the year, and until approving the new Tax Control Framework Standard, the previous Tax Control Framework Standard continued to apply, with the originally envisaged scope, which defines the main roles and responsibilities in the management and control of the Group's tax risks, taking the three lines of defence model as a reference.

This model consists of:

- **First line of defence:** It comprises the group's internal support areas directly involved in tax processes. They execute controls and report to the second line of defence those situations that may represent an area of fiscal uncertainty.
- **Second line of defence:** This comprises the group's Tax Governance & Advisory area, which is responsible for the tax control framework and the corporate risk manager. Its role is to promote the establishment and updating of controls in relation to areas of fiscal risk and to define measures to mitigate them.
- **Third line of defence:** It comprises Internal Audit whose responsibility is to verify the proper functioning of the Fiscal Control Framework.

The Fiscal Control Framework Standard also articulates the Fiscal Risk Management and Control Cycle, the stages of which are: identification, assessment, response, monitoring and reporting.

With the results obtained from the Cycle, the Tax Governance & Advisory area prepares the annual report for the Audit and Compliance Committee and the Board of Directors on the management of tax matters during the year.

During FY21, the Audit Committee noted and approved the activities of the tax function for FY20 in the above-mentioned Annual Report and these milestones related to the implementation process of the Tax Risk Management and Control Cycle.

*This policy replaces the previous everis Group policy

5.7 Responsible taxation

PROFITS ACCRUING TO THE COUNTRY

During this fiscal year, profits have increased significantly compared to the previous year. A more detailed explanation of these issues can be found in the financial report.

The following table shows the profit before and after tax per country. The data includes the entire fiscal year for NTT DATA Spain and the last six months of NTT DATA EMEA*, corresponding to the period from October to March 2022.

Andorra and South Africa did not record any activity this year, but residual data does affect taxation.

COUNTRY	PRE-TAX PROFITS FY21 (€)	PROFIT OBTAINED AFTER TAX FY21 (€)	PROFIT BEFORE TAX FY20 (€)	PROFIT AFTER TAX FY20 (€)	PROFIT BEFORE TAX FY19 (€)	PROFIT OBTAINED AFTER TAX FY19 (€)
EUROPE	16,941,715	25.987.082				
BELGIUM	8,809,994	6,021,363	12,845,348	10,101,487	3,306,667	3,288,803
DACH*	7,055,550	3,066,904	-	-	-	-
SPAIN	-13,417,847	-1,600,011	-154,642,198	-151,622,904	-141,418,553	-127,092,255
FRANCE	228,228	182,084	-1,712,732	-1,709,675	306,090	228,429
ITALY (FORMER EVERIS)	2,773,495	2,017,286	17,773,435	15,656,875	1,341,460	993,250
ITALY (FORMER NTT DATA EMEA)*	17,335,970	16,572,295	-	-	-	-
LUXEMBOURG	4,710	4,710	-1,002,690	-1,002,690	717,486	537,699
NETHERLANDS	4,573,387	3,231,776	21,897,194	20,849,279	1,482,422	1,448,297
PORTUGAL	3,271,385	2,267,841	651,173	-768,225	2,214,100	1,383,801
UNITED KINGDOM (FORMER EVERIS)	-1,944,819	-1,745,109	-190	5,632,864	-4,476,360	-3,610,454
UNITED KINGDOM (FORMER NTT DATA EMEA)*	-11,305,678	-3,321,800	-	-	-	-
ROMANIA*	-1,847,004	-1,750,723				
CROACIA*	50,332	45,395				
ANDORRA	22,914	22,914	-	-	-	-
SERBIA*	5,354	5,552	-	-	-	-
SWITZERLAND (FORMER EVERIS)	1,325,744	966,605	4,984,643	6,335,059	-892,390	-784,150
AMERICA	45,753,898	27,789,514				
ARGENTINA	3,917,360	2,228,953	-5,118,606	-2,768,191	-3,923,352	-3,878,235
BRAZIL	22,581,998	14,517,807	12,087,387	10,904,669	-5,198,251	-5,303,720
CHILE	12,415,244	9,935,693	-20,697,580	-15,472,846	5,604,618	4,713,531
COLOMBIA	584,463	-71,504	-418,006	-788,786	86,989	-329,124
MEXICO	2,915,067	382,108	2,838,899	1,500,284	2,947,380	2,415,668
PERU	3,921,919	1,265,146	6,786,121	1,261,398	13,974,623	9,346,644
USA	-582,153	-468,687	11,054,659	10,446,909	5,936,490	4,362,929
AFRICA	382,405	192,683				
MOROCCO	417,512	227,789	-3,876,256	-3,876,256	-121,541	-121,541
SOUTH AFRICA	-35,107	-35,107				
GLOBAL	63,078,018	53,969,279	-90,006,792	-95,113,817	-118,595,652	-108,589,943

5.7 Responsible taxation

TAX ON PROFITS PAID

The following table shows the payments for income taxes and public subsidies received.

Information on refunds (from previous fiscal years) is included in this fiscal year.

The data includes the entire fiscal year for NTT DATA Spain and the last six months of NTT DATA EMEA*, corresponding to the period from October to March 2022.

COUNTRY	TAX ON PROFITS PAID FY21 (€)	TAX REFUNDS ON PROFIT FY21 (€)	TAX ON PROFITS PAID FY20 (€)	TAX ON PROFITS PAID FY19 (€)
EUROPE	17,008,164	-4,062,586		
BELGIUM	1,621,360	0	693,424	0
DACH*	411,428	-629,599		
SPAIN	5,602,959	-3,199,633	74,604	
FRANCE	1,406	-74,604	808,383	270,430
ITALY (FORMER EVERIS)	3,618,362	0	0	77,720
ITALY (FORMER NTT DATA EMEA)*	872,069	0		
LUXEMBOURG	389,537	0		
NETHERLANDS	971,836	-91,672		
PORTUGAL	1,965,687	-22,108	755,586	917,774
UNITED KINGDOM (FORMER EVERIS)	0	0	256,089	0
UNITED KINGDOM (FORMER NTT DATA EMEA)*	1,317,880	-44,970		
ROMANIA*	213,120	0		
CROACIA*	3,870	0		
SERBIA*				
SWITZERLAND (FORMER EVERIS)	18,650	0	35,126	0
AMERICA	15,954,873	-2,521,601		
ARGENTINA	0	0	0	0
BRAZIL	7,084,009	0	41,923	37,762
CHILE	3,324,806	0	910,417	99,679
COLOMBIA	484,180	-2,521,601	354,699	0
MEXICO	724,254	0	1,310,448	2,082,254
PERU	4,260,653	0	5,319,335	7,073,564
USA	76,970	0	2,165,035	1,536
AFRICA	23,018	0		
MOROCCO	23,018	0	0	0
GLOBAL	32,986,056	-6,584,188	15,411,554	17,007,913

5.7 Responsible taxation

PUBLIC SUBSIDIES RECEIVED

The following table shows in the first column the public subsidies received and in the second column the refunds due to these subsidies.

The data includes the entire fiscal year for NTT DATA Spain and the last six months of NTT DATA EMEA*****, corresponding to the period from October to March 2022.

COUNTRY	PUBLIC SUBSIDIES RECEIVED FY21(€)	REFUNDS FY21 (€)	PUBLIC SUBSIDIES RECEIVED FY20 (€)	PUBLIC SUBSIDIES RECEIVED FY19 (€)
EUROPE	2,098,056	0		
BELGIUM	495,117		623,603	594,796
DACH*				
SPAIN	1,380,306		1,643,139	1,988,188
FRANCE			0	0
ITALY (FORMER EVERIS)			0	0
ITALY (FORMER NTT DATA EMEA)*				
LUXEMBOURG			0	0
NETHERLANDS			0	0
PORTUGAL			0	0
UNITED KINGDOM (FORMER EVERIS)			0	0
UNITED KINGDOM (FORMER NTT DATA EMEA)*				
ROMANIA*	222,633			
CROACIA*				
SERBIA*				
SWITZERLAND (FORMER EVERIS)			0	0
AMERICA	165,888	0		
ARGENTINA			0	0
BRAZIL			0	0
CHILE	165,888		0	0
COLOMBIA			0	0
MEXICO			0	0
PERU			0	0
USA			0	0
AFRICA	0	0	0	0
MOROCCO		0	0	0
GLOBAL	2,263,944	0	2,266,743	2,995,934

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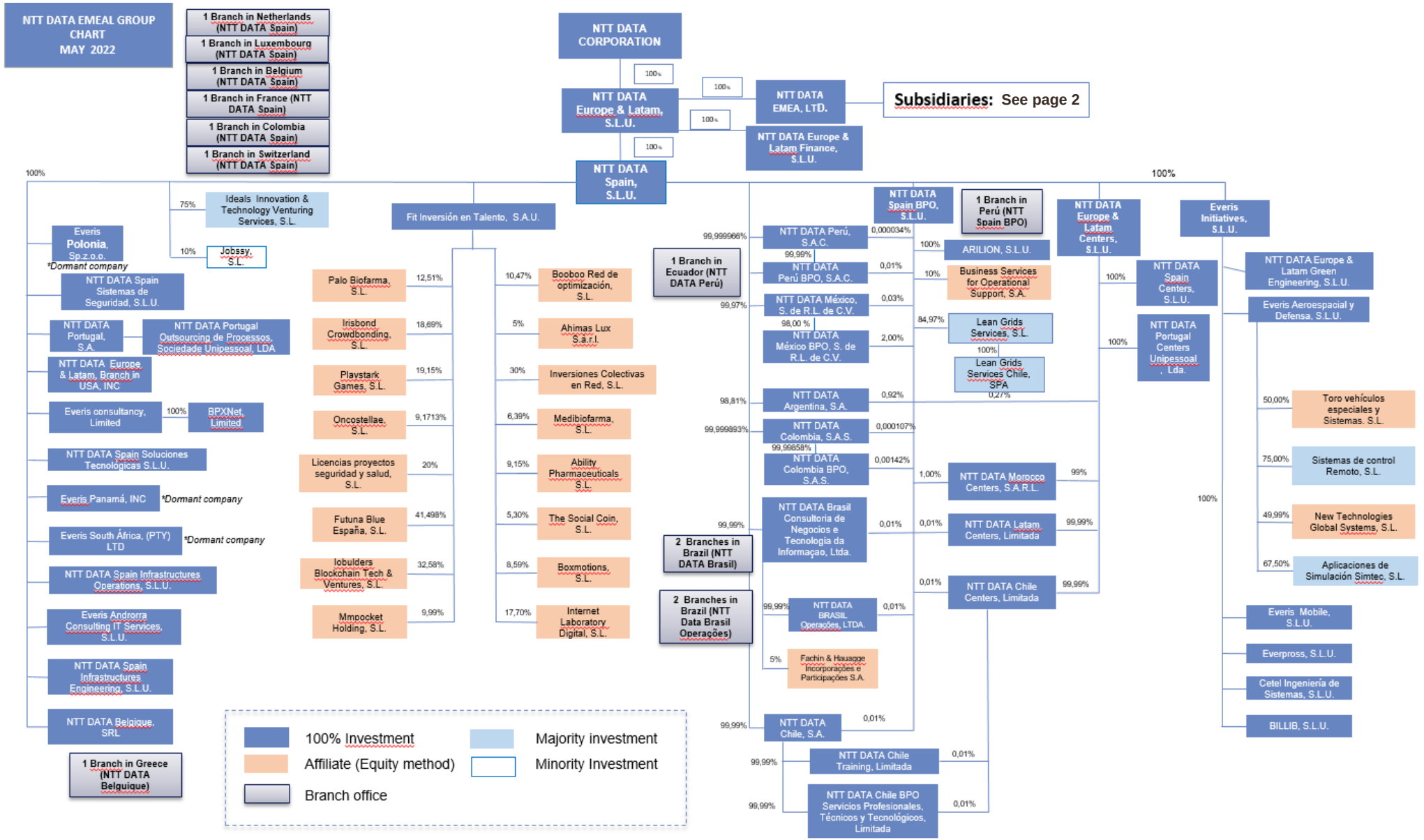
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Organization chart

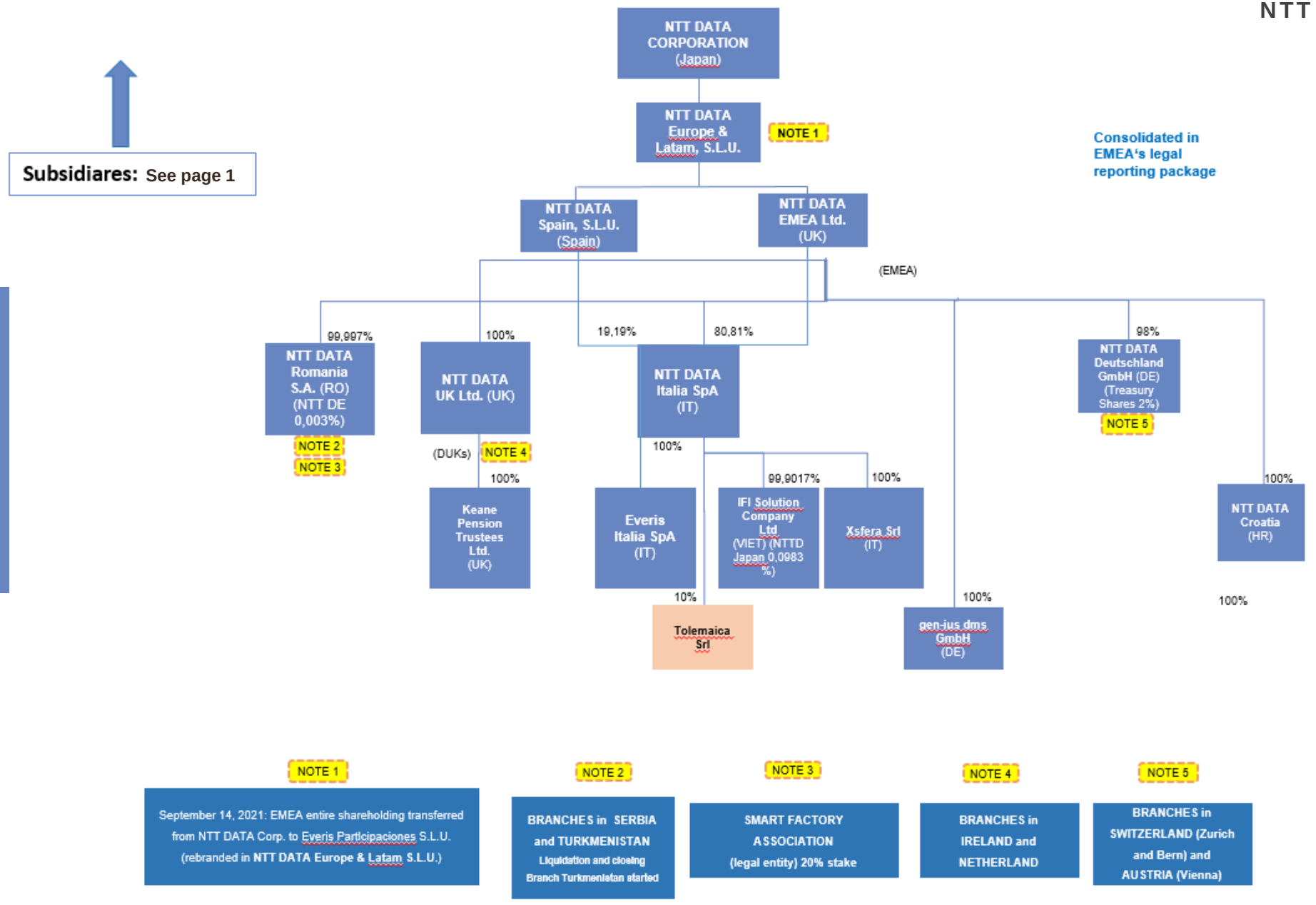
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Organization chart



ANNEX 1

Organization chart



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ANNEXE 2

Contribution to the Sustainable Development Goals (SDGs)

ANNEX 2

Contribution to the Sustainable Development Goals (SDGs)



CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

There is growing public interest in the extent to which the private sector contributes to the Sustainable Development Goals (SDGs). These are 17 goals set by the United Nations in 2015 with the aim of achieving an environmentally, socially and economically sustainable planet. Along with the goals, 169 targets were set for countries to achieve by 2030. The UN called for action by the private sector to work with national governments to achieve these goals.

NTT DATA EMEAL has carried out a study to determine the SDGs for the company in the economic, social and environmental areas. This fiscal year we have increased our commitment by 3 SDGs, committing to a total of 9 Sustainable Development Goals.

The following table also shows the GRI *(Global Reporting Initiative)* indicators that enable **NTT DATA EMEAL** to measure the results obtained. These indicators are standardised internationally.



ANNEX 2

Contribution to the Sustainable Development Goals (SDGs)

MATERIAL SUBJECTS	GRI INDICATOR	SUSTAINABLE DEVELOPMENT GOALS (SDGs)	HOW NTT DATA CONTRIBUTES TO THE SDGs
RECONCILIATION OF FAMILY AND PERSONAL LIFE, WELL-BEING AND BENEFITS	403-6	SDG 3 Ensure a healthy life and promote well-being for all ages	NTT DATA promotes the well-being of its employees with initiatives and programmes to care for their emotional, mental and physical health with social and Wellbeing initiatives.
TALENT MANAGEMENT TRAINING AND CAREER DEVELOPMENT PLAN	404-1, 404-2	SDG 4: Ensure inclusive and equitable, quality education and promote lifelong learning opportunities	Investment in the development of employees and other groups (school communities, university students, etc.) to enable their continuous professional training and their current and future employability in STEAM skills.
EQUALITY	103-2	SDG 5. Equality and Diversity Plan. Diversity, Equity and Inclusion Policy	The equality plan with concrete measures and objectives is aimed at putting an end to any kind of discrimination against women. Moreover, the company takes into account diversity criteria so that different employee profiles and diversity in recruitment are reflected in the company's practices. The Diversity, Equity and Inclusion Policy aims to align the organisation with the diversity approach to ensure equity and inclusion of our professionals, while becoming a positive activist within our community.
JOB CREATION	102-8	SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work.	In this fiscal year, the number of employees increased from 30,349 to 46,478 professionals. Moreover, a total of 18,989 new contracts were signed globally, of which 16,484 were with NTT DATA former everis and 2,505 with NTT DATA former EMEA.
			This commitment to creating jobs means economic growth in the communities where the company operates.
ECONOMIC SUSTAINABILITY	102-35, 102-36		We also developed projects to improve and professionalize the Third Sector by providing professional services in governing bodies and developing pro-bono work that contributes to increasing the activity's effect.
REMUNERATION POLICY	201-1		
VOLUNTEERING AND ENTREPRENEURSHIP	102-13	SDG 10. Reducing inequality within and between countries.	Promote corporate volunteering and support for entrepreneurship. This contributes to the creation of decent jobs and entrepreneurship, creativity and innovation and the promotion of micro-enterprises.
		SDG 17. Strengthen the means of implementation and revitalise the global partnership for sustainable development.	We generate alliances with different organisations such as Tec novation Forética, Fundación Luzón and Fundación ONCE to work together to contribute to the achievement of the SDGs by doing what we do best.

ANNEX 2

Contribution to the sustainable development goals (SDGs)

MATERIAL SUBJECTS	GRI INDICATOR	SUSTAINABLE DEVELOPMENT GOALS (SDGs)	HOW NTT DATA CONTRIBUTES TO THE SDGs
WORK-LIFE BALANCE AND TELEWORKING		SDG 10 Reducing inequality within and between countries	With our Be Flex model, employees have been offered three types of flexible work to be able to take advantage of the opportunities offered by teleworking and hyperconnectivity, in order to improve working conditions and work-life balance our professionals.
ENVIRONMENTAL POLICIES AND CERTIFICATIONS	ISO9.001, ISO14.001, ISO50.001, BREEAM	SDG 13. Take measures to combat climate change and its effects	**NTT DATA EMEAL** is committed to preserving the environment with an Environmental Policy that serves as a reference framework to minimise, reverse or put an end to the possible damage to nature. To prove with data and facts our environmental commitment to our surroundings, we calculate our Carbon Footprint (C.F.) every year. We also disclose climate change risks and opportunities in accordance with the TCFD methodology.
CLIMATE CHANGE CARBON FOOTPRINT	305-3, 305-5, H.C.		
ENERGY MANAGEMENT SYSTEM	ISO 50.001, 302-1	SDG 7. Ensure access to affordable, safe, sustainable and modern energy	We have an ISO 50.001 System for the Novus building in Madrid, which ensures the correct implementation of measures for affordable energy. During the FY21, 73% of energy was sourced from renewable energies, 49% with a guarantee of origin certificate and 24% from the electricity grid of each country. In addition, the scope of the ISO 50.001 System has been further extended to other offices.
CIRCULAR ECONOMY	ISO 14.001, ISO 50.001, BREAAM, Ecovadis. 103-2, 301-1, 301-2, 301-3, 303-3, 306-1, 306-2, 306-3.	SDG 11. Making cities and human settlements inclusive, safe, resilient and sustainable	We promote the circular economy with the donation of our devices electronics. Also, **NTT DATA EMEAL** has a wide range of certifications under which it is committed to its environmental performance in relation to responsible production and consumption; it promotes these policies and strategies to its employees through the newsletter and communities, raising their awareness and making them participants in NTT DATA's commitment to the environment.
CLIENT SATISFACTION	102-43		
SUPPLIERS	103-3, 102-9, 308-1, 308-2, 407-1, 409-1, 414-2		
TRANSPARENCY OF INFORMATION			
REGULATORY COMPLIANCE PREVENTION OF CORRUPTION AND BRIBERY	102-16, 103-2		
INFORMATION SECURITY AND DATA PROTECTION	102-15		
REPUTATION AND IMAGE.	102-15, 102-16		
RISK CONTROL			
RESPONSIBLE AND INCLUSIVE R&D&I		SDG 9. Build resilient infrastructure, promote sustainable industrialisation and encourage innovation	Innovation and technological progress are key to discovering lasting solutions to economic and environmental challenges, such as increasing energy and resource efficiency. **NTT DATA EMEAL** develops and offers business solutions, strategy, digital transformation, development and maintenance of technology applications and outsourcing in all sectors.

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Breakdown of non-financial indicators

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Breakdown of non-financial indicators

INDICATOR 1 **Staff distribution by country**

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

BELGIUM

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	1	0	1
TOTAL PARTNERS		1	0	1
DIRECTOR	51-60	0	5	5
	41-50	0	4	4
	31-40	0	1	1
TOTAL DIRECTORS		0	10	10
MANAGER	51-60	0	2	2
	41-50	2	7	9
	31-40	2	1	3
TOTAL MANAGERS		4	10	14
LEADER	60	0	1	1
	51-60	1	2	3
	41-50	2	9	11
	31-40	15	7	22
	21-30	2	4	6
TOTAL LEADERS		20	23	43
STAFF	60	0	1	1
	51-60	1	7	8
	41-50	9	24	33
	31-40	36	35	71
	21-30	30	27	57
	-20	0	1	1
TOTAL STAFF		76	95	171
TOTAL BELGIUM		101	138	239

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

DACH

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	60	0	8	8
	51-60	4	53	57
	41-50	2	23	25
	31-40	2	5	7
	21-30	2	2	4
TOTAL EXECUTIVES		10	91	101
SENIOR MANAGER	60	5	23	28
	51-60	14	110	124
	41-50	7	68	75
	31-40	4	27	31
TOTAL SENIOR MANAGERS		30	228	258
MANAGER	60	4	33	37
	51-60	27	148	175
	41-50	23	116	139
	31-40	29	90	119
	21-30	1	2	3
TOTAL MANAGERS		84	389	473
PROFESSIONAL	60	13	30	43
	51-60	59	120	179
	41-50	56	133	189
	31-40	187	277	464
	21-30	93	117	210
TOTAL PROFESSIONALS		408	677	1,085
JUNIOR	60	3	2	5
	51-60	10	1	11
	41-50	10	6	16
	31-40	35	36	71
	21-30	85	124	209
	-20	0	2	2
TOTAL JUNIORS		143	171	314
TOTAL DACH		675	1,556	2,231

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

SPAIN

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	60	1	3	4
	51-60	7	50	57
	41-50	11	94	105
	31-40	0	1	1
TOTAL PARTNERS		19	148	167
EXECUTIVE DIRECTOR	51-60	10	19	29
	41-50	8	42	50
	31-40	1	2	3
TOTAL EXECUTIVE DIRECTORS		19	63	82
DIRECTOR	60	0	3	3
	51-60	3	27	30
	41-50	40	150	190
	31-40	4	40	44
TOTAL DIRECTORS		47	220	267
MANAGER	60	1	4	5
	51-60	17	40	57
	41-50	110	243	353
	31-40	68	197	265
	21-30	1	1	2
TOTAL MANAGERS		197	485	682
LEADER	60	5	9	14
	51-60	73	177	250
	41-50	394	872	1,266
	31-40	616	1,363	1,979
	21-30	128	265	393
TOTAL LEADERS		1,216	2,686	3,902
STAFF	60	7	25	32
	51-60	188	270	458
	41-50	737	1,117	1,854
	31-40	1,385	2,750	4,135
	21-30	1,474	5,002	6,476
	-20	7	27	34
TOTAL STAFF		3,798	9,191	12,989
TOTAL SPAIN		5,296	12,793	18,089

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

FRANCE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	1	2
TOTAL DIRECTORS		1	1	2
LEADER	51-60	0	2	2
	41-50	1	0	1
	31-40	1	6	7
TOTAL LEADERS		2	8	10
STAFF	51-60	1	1	2
	41-50	2	2	4
	31-40	3	5	8
	21-30	7	0	7
TOTAL STAFF		13	8	21
TOTAL FRANCE		16	17	33

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

ITALY (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
	41-50	0	4	4
TOTAL PARTNERS		0	5	5
EXECUTIVE DIRECTOR	51-60	1	0	1
	41-50	0	1	1
TOTAL EXECUTIVE DIRECTORS		1	1	2
DIRECTOR	60	0	1	1
	51-60	0	5	5
	41-50	3	13	16
	31-40	0	5	5
TOTAL DIRECTORS		3	24	27
MANAGER	51-60	0	2	2
	41-50	4	12	16
	31-40	2	18	20
TOTAL MANAGERS		6	32	38
LEADER	51-60	7	12	19
	41-50	23	65	88
	31-40	41	136	177
	21-30	4	27	31
TOTAL LEADERS		75	240	315
STAFF	60	0	1	1
	51-60	4	4	8
	41-50	11	23	34
	31-40	92	152	244
	21-30	83	218	301
	-20	1	4	5
TOTAL STAFF		191	402	593
TOTAL ITALY (FORMER EVERIS)		276	704	980

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

ITALY (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	60	1	3	4
	51-60	6	28	34
	41-50	1	22	23
TOTAL EXECUTIVES		8	53	61
SENIOR MANAGER	60	0	6	6
	51-60	7	40	47
	41-50	5	25	30
	31-40	0	4	4
TOTAL SENIOR MANAGERS		12	75	87
MANAGER	60	3	9	12
	51-60	32	97	129
	41-50	46	122	168
	31-40	10	44	54
TOTAL MANAGERS		91	272	363
PROFESSIONAL	60	3	18	21
	51-60	124	256	380
	41-50	265	543	808
	31-40	245	628	873
	21-30	87	202	289
TOTAL PROFESSIONALS		724	1,647	2,371
JUNIOR	51-60	6	3	9
	41-50	18	22	40
	31-40	105	199	304
	21-30	287	748	1,035
	-20	6	3	3
TOTAL JUNIORS		417	974	1,391
TOTAL ITALY (FORMER NTT DATA EMEA)		1,252	3,021	4,273

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

LUXEMBOURG

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	51-60	0	1	1
TOTAL DIRECTORS		0	1	1
MANAGER	31-40	0	1	1
	21-30	0	1	1
TOTAL MANAGERS		0	2	2
LEADER	51-60	0	1	1
	31-40	0	1	1
TOTAL LEADERS		0	2	2
STAFF	60	0	2	2
	51-60	0	5	5
	41-50	5	24	29
	31-40	5	21	26
	21-30	1	5	6
TOTAL STAFF		11	57	68
TOTAL LUXEMBOURG		11	63	74

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

NETHERLANDS

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	51-60	0	2	2
TOTAL DIRECTORS		0	2	2
MANAGER	51-60	0	2	2
	41-50	2	4	6
TOTAL MANAGERS		2	6	8
LEADER	51-60	0	3	3
	41-50	5	8	13
	31-40	2	6	8
	21-30	1	2	3
TOTAL LEADERS		8	19	27
STAFF	51-60	0	1	1
	41-50	2	1	3
	31-40	5	6	11
	21-30	11	5	16
TOTAL STAFF		18	13	31
TOTAL NETHERLANDS		28	41	69

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

PORTUGAL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	1	7	8
TOTAL PARTNERS		1	7	8
DIRECTOR	51-60	1	2	3
	41-50	6	12	18
	31-40	2	11	13
TOTAL DIRECTORS		9	25	34
MANAGER	41-50	10	6	16
	31-40	12	24	36
TOTAL MANAGERS		22	30	52
LEADER	60	0	2	2
	51-60	1	8	9
	41-50	28	59	87
	31-40	54	136	190
	21-30	21	40	61
TOTAL LEADERS		104	245	349
STAFF	60	0	1	1
	51-60	2	1	3
	41-50	23	27	50
	31-40	84	144	228
	21-30	244	340	584
	-20	0	3	3
TOTAL STAFF		353	516	869
TOTAL PORTUGAL		489	823	1,312

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

UNITED KINGDOM (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	2	2
	41-50	0	5	5
TOTAL PARTNERS		0	7	7
DIRECTOR	51-60	1	4	5
	41-50	1	11	12
	31-40	0	3	3
TOTAL DIRECTORS		2	18	20
MANAGER	51-60	0	1	1
	41-50	4	8	12
	31-40	3	8	11
	21-30	0	1	1
TOTAL MANAGERS		7	18	25
LEADER	60	0	1	1
	51-60	3	19	22
	41-50	8	38	46
	31-40	27	45	72
	21-30	4	7	11
TOTAL LEADERS		42	110	152
STAFF	60	2	1	3
	51-60	4	10	14
	41-50	6	10	16
	31-40	28	20	48
	21-30	23	24	47
TOTAL STAFF		63	65	128
TOTAL UNITED KINGDOM (FORMER EVERIS)		114	218	332

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

UNITED KINGDOM (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	60	1	2	3
	51-60	1	10	11
	41-50	3	22	25
	31-40	0	2	2
TOTAL EXECUTIVES		5	36	41
SENIOR MANAGER	60	0	1	1
	51-60	4	32	36
	41-50	10	47	57
	31-40	3	16	19
TOTAL SENIOR MANAGERS		17	96	113
MANAGER	60	3	8	11
	51-60	16	77	93
	41-50	36	154	190
	31-40	30	120	150
	21-30	6	11	17
TOTAL MANAGERS		91	370	461
PROFESSIONAL	60	2	10	12
	51-60	10	25	35
	41-50	48	91	139
	31-40	92	171	263
	21-30	73	92	165
TOTAL PROFESSIONALS		225	389	614
JUNIOR	51-60	1	0	1
	41-50	1	2	3
	31-40	3	3	6
	21-30	9	15	24
	-20	1	2	3
TOTAL JUNIORS		15	22	37
SUPPORT	21-30	0	1	1
TOTAL SUPPORT		0	1	1
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)		353	914	1,267

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

ROMANIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	41-50	3	2	5
	31-40	0	1	1
TOTAL EXECUTIVES		3	3	6
SENIOR MANAGER	51-60	5	7	12
	41-50	20	40	60
	31-40	41	55	96
	21-30	2	5	7
TOTAL SENIOR MANAGERS		68	107	175
MANAGER	60	1	1	2
	51-60	4	6	10
	41-50	17	15	32
	31-40	65	68	133
	21-30	11	28	39
TOTAL MANAGERS		98	118	216
PROFESSIONAL	60	1	0	1
	51-60	4	1	5
	41-50	23	19	42
	31-40	139	122	261
	21-30	117	128	245
TOTAL PROFESSIONALS		284	270	554
JUNIOR	51-60	1	0	1
	41-50	6	1	7
	31-40	17	17	34
	21-30	110	112	222
	-20	2	2	4
TOTAL JUNIORS		136	132	268
TOTAL ROMANIA		589	630	1,219

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

SWITZERLAND (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
TOTAL PARTNERS		0	1	1
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
MANAGER	41-50	0	1	1
TOTAL MANAGERS		0	1	1
LEADER	31-40	0	2	2
	21-30	1	0	1
TOTAL LEADERS		1	2	3
STAFF	41-50	0	2	2
	31-40	1	1	2
TOTAL STAFF		1	3	4
TOTAL SWITZERLAND (FORMER EVERIS)		2	8	10

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

REST OF EMEA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	41-50	0	3	3
TOTAL EXECUTIVES		0	3	3
SENIOR MANAGER	41-50	0	6	6
	31-40	1	2	3
TOTAL SENIOR MANAGERS		1	8	9
MANAGER	51-60	0	2	2
	41-50	0	1	1
	31-40	3	5	8
TOTAL MANAGERS		3	8	11
PROFESSIONAL	51-60	0	1	1
	41-50	2	5	7
	31-40	15	28	43
	21-30	3	6	9
TOTAL PROFESSIONALS		20	40	60
JUNIOR	41-50	0	3	3
	31-40	6	20	26
	21-30	11	39	50
TOTAL JUNIORS		17	62	79
SUPPORT	60	0	1	1
	31-40	5	8	13
	21-30	39	114	153
TOTAL SUPPORT		44	123	167
TOTAL REST OF EMEA		85	244	329

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

ARGENTINA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	3	3
	41-50	1	0	1
TOTAL PARTNERS		1	3	4
DIRECTOR	51-60	1	2	3
	41-50	1	5	6
TOTAL DIRECTORS		2	7	9
MANAGER	51-60	1	3	4
	41-50	6	8	14
	31-40	3	5	8
	21-30	0	1	1
TOTAL MANAGERS		10	17	27
LEADER	60	0	3	3
	51-60	2	8	10
	41-50	14	28	42
	31-40	25	35	60
	21-30	10	14	24
TOTAL LEADERS		51	88	139
STAFF	60		3	3
	51-60	6	10	16
	41-50	17	35	52
	31-40	47	115	162
	21-30	76	199	275
	-20	1	2	3
TOTAL STAFF		147	364	511
TOTAL ARGENTINA		211	479	690

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

BRAZIL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	2	2
	41-50	0	5	5
	31-40	0	1	1
TOTAL PARTNERS		0	8	8
EXECUTIVE DIRECTOR	60	1	0	1
	51-60	0	3	3
	41-50	0	2	2
TOTAL EXECUTIVE DIRECTORS		1	5	6
DIRECTOR	60	1	3	4
	51-60	3	6	9
	41-50	11	25	36
	31-40	0	7	7
TOTAL DIRECTORS		15	41	56
MANAGER	51-60	5	13	18
	41-50	22	37	59
	31-40	14	42	56
	21-30	0	1	1
TOTAL MANAGERS		41	93	134
LEADER	60	3	10	13
	51-60	28	57	85
	41-50	61	147	208
	31-40	91	266	357
	21-30	27	85	112
TOTAL LEADERS		210	565	775
STAFF	60	14	58	72
	51-60	57	152	209
	41-50	139	347	486
	31-40	439	1,020	1,459
	21-30	510	1,397	1,907
	-20	13	53	66
TOTAL STAFF		1,172	3,027	4,199
TOTAL BRAZIL		1,439	3,739	5,178

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

CHILE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	2	2
TOTAL PARTNERS		0	2	2
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	51-60	1	2	3
	41-50	2	10	12
	31-40	3	1	4
TOTAL DIRECTORS		6	13	19
MANAGER	51-60	1	1	2
	41-50	9	17	26
	31-40	4	23	27
TOTAL MANAGERS		14	41	55
LEADER	60	0	4	4
	51-60	3	12	15
	41-50	35	96	131
	31-40	47	160	207
	21-30	4	26	30
TOTAL LEADERS		89	298	387
STAFF	60	2	4	6
	51-60	10	27	37
	41-50	41	100	141
	31-40	131	438	569
	21-30	91	513	604
	-20	0	7	7
TOTAL STAFF		275	1,089	1,364
TOTAL CHILE		384	1,444	1,828

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

COLOMBIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	1	1
	31-40	0	1	1
TOTAL PARTNERS		0	2	2
EXECUTIVE DIRECTOR	51-60	1	0	1
	41-50	0	1	1
TOTAL EXECUTIVE DIRECTORS		1	1	2
DIRECTOR	51-60	1	3	4
	41-50	2	7	9
	31-40	0	10	10
TOTAL DIRECTORS		3	20	23
MANAGER	51-60	1	2	3
	41-50	9	10	19
	31-40	4	10	14
	21-30	1	0	1
TOTAL MANAGERS		15	22	37
LEADER	51-60	3	9	12
	41-50	22	28	50
	31-40	54	77	131
	21-30	6	11	17
TOTAL LEADERS		85	125	210
STAFF	60	2	1	3
	51-60	7	24	31
	41-50	27	61	88
	31-40	131	204	335
	21-30	174	316	490
	-20	1	14	15
TOTAL STAFF		342	620	962
TOTAL COLOMBIA		446	790	1,236

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Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

ECUADOR

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	41-50	0	1	1
	31-40	0	3	3
	21-30	1	1	2
TOTAL LEADERS		1	5	6
STAFF	41-50	1	1	2
	31-40	3	8	11
	21-30	5	21	26
TOTAL STAFF		9	30	39
TOTAL ECUADOR		10	35	45

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

MEXICO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	1	1	2
TOTAL PARTNERS		1	1	2
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	51-60	0	3	3
	41-50	2	12	14
	31-40	2	7	9
TOTAL DIRECTORS		4	22	26
MANAGER	51-60	0	1	1
	41-50	6	7	13
	31-40	8	14	22
TOTAL MANAGERS		14	22	36
LEADER	60	1	3	4
	51-60	2	15	17
	41-50	36	70	106
	31-40	70	141	211
	21-30	15	52	67
TOTAL LEADERS		124	281	405
STAFF	60	2	9	11
	51-60	21	57	78
	41-50	53	116	169
	31-40	207	360	567
	21-30	272	601	873
	-20	0	1	1
TOTAL STAFF		555	1,144	1,699
TOTAL MEXICO		698	1,471	2,169

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

PERU

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
TOTAL PARTNERS		0	1	1
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	51-60	2	9	11
	41-50	3	6	9
	31-40	1	2	3
TOTAL DIRECTORS		6	17	23
MANAGER	60	0	1	1
	51-60	1	6	7
	41-50	12	21	33
	31-40	9	14	23
	21-30	0	1	1
TOTAL MANAGERS		22	43	65
LEADER	60	0	2	2
	51-60	1	14	15
	41-50	41	115	156
	31-40	86	261	347
	21-30	16	56	72
TOTAL LEADERS		144	448	592
STAFF	60	1	4	5
	51-60	5	28	33
	41-50	65	213	278
	31-40	369	974	1,343
	21-30	601	1,470	2,071
	-20	6	13	19
TOTAL STAFF		1,047	2,702	3,749
TOTAL PERU		1,219	3,212	4,431

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

USA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
	41-50	0	3	3
TOTAL PARTNERS		0	4	4
DIRECTOR	51-60	0	2	2
	41-50	0	4	4
	31-40	0	1	1
TOTAL DIRECTORS		0	7	7
MANAGER	41-50	1	4	5
TOTAL MANAGERS		1	4	5
LEADER	60	0	1	1
	51-60	1	1	2
	41-50	3	7	10
	31-40	1	11	12
	21-30	0	1	1
TOTAL LEADERS		5	21	26
STAFF	60	1	2	3
	51-60	3	8	11
	41-50	3	13	16
	31-40	5	11	16
	21-30	5	5	10
TOTAL STAFF		17	39	56
TOTAL USA		23	75	98

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

MOROCCO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
TOTAL DIRECTORS		0	1	1
MANAGER	41-50	0	2	2
TOTAL MANAGERS		0	2	2
LEADER	41-50	1	6	7
	31-40	2	6	8
TOTAL LEADERS		3	12	15
STAFF	41-50	1	3	4
	31-40	30	37	67
	21-30	131	124	255
	-20	1	1	2
TOTAL STAFF		163	165	328
TOTAL MOROCCO		166	180	346

	FEMALE	MALE	Total
TOTAL	**13,883**	**32,595**	**46,478**

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ANNEXES

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2.1 **Total number and distribution of types of employment contracts, by sex, age and professional classification**

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

BELGIUM

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	1	0	1
	TOTAL PARTNERS		1	0	1
	DIRECTOR	51-60	0	5	5
		41-50	0	4	4
		31-40	0	1	1
	TOTAL DIRECTORS		0	10	10
	MANAGER	51-60	0	2	2
		41-50	2	7	9
		31-40	2	1	3
	TOTAL MANAGERS		4	10	14
	LEADER	60	0	1	1
		51-60	1	2	3
		41-50	2	9	11
		31-40	15	7	22
		21-30	2	4	6
	TOTAL LEADERS		20	23	43
	STAFF	60	0	1	1
		51-60	1	7	8
		41-50	9	24	33
		31-40	36	35	71
		21-30	29	27	56
		-20	0	1	1
	TOTAL STAFF		75	95	170
TOTAL PERMANENT			100	138	238
FIXED-TERM	STAFF	21-30	1	0	1
	TOTAL STAFF		1	0	1
TOTAL FIXED-TERM			1	0	1
TOTAL BELGIUM			101	138	239

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

DACH

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE	60	0	6	6
		51-60	4	49	53
		41-50	2	23	25
		31-40	1	5	6
		21-30	1	1	2
	TOTAL EXECUTIVES		8	84	92
	SENIOR MANAGER	60	5	20	25
		51-60	10	102	112
		41-50	4	65	69
		31-40	4	26	30
	TOTAL SENIOR MANAGERS		23	213	236
	MANAGER	60	3	28	31
		51-60	21	136	157
		41-50	13	110	123
		31-40	21	84	105
		21-30	1	2	3
	TOTAL MANAGERS		59	360	419
	PROFESSIONAL	60	6	23	29
		51-60	30	109	139
		41-50	28	126	154
		31-40	109	261	370
		21-30	85	110	195
	TOTAL PROFESSIONALS		258	629	887
	JUNIOR	60	0	1	1
		51-60	4	1	5
		41-50	7	6	13
		31-40	26	35	61
		21-30	79	114	193
		-20	0	2	2
	TOTAL JUNIORS		116	159	275
TOTAL PERMANENT			464	1445	1909

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

DACH

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	EXECUTIVE	60	0	2	2
		51-60	0	4	4
		31-40	1	0	1
		21-30	1	1	2
	TOTAL EXECUTIVES		2	7	9
	SENIOR MANAGER	60	0	3	3
		51-60	4	8	12
		41-50	3	3	6
		31-40	0	1	1
	TOTAL SENIOR MANAGERS		7	15	22
	MANAGER	60	1	5	6
		51-60	6	12	18
		41-50	10	6	16
		31-40	8	6	14
	TOTAL MANAGERS		25	29	54
	PROFESSIONAL	60	7	7	14
		51-60	29	11	40
		41-50	28	7	35
		31-40	78	16	94
		21-30	8	7	15
	TOTAL PROFESSIONALS		150	48	198
	JUNIOR	60	3	1	4
		51-60	6	0	6
		41-50	3	0	3
		31-40	9	1	10
		21-30	6	10	16
	TOTAL JUNIORS		27	12	39
TOTAL PART TIME			211	111	322
TOTAL DACH			675	1,556	2,231

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	60	1	2	3
		51-60	7	50	57
		41-50	11	94	105
		31-40	0	1	1
	TOTAL PARTNERS		19	147	166
	EXECUTIVE DIRECTOR	51-60	10	19	29
		41-50	8	42	50
		31-40	1	2	3
	TOTAL EXECUTIVE DIRECTORS		19	63	82
	DIRECTOR	60	0	3	3
		51-60	3	27	30
		41-50	40	149	189
		31-40	4	40	44
	TOTAL DIRECTORS		47	219	266
	MANAGER	60	1	3	4
		51-60	17	40	57
		41-50	110	241	351
		31-40	68	197	265
		21-30	1	1	2
	TOTAL MANAGERS		197	482	679
	LEADER	60	4	9	13
		51-60	73	177	250
		41-50	391	868	1,259
		31-40	616	1,361	1,977
		21-30	128	265	393
	TOTAL LEADERS		1,212	2,680	3,892
	STAFF	60	6	22	28
		51-60	182	266	448
		41-50	711	1,099	1,810
		31-40	1,358	2,678	4,036
		21-30	1,420	4,595	6,015
		-20	5	23	28
	TOTAL STAFF		3,682	8,683	12,365
TOTAL PERMANENT			5,176	12,274	17,450

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2

CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	PARTNER	60	0	1	1
	TOTAL PARTNERS		0	1	1
	DIRECTOR	41-50	0	1	1
	TOTAL DIRECTORS		0	1	1
	MANAGER	60	0	1	1
		41-50	0	2	2
	TOTAL MANAGERS		0	3	3
	LEADER	60	1	0	1
		41-50	3	2	5
		31-40	0	2	2
	TOTAL LEADERS		4	4	8
	STAFF	60	1	2	3
		51-60	4	3	7
		41-50	22	5	27
		31-40	17	8	25
		21-30	26	51	77
	TOTAL STAFF		70	69	139
TOTAL PART TIME			74	78	152
FIXED TERM	LEADER	41-50	0	2	2
	TOTAL LEADERS		0	2	2
	STAFF	60	0	1	1
		51-60	2	1	3
		41-50	4	13	17
		31-40	10	64	73
		21-30	28	356	384
		-20	2	4	6
	TOTAL STAFF		46	439	485
TOTAL FIXED TERM			46	441	487
TOTAL SPAIN			5,296	12,793	18,089

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

FRANCE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	DIRECTOR	51-60	1	1	2
	TOTAL DIRECTORS		1	1	2
	LEADER	51-60	0	2	2
		41-50	1	0	1
		31-40	1	6	7
	TOTAL LEADERS		2	8	10
	STAFF	51-60	1	1	2
		41-50	2	2	4
		31-40	3	5	8
		21-30	7	0	7
	TOTAL STAFF		13	8	21
TOTAL PERMANENT			16	17	33
TOTAL FRANCE			16	17	33

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Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ITALY (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
		41-50	0	4	4
	TOTAL PARTNERS		0	5	5
	EXECUTIVE DIRECTOR	51-60	1	0	1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		1	1	2
	DIRECTOR	60	0	1	1
		51-60	0	5	5
		41-50	3	13	16
		31-40	0	5	5
	TOTAL DIRECTORS		3	24	27
	MANAGER	51-60	0	2	2
		41-50	4	12	16
		31-40	2	18	20
	TOTAL MANAGERS		6	32	38
	LEADER	51-60	7	12	19
		41-50	23	65	88
		31-40	41	136	177
		21-30	4	27	31
	TOTAL LEADERS		75	240	315
	STAFF	60	0	1	1
		51-60	4	2	8
		41-50	11	23	34
		31-40	92	152	244
		21-30	83	218	301
		-20	1	4	5
	TOTAL STAFF		191	402	593
TOTAL PERMANENT			276	704	980
TOTAL ITALY (FORMER EVERIS)			276	704	980

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ITALY (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE	60	1	3	4
		51-60	6	28	34
		41-50	1	22	23
	TOTAL EXECUTIVES		8	53	61
	SENIOR MANAGER	60	-	6	6
		51-60	7	40	47
		41-50	5	25	30
		31-40	-	4	4
	TOTAL SENIOR MANAGERS		12	75	87
	MANAGER	60	3	9	12
		51-60	32	97	129
		41-50	44	122	166
		31-40	10	44	54
	TOTAL MANAGERS		89	272	361
	PROFESSIONAL	60	2	18	20
		51-60	112	252	364
		41-50	197	542	739
		31-40	235	628	863
		21-30	87	201	288
	TOTAL PROFESSIONALS		633	1,641	2,274
	JUNIOR	51-60	4	2	6
		41-50	11	19	30
		31-40	95	196	291
		21-30	158	348	506
	TOTAL JUNIORS		268	565	833
TOTAL PERMANENT			1,010	2,606	3,616

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ITALY (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	MANAGER	41-50	1	-	1
	TOTAL MANAGERS		1	-	1
	PROFESSIONAL	60	1	-	1
		51-60	12	4	16
		41-50	68	1	69
		31-40	10	-	10
		21-30	-	1	1
	TOTAL PROFESSIONALS		91	6	97
	JUNIOR	51-60	2	1	3
		41-50	7	1	8
		31-40	8	-	8
		21-30	1	8	9
	TOTAL JUNIORS		18	10	28
TOTAL PART TIME			110	16	126
FIXED TERM	MANAGER	41-50	1	-	1
	TOTAL MANAGERS		1	-	1
	JUNIOR	41-50	-	2	2
		31-40	2	3	5
		21-30	128	392	520
		-20	1	2	3
	TOTAL JUNIORS		131	399	530
TOTAL FIXED TERM			132	399	531
TOTAL ITALY (FORMER NTT DATA EMEA)			1,252	3,021	4,273

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

LUXEMBOURG

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE DIRECTOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTORS		0	1	1
	MANAGER	31-40	0	1	1
		21-30	0	1	1
	TOTAL MANAGERS		0	2	2
	LEADER	51-60	0	1	1
		31-40	0	1	1
	TOTAL LEADERS		0	2	2
	STAFF	60	0	2	2
		51-60	0	5	5
		41-50	5	24	29
		31-40	5	21	26
		21-30	1	5	6
	TOTAL STAFF		11	57	68
TOTAL PERMANENT			11	63	74
TOTAL LUXEMBOURG			11	63	74

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

NETHERLANDS

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE DIRECTOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	0	2	2
	TOTAL DIRECTORS		0	2	2
	MANAGER	51-60	0	2	2
		41-50	2	4	6
	TOTAL MANAGERS		2	6	8
	LEADER	51-60	0	3	3
		41-50	5	7	12
		31-40	2	6	8
		21-30	1	2	3
	TOTAL LEADERS		8	18	26
	STAFF	51-60	0	1	1
		41-50	2	1	3
		31-40	5	6	11
		21-30	11	5	16
	TOTAL STAFF		18	13	31
TOTAL PERMANENT			28	40	68
PART TIME	LEADER	41-50	0	1	1
	TOTAL LEADERS		0	1	1
TOTAL PART TIME			0	1	1
TOTAL NETHERLANDS			28	41	69

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

PORTUGAL

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	1	7	8
	TOTAL PARTNERS		1	7	8
	DIRECTOR	51-60	1	2	3
		41-50	6	12	18
		31-40	2	11	13
	TOTAL DIRECTORS		9	25	34
	MANAGER	41-50	10	6	16
		31-40	12	24	36
	TOTAL MANAGERS		22	30	52
	LEADER	60	0	2	2
		51-60	1	8	9
		41-50	27	59	86
		31-40	54	136	190
		21-30	21	40	61
	TOTAL LEADERS		103	245	348
	STAFF	60	0	1	1
		51-60	2	1	3
		41-50	23	27	50
		31-40	84	144	228
		21-30	244	340	584
		-20	0	3	3
	TOTAL STAFF		353	516	869
TOTAL PERMANENT			488	823	1,311
PART TIME	LEADER	41-50	1	0	1
	TOTAL LEADERS		1	0	1
TOTAL PART TIME			1	0	1
TOTAL PORTUGAL			489	823	1,312

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

UNITED KINGDOM (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	2	2
		41-50	0	5	5
	TOTAL PARTNERS		0	7	7
	DIRECTOR	51-60	1	4	5
		41-50	1	11	12
		31-40	0	3	3
	TOTAL DIRECTORS		2	18	20
	MANAGER	51-60	0	1	1
		41-50	4	8	12
		31-40	3	8	11
		21-30	0	1	1
	TOTAL MANAGERS		7	18	25
	LEADER	60	0	1	1
		51-60	3	19	22
		41-50	8	38	46
		31-40	27	44	71
		21-30	4	7	11
	TOTAL LEADERS		42	109	151
	STAFF	60	2	1	3
		51-60	4	10	14
		41-50	6	10	16
		31-40	28	20	48
		21-30	23	24	47
	TOTAL STAFF		63	65	128
TOTAL PERMANENT			114	217	331
PART TIME	LEADER	31-40	0	1	1
	TOTAL LEADERS		0	1	1
TOTAL PART TIME			0	1	1
TOTAL UNITED KINGDOM (FORMER EVERIS)			114	218	332

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

UNITED KINGDOM (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE	60	0	2	2
		51-60	1	10	11
		41-50	3	22	25
		31-40	0	2	2
	TOTAL EXECUTIVES		4	36	40
	SENIOR MANAGER	60	0	1	1
		51-60	4	31	35
		41-50	9	46	55
		31-40	3	15	18
	TOTAL SENIOR MANAGERS		16	93	109
	MANAGER	60	3	6	9
		51-60	16	69	85
		41-50	30	151	181
		31-40	28	117	145
		21-30	6	11	17
	TOTAL MANAGERS		83	354	437
	PROFESSIONAL	60	2	8	10
		51-60	7	24	31
		41-50	33	82	115
		31-40	76	151	227
		21-30	59	77	136
	TOTAL PROFESSIONALS		177	342	519
	JUNIOR	41-50	0	2	2
		31-40	2	3	5
		21-30	9	13	22
		-20	1	1	2
	TOTAL JUNIORS		12	19	31
TOTAL PERMANENT			292	844	1,136

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

UNITED KINGDOM(Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	EXECUTIVE	60	1	0	1
	TOTAL EXECUTIVES		1	0	1
	SENIOR MANAGER	51-60	0	1	1
		41-50	0	1	1
	TOTAL SENIOR MANAGERS		0	2	2
	MANAGER	60	0	2	2
		51-60	0	2	2
		41-50	4	0	4
		31-40	2	0	2
	TOTAL MANAGERS		6	4	10
	PROFESSIONAL	60	0	2	2
		51-60	1	0	1
		41-50	6	0	6
		31-40	4	0	4
		21-30	1	0	1
	TOTAL PROFESSIONALS		12	2	14
	JUNIOR	41-50	1	0	1
	TOTAL JUNIORS		1	0	1
TOTAL PART TIME			20	8	28

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

UNITED KINGDOM (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	SENIOR MANAGER	41-50	1	0	1
		31-40	0	1	1
	TOTAL SENIOR MANAGERS		1	1	2
	MANAGER	51-60	0	6	6
		41-50	2	3	5
		31-40	0	3	3
	TOTAL MANAGERS		2	12	14
	PROFESSIONAL	51-60	2	1	3
		41-50	9	9	18
		31-40	12	20	32
		21-30	13	15	28
	TOTAL PROFESSIONALS		36	45	81
	JUNIOR	51-60	1	0	1
		31-40	1	0	1
		21-30	0	2	2
		-20	0	1	1
	TOTAL JUNIORS		2	3	5
	SUPPORT	21-30	0	1	1
	TOTAL SUPPORT		0	1	1
TOTAL FIXED TERM			41	62	103
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)			353	914	1,267

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ROMANIA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE	41-50	3	2	5
		31-40	0	1	1
	TOTAL EXECUTIVES		3	3	6
	SENIOR MANAGER	51-60	4	7	11
		41-50	19	40	59
		31-40	38	55	93
		21-30	2	5	7
	TOTAL SENIOR MANAGERS		63	107	170
	MANAGER	60	0	1	1
		51-60	4	4	8
		41-50	16	15	31
		31-40	63	66	129
		21-30	11	28	39
	TOTAL MANAGERS		94	114	208
	PROFESSIONAL	60	1	0	1
		51-60	3	1	4
		41-50	20	19	39
		31-40	138	120	258
		21-30	117	126	243
	TOTAL PROFESSIONALS		279	266	545
	JUNIOR	51-60	1	0	1
		41-50	6	1	7
		31-40	17	17	34
		21-30	106	105	211
		-20	2	2	4
	TOTAL JUNIORS		132	125	257
TOTAL PERMANENT			571	615	1,186

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ROMANIA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	SENIOR MANAGER	51-60	1	0	1
		41-50	1	0	1
		31-40	3	0	3
	TOTAL SENIOR MANAGERS		5	0	5
	MANAGER	60	1	0	1
		51-60	0	2	2
		41-50	1	0	1
		31-40	2	2	4
	TOTAL MANAGERS		4	4	8
	PROFESSIONAL	51-60	1	0	1
		41-50	3	0	3
		31-40	1	2	3
		21-30	0	2	2
	TOTAL PROFESSIONALS		5	4	9
	JUNIOR	21-30	4	7	11
	TOTAL JUNIORS		4	7	11
TOTAL PART TIME			18	15	33
TOTAL ROMANIA			589	630	1,219

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

SWITZERLAND (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
	TOTAL PARTNERS		0	1	1
	EXECUTIVE DIREC-TOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	MANAGER	41-50	0	1	1
	TOTAL MANAGERS		0	1	1
	LEADER	31-40	0	2	2
		21-30	1	0	1
	TOTAL LEADERS		1	2	3
	STAFF	41-50	0	2	2
		31-40	1	1	2
	TOTAL STAFF		1	3	4
TOTAL PERMANENT			2	8	10
TOTAL SWITZERLAND (FORMER EVERIS)			2	8	10

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2

CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

REST OF EMEA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE	41-50	0	3	3
	TOTAL EXECUTIVES		0	3	3
	SENIOR MANAGER	41-50	0	6	6
		31-40	0	2	2
	TOTAL SENIOR MANAGERS		0	8	8
	MANAGER	51-60	0	2	2
		41-50	0	1	1
		31-40	3	5	8
	TOTAL MANAGERS		3	8	11
	PROFESSIONAL	51-60	0	1	1
		41-50	2	5	7
		31-40	15	26	41
		21-30	3	6	9
	TOTAL PROFESSIONALS		20	38	58
	JUNIOR	41-50	0	3	3
		31-40	6	20	26
		21-30	11	39	50
	TOTAL JUNIORS		17	62	79
	SUPPORT	60	0	1	1
		31-40	5	8	13
		21-30	38	112	150
	TOTAL SUPPORT		43	121	164
TOTAL PERMANENT			83	240	323
PART TIME	SENIOR MANAGER	31-40	1	0	1
	TOTAL SENIOR MANAGERS		1	0	1
	PROFESSIONAL	31-40	0	2	2
	TOTAL PROFESSIONALS		0	2	2
	SUPPORT	21-30	1	2	3
	TOTAL SUPPORT		1	2	3
TOTAL PART TIME			2	4	6
TOTAL REST OF EMEA			85	244	329

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ARGENTINA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	LEADER	60	0	1	1
		51-60	0	1	1
		41-50	0	2	2
	TOTAL LEADERS		0	4	4
	STAFF	51-60	1	1	2
		41-50	0	2	2
		31-40	0	4	4
		21-30	0	2	2
	TOTAL STAFF		1	9	10
TOTAL PERMANENT			1	13	14
PART TIME	PARTNER	51-60	0	3	3
		41-50	1	0	1
	TOTAL PARTNERS		1	3	4
	DIRECTOR	51-60	1	2	3
		41-50	1	5	6
	TOTAL DIRECTORS		2	7	9
	MANAGER	51-60	1	3	4
		41-50	6	8	14
		31-40	3	5	8
		21-30	0	1	1
	TOTAL MANAGERS		10	17	27
	LEADER	60	0	2	2
		51-60	2	7	9
		41-50	14	26	40
		31-40	25	35	60
		21-30	10	14	24
	TOTAL LEADERS		51	84	135
	STAFF	60	0	3	3
		51-60	5	9	14
		41-50	17	33	50
		31-40	47	111	158
		21-30	76	197	273
		-20	1	2	3
	TOTAL STAFF		146	355	501
TOTAL PART TIME			210	466	676
TOTAL ARGENTINA			211	479	690

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

BRAZIL

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	2	2
		41-50	0	5	5
		31-40	0	1	1
	TOTAL PARTNERS		0	8	8
	EXECUTIVE DIRECTOR	60	1	0	1
		51-60	0	3	3
		41-50	0	2	2
	TOTAL EXECUTIVE DIRECTORS		1	5	6
	DIRECTOR	60	1	3	4
		51-60	3	6	9
		41-50	11	25	36
		31-40	0	7	7
	TOTAL DIRECTORS		15	41	56
	MANAGER	51-60	5	13	18
		41-50	22	37	59
		31-40	14	42	56
		21-30	0	1	1
	TOTAL MANAGERS		41	93	134
	LEADER	60	3	10	13
		51-60	28	57	85
		41-50	61	147	208
		31-40	91	266	357
		21-30	27	85	112
	TOTAL LEADERS		210	565	775
	STAFF	60	14	58	72
		51-60	57	152	209
		41-50	139	347	486
		31-40	439	1,019	1,458
		21-30	508	1,395	1,903
		-20	13	53	66
	TOTAL STAFF		1,170	3,024	4,194
TOTAL PERMANENT			1,437	3,736	5,173
FIXED TERM	STAFF	31-40	0	1	1
		21-30	2	2	4
	TOTAL STAFF		2	3	5
TOTAL FIXED TERM			2	3	5
TOTAL BRAZIL			1,439	3,739	5,178

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

CHILE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	0	2	2
	TOTAL PARTNERS		0	2	2
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	1	2	3
		41-50	2	10	12
		31-40	3	1	4
	TOTAL DIRECTORS		6	13	19
	MANAGER	51-60	1	1	2
		41-50	9	16	25
		31-40	4	22	26
	TOTAL MANAGERS		14	39	53
	LEADER	60	0	3	3
		51-60	3	12	15
		41-50	35	96	131
		31-40	47	159	206
		21-30	4	26	30
	TOTAL LEADERS		89	296	385
	STAFF	60	2	4	6
		51-60	10	27	37
		41-50	41	100	141
		31-40	131	438	569
		21-30	90	513	603
		-20	0	7	7
	TOTAL STAFF		274	1,089	1,363
TOTAL PERMANENT			383	1,440	1,823

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Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

CHILE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	LEADER	31-40	0	1	1
	TOTAL LEADERS		0	1	1
	STAFF	21-30	1	0	1
	TOTAL STAFF		1	0	1
TOTAL PART TIME			1	1	2
FIXED TERM	MANAGER	41-50	0	1	1
		31-40	0	1	1
	TOTAL MANAGERS		0	2	2
	LEADER	60	0	1	1
	TOTAL LEADERS		0	1	1
TOTAL FIXED TERM			0	3	3
TOTAL CHILE			384	1,444	1,828

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

COLOMBIA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	0	1	1
		31-40	0	1	1
	TOTAL PARTNERS		0	2	2
	EXECUTIVE DIRECTOR	51-60	1	0	1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		1	1	2
	DIRECTOR	51-60	1	3	4
		41-50	2	7	9
		31-40	0	10	10
	TOTAL DIRECTORS		3	20	23
	MANAGER	51-60	1	2	3
		41-50	9	10	19
		31-40	4	10	14
		21-30	1	0	1
	TOTAL MANAGERS		15	22	37
	LEADER	51-60	3	9	12
		41-50	22	28	50
		31-40	54	77	131
		21-30	6	11	17
	TOTAL LEADERS		85	125	210
	STAFF	60	2	1	3
		51-60	7	24	31
		41-50	27	61	88
		31-40	131	203	334
		21-30	174	316	490
		-20	1	14	15
	TOTAL STAFF		342	619	961
TOTAL PERMANENT			446	789	1,235
FIXED TERM	STAFF	31-40	0	1	1
	TOTAL STAFF		0	1	1
TOTAL FIXED TERM			0	1	1
TOTAL COLOMBIA			446	790	1,236

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

ECUADOR

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	LEADER	41-50	0	1	1
		31-40	0	3	3
		21-30	1	1	2
	TOTAL LEADERS		1	5	6
	STAFF	41-50	1	1	2
		31-40	3	8	11
		21-30	5	21	26
	TOTAL STAFF		9	30	39
TOTAL PERMANENT			10	35	45
TOTAL ECUADOR			10	35	45

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

MEXICO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	0	2	2
	TOTAL PARTNERS		0	2	2
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	1	2	3
		41-50	2	10	12
		31-40	3	1	4
	TOTAL DIRECTORS		6	13	19
	MANAGER	51-60	1	1	2
		41-50	9	16	25
		31-40	4	22	26
	TOTAL MANAGERS		14	39	53
	LEADER	60	0	3	3
		51-60	3	12	15
		41-50	35	96	131
		31-40	47	159	206
		21-30	4	26	30
	TOTAL LEADERS		89	296	385
	STAFF	60	2	4	6
		51-60	10	27	37
		41-50	41	100	141
		31-40	131	438	569
		21-30	90	513	603
		-20	0	7	7
	TOTAL STAFF		274	1,089	1,363
TOTAL PERMANENT			383	1,440	1,823

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

MEXICO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	DIRECTOR	41-50	0	2	2
		31-40	0	1	1
	TOTAL DIRECTORS		0	3	3
	MANAGER	51-60	0	1	1
		41-50	1	3	4
		31-40	1	4	5
	TOTAL MANAGERS		2	8	10
	LEADER	60	0	2	2
		51-60	1	11	12
		41-50	20	45	65
		31-40	32	57	89
		21-30	13	38	51
	TOTAL LEADERS		66	153	219
	STAFF	60	1	9	10
		51-60	17	55	72
		41-50	33	99	132
		31-40	150	307	457
		21-30	215	517	732
		-20	0	1	1
	TOTAL STAFF		416	988	1,404
TOTAL FIXED TERM			484	1,152	1,636
TOTAL MEXICO			698	1,471	2,169

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

PERU

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
	TOTAL PARTNERS		0	1	1
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	2	9	11
		41-50	3	6	9
		31-40	1	2	3
	TOTAL DIRECTORS		6	17	23
	MANAGER	60	0	1	1
		51-60	1	6	7
		41-50	12	21	33
		31-40	9	14	23
		21-30	0	1	1
	TOTAL MANAGERS		22	43	65
	LEADER	60	0	2	2
		51-60	1	14	15
		41-50	41	115	156
		31-40	86	261	347
		21-30	16	56	72
	TOTAL LEADERS		144	448	592
	STAFF	60	1	4	5
		51-60	5	28	33
		41-50	65	212	277
		31-40	369	973	1,342
		21-30	600	1,469	2,069
		-20	6	13	19
	TOTAL STAFF		1,046	2,699	3,745
TOTAL PERMANENT			1,218	3,209	4,427

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

PERU

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	STAFF	31-40	0	1	1
		21-30	1	1	2
	TOTAL STAFF		1	2	3
TOTAL PART TIME			1	2	3
FIXED TERM	STAFF	41-50	0	1	1
	TOTAL STAFF		0	1	1
TOTAL FIXED TERM			0	1	1
TOTAL PERU			1,219	3,212	4,431

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

USA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
		41-50	0	3	3
	TOTAL PARTNERS		0	4	4
	DIRECTOR	51-60	0	2	2
		41-50	0	4	4
		31-40	0	1	1
	TOTAL DIRECTORS		0	7	7
	MANAGER	41-50	1	4	5
	TOTAL MANAGERS		1	4	5
	LEADER	60	0	1	1
		51-60	1	1	2
		41-50	3	7	10
		31-40	1	11	12
		21-30	0	1	1
	TOTAL LEADERS		5	21	26
	STAFF	60	1	2	3
		51-60	3	8	11
		41-50	3	13	16
		31-40	5	11	16
		21-30	5	5	10
	TOTAL STAFF		17	39	56
TOTAL PERMANENT			23	75	98
TOTAL USA			23	75	98

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.1

Total number and distribution of types of employment contracts, by sex, age and professional classification

MOROCCO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTORS		0	1	1
	MANAGER	41-50	0	2	2
	TOTAL MANAGERS		0	2	2
	LEADER	41-50	1	6	7
		31-40	2	6	8
	TOTAL LEADERS		3	12	15
	STAFF	41-50	1	3	4
		31-40	30	37	67
		21-30	131	124	255
		-20	1	1	2
	TOTAL STAFF		163	165	328
TOTAL PERMANENT			166	180	346
TOTAL MOROCCO			166	180	346

	WOMEN	MEN	TOTAL
TOTAL GENERAL	13,883	32,595	46,478

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ANNEXES

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2.2 **Average number of contract types by country, gender and occupational classification**

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

BELGIUM

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	0.6	0	0.6
	TOTAL PARTNERS		0.6	0	0.6
	DIRECTOR	51-60	0	4.1	4.1
		41-50	0	4.4	4.4
		31-40	0	0.7	0.7
	TOTAL DIRECTORS		0	9,2	9.2
	MANAGER	51-60	0	2,2	2.2
		41-50	2.8	6,4	9.2
		31-40	1.6	0.7	2.3
	TOTAL MANAGERS		4.3	9.3	13.6
	LEADER	60	0	1	1
		51-60	0.8	3.6	4.4
		41-50	2.7	10.2	12.8
		31-40	13.1	8.1	21.2
		21-30	2	3.6	5.6
	TOTAL LEADERS		18.6	26.4	45
	STAFF	60	0	1.5	1.5
		51-60	1	8.3	9.3
		41-50	7.9	19.7	27.6
		31-40	24.6	33.8	58.3
		21-30	18.6	19.9	38.5
		-20	0	0.8	0.8
	TOTAL STAFF		52.1	83.9	136
TOTAL PERMANENT			75.6	128.8	204.3
FIXED TERM	STAFF	21-30	1	0	1
	TOTAL STAFF		1	0	1
TOTAL FIXED TERM			1	0	1
TOTAL BELGIUM			76.6	128.8	205.3

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

SPAIN

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	60	1	2	3
		51-60	7	54.2	61.2
		41-50	11.4	94	105.4
		31-40	0	1	1
	TOTAL PARTNERS		19.4	151.2	170.6
	EXECUTIVE DIRECTOR	51-60	10.2	19.3	29.4
		41-50	8	37.5	45.5
		31-40	1	1.5	2.5
	TOTAL EXECUTIVE DIRECTORS		19.2	58.3	77.4
	DIRECTOR	60	0	4.3	4.3
		51-60	3.2	29.5	32.7
		41-50	37.4	149.8	187.2
		31-40	3.7	39.3	43
	TOTAL DIRECTORS		44.2	222.9	267.1
	MANAGER	60	1	3	4
		51-60	16.8	38.8	55.6
		41-50	102.8	229.4	332.3
		31-40	63	181.2	244.4
		21-30	0.3	1	1.3
	TOTAL MANAGERS		183.9	453.7	637.6
	LEADER	60	4	7.4	11.4
		51-60	72.4	174.3	246.8
		41-50	382.9	838.7	1,221.6
		31-40	566.5	1,274.3	1,840.8
		21-30	87.4	179	266.4
	TOTAL LEADERS		1,113.30	2,473.8	3,587
	STAFF	60	6.8	23.6	30.3
		51-60	175.9	261.3	437.3
		41-50	673.5	1,077	1,750.5
		31-40	1,337.8	2,697.8	4,035.7
		21-30	1,282.6	4,020.8	5,303.4
		-20	2.2	14.3	16.4
	TOTAL STAFF		3,478.8	8,094.8	11,573.5
TOTAL PERMANENT			4,858.7	11,454.5	16,313.2

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

SPAIN

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARCIAL	PARTNER	60	0	1	1
	TOTAL PARTNERS		0	1	1
	DIRECTOR	41-50	0	1	1
	TOTAL DIRECTORS		0	1	1
	MANAGER	60	0	1	1
		41-50	0	2	2
		31-40	0	0.3	0.3
	TOTAL MANAGERS		0	3.3	3.3
	LEADER	60	1	0	1
		41-50	1.1	0.8	1.9
		31-40	0.8	1.9	2.8
	TOTAL LEADERS		2.9	2.8	5.7
	STAFF	60	1	1.1	1.1
		51-60	5.3	3.3	8.6
		41-50	21.6	6.3	24.8
		31-40	15.3	10.9	26.2
		21-30	19	46.8	65.8
	TOTAL STAFF		62.1	68.3	131.4
TOTAL PARCIAL			65	76.4	141.4
FIXED TERM	MANAGER	31-40	0	0.1	0.1
	TOTAL MANAGERS		0	0.1	0.1
	LEADER	41-50	0.6	1.7	2.3
		31-40	0.4	0.3	0.7
		21-30	0	0.2	0.2
	TOTAL LEADERS		1	2.1	3.1
	STAFF	60	0	1	1
		51-60	2.7	1	3.7
		41-50	4.4	21.9	26.3
		31-40	10.2	87	97.2
		21-30	33.3	466.9	500.2
		-20	1.2	3.9	5.1
	TOTAL STAFF		49.9	581.8	632.1
TOTAL FIXED TERM			64.6	608.6	673.8
TOTAL SPAIN			4,974.6	12,114.9	17,090.1

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

FRANCE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	DIRECTOR	51-60	1	1	2
	TOTAL DIRECTORS		1	1	2
	MANAGER	51-60	0.5	0	0.5
	TOTAL MANAGERS		0.5	0	0.5
	LEADER	51-60	0.1	2.4	2.5
		41-50	1	0	1
		31-40	1	5.3	6.3
	TOTAL LEADERS		2.1	7.8	9.8
	STAFF	51-60	1.1	0.7	1.8
		41-50	0.8	2.9	3.7
		31-40	1.6	5.3	6.8
		21-30	4.8	1.1	5.8
	TOTAL STAFF		8.2	9.9	18.1
TOTAL PERMANENT			11.8	18.7	30.4
TOTAL FRANCE			11.8	18.7	30.4

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

ITALY (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
		41-50	0	4	4
	TOTAL PARTNERS		0	5	5
	EXECUTIVE DIRECTOR	51-60	1	0	1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		1	1	2
	DIRECTOR	60	0	1	1
		51-60	0.3	4.7	4.9
		41-50	3	12.9	15.9
		31-40	0	5	5
	TOTAL DIRECTORS		3.3	23.6	26.8
	MANAGER	51-60	0	2	2
		41-50	3.8	10.3	14.1
		31-40	1.8	17.1	18.9
	TOTAL MANAGERS		5.7	29.3	35
	LEADER	51-60	6.6	11.6	18.2
		41-50	24.3	67.3	91.5
		31-40	42	131.4	173.4
		21-30	3.3	17.8	21.1
	TOTAL LEADERS		76.1	228.1	304.2
	STAFF	60	0	1.8	1.8
		51-60	3.3	4.3	7.7
		41-50	9.6	21.4	31
		31-40	91.3	162.2	253.5
		21-30	79.3	203.3	282.6
		-20	0.8	1.3	2.1
	TOTAL STAFF		184.4	394.2	578.6
TOTAL PERMANENT			270.4	681.2	951.6
TOTAL ITALY (FORMER EVERIS)			270.4	681.2	951.6

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

LUXEMBOURG

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE DIRECTOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	0	1	1
		41-50	0	0.17	0.17
	TOTAL DIRECTORS		0	1.17	1.17
	MANAGER	31-40	0	1	1
		21-30	0	0.25	0.25
	TOTAL MANAGERS		0	1.25	1.25
	LEADER	51-60	0	1	1
		41-50	0	0.83	0.83
		31-40	0	0.5	0.5
	TOTAL LEADERS		0	2.33	2.33
	STAFF	60	0	2.5	2.5
		51-60	0	5.33	5.33
		41-50	5.17	24.5	29.67
		31-40	2.67	19.75	22.42
		21-30	0.92	3	3.92
	TOTAL STAFF		8.75	55.08	63.83
TOTAL PERMANENT			8.75	60.83	69.58
FIXED TERM	LEADER	41-50	0	0.08	0.08
	TOTAL LEADERS		0	0.08	0.08
TOTAL FIXED TERM			0	0.08	0.08
TOTAL LUXEMBOURG			8.75	60.92	69.67

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country. gender and occupational classification

NETHERLANDS

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE DIRECTOR	51-60	0	0.1	0.1
	TOTAL EXECUTIVE DIRECTORS		0	0.1	0.1
	DIRECTOR	51-60	0	2.9	2.9
	TOTAL DIRECTORS		0	2.9	2.9
	MANAGER	51-60	0	2.3	2.3
		41-50	0.7	2.2	2.8
	TOTAL MANAGERS		0.7	4.4	5.1
	LEADER	51-60	0	2.5	2.5
		41-50	5.1	6.3	11.3
		31-40	2.7	6.7	9.3
		21-30	0.6	1	1.6
	TOTAL LEADERS		8.3	16.4	24.8
	STAFF	51-60	0	1	1
		41-50	1.8	0.8	2.6
		31-40	5.2	4.6	9.8
		21-30	7.9	4.7	12.6
	TOTAL STAFF		14.9	11	25.9
TOTAL PERMANENT			23.9	34.8	58.8
PART TIME	LEADER	41-50	0	0.7	0.7
	TOTAL LEADERS		0	0.7	0.7
TOTAL PART TIME			0	0.7	0.7
TOTAL NETHERLANDS			23.9	35.5	59.4

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

PORTUGAL

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	1	7	8
	TOTAL PARTNERS		1	7	8
	DIRECTOR	51-60	1	1,3	2,3
		41-50	5,7	12,1	17,8
		31-40	1,3	9,8	11,1
	TOTAL DIRECTORS		7,9	23,2	31,1
	MANAGER	51-60	0,3	0	0,3
		41-50	8,8	7,8	16,6
		31-40	9,9	21,5	31,4
	TOTAL MANAGERS		19	29,3	48,3
	LEADER	60	0	0,8	0,8
		51-60	0,5	8,8	9,3
		41-50	21,5	52,6	74,1
		31-40	53,6	116	169,6
		21-30	15,2	22,8	37,9
	TOTAL LEADERS		90,8	201	291,8
	STAFF	60	0,5	1,4	1,9
		51-60	1,3	2,2	3,4
		41-50	23,3	28,7	52
		31-40	83,5	150,8	234,3
		21-30	231,8	325,8	557,5
		-20	0	2,3	2,3
	TOTAL STAFF		340,3	511,1	851,4
TOTAL PERMANENT			359	771,5	1.230,50
PART TIME	LEADER	41-50	1	0	1
	TOTAL LEADERS		1	0	1
	STAFF	31-40	0,2	0	0,2
	TOTAL STAFF		0,2	0	1,2
TOTAL PART TIME			1,2	0	1,2
TOTAL PORTUGAL			460,2	771,5	1.231,70

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

UNITED KINGDOM (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1.8	1.8
		41-50	0	5	5
	TOTAL PARTNERS		0	6.8	6.8
	DIRECTOR	51-60	1	4	5
		41-50	1	11.8	12.8
		31-40	0	3	3
	TOTAL DIRECTORS		2	18.8	20.8
	MANAGER	51-60	0	0.5	0.5
		41-50	4	7.2	11.2
		31-40	2.6	8.1	10.7
		21-30	0	0.6	0.6
	TOTAL MANAGERS		6.6	16.3	22.9
	LEADER	60	0	0.3	0.3
		51-60	3	16.9	19.9
		41-50	7.8	33.8	41.6
		31-40	27.5	43.5	71
		21-30	4.2	6.3	10.4
	TOTAL LEADERS		42.5	100.8	143.3
	STAFF	60	2.3	1.6	3.8
		51-60	4.1	10.3	14.3
		41-50	5.4	9.4	14.8
		31-40	26.8	22.3	49
		21-30	18.5	23.8	42.3
	TOTAL STAFF		57	67.3	124.3
TOTAL PERMANENT			108.1	210	318.1
PART TIME	LEADER	21-30	0.3	0.1	0.4
	TOTAL LEADERS		0.3	0.1	0.4
TOTAL PART TIME			0.3	0.1	0.4
FIXED TERM	LEADER	31-40	0	0.5	0.5
	TOTAL LEADERS		0	0.5	0.5
	STAFF	31-40	0	0.3	0.3
	TOTAL STAFF		0	0.3	0.3
TOTAL FIXED TERM			0	0.8	0.8
TOTAL UNITED KINGDOM (FORMER EVERIS)			108.4	210.9	319.3

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

SWITZERLAND (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
	TOTAL PARTNERS		0	1	1
	EXECUTIVE DIRECTOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	MANAGER	41-50	0	1	1
	TOTAL MANAGERS		0	1	1
	LEADER	41-50	0	0.8	0.8
		31-40	0	1.1	1.1
		21-30	0.3	0	0.3
	TOTAL LEADERS		0.3	1.8	2.2
	STAFF	60	0	0.1	0.1
		41-50	0	0.3	0.3
		31-40	0.3	1.4	1.8
	TOTAL STAFF		0.3	1.8	2.2
TOTAL PERMANENT			0.7	6.7	7.3
TOTAL SWITZERLAND (FORMER EVERIS)			0.7	6.7	7,3

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

ARGENTINA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	LEADER	60	0	1	1
		51-60	0	1	1
		41-50	0	2	2
		31-40	0.7	0	0.7
	TOTAL LEADERS		0.7	4	4.7
	STAFF	51-60	1	1	2
		41-50	0.5	2	2.5
		31-40	0.7	4	4.7
		21-30	0.2	2.8	3
	TOTAL STAFF		2.3	9.8	12.2
TOTAL PERMANENT			3	13.8	16.8
PART TIME	PARTNER	51-60	0	3	3
		41-50	1	0	1
	TOTAL PARTNERS		1	3	4
	DIRECTOR	51-60	0.3	2.2	2.5
		41-50	1	5	6
	TOTAL DIRECTORS		1.3	7.2	8.5
	MANAGER	51-60	1	2.8	3.8
		41-50	5.6	7.2	12.8
		31-40	1.8	4.9	6.8
		21-30	0	0.6	0.6
	TOTAL MANAGERS		8.4	15.4	23.8
	LEADER	60	0	0.3	0.3
		51-60	1.2	4.8	5.9
		41-50	14.6	23.5	38.1
		31-40	22.9	30.7	53.6
		21-30	7.1	12.4	19.5
	TOTAL LEADERS		45.8	71.6	117.3
	STAFF	60	0	2.1	2.1
		51-60	4.7	5.8	10.5
		41-50	14.7	25.6	40.3
		31-40	42	92.6	134.6
		21-30	61.3	162.3	223.6
		-20	0.5	0.8	1.3
	TOTAL STAFF		123.2	289.2	412.3
TOTAL PART TIME			179.7	386.3	566
TOTAL ARGENTINA			182.7	400.2	582.8

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

BRAZIL

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1.3	1.3
		41-50	0	5	5
		31-40	0	1	1
	TOTAL PARTNERS		0	7.3	7.3
	EXECUTIVE DIRECTOR	60	1	0	1
		51-60	0	2.9	2.9
		41-50	0	2	2
	TOTAL EXECUTIVE DIRECTORS		1	4.9	5.9
	DIRECTOR	60	0.5	1.8	2.3
		51-60	3	6.8	9.8
		41-50	9.2	22.3	31.4
		31-40	0	9	9
	TOTAL DIRECTORS		12.7	39.8	52.5
	MANAGER	51-60	4	11.8	15.8
		41-50	22.1	32.1	54.2
		31-40	11.4	35.9	47.3
		21-30	0	0.4	0.4
	TOTAL MANAGERS		37.5	80.2	117.7
	LEADER	60	3	7.8	10.8
		51-60	24.5	44.8	69.3
		41-50	53.4	129	182.4
		31-40	86.2	227.7	313.8
		21-30	20.8	67.8	88.5
	TOTAL LEADERS		187.8	477	664.8
	STAFF	60	13.3	55.5	68.8
		51-60	57.8	139.9	197.8
		41-50	116.5	303.8	420.3
		31-40	347.6	935.3	1,282.90
		21-30	388.3	1,201.00	1,589.30
		-20	7.9	35.3	43.3
	TOTAL STAFF		931.3	2,670.80	3,602.20
TOTAL PERMANENT			1,170.30	3,280.00	4,450.30
FIXED TERM	STAFF	31-40	0	1.5	1.5
		21-30	2	2	4
	TOTAL STAFF		2	3.5	5.5
TOTAL FIXED TERM			2	3.5	5.5
TOTAL BRAZIL			1,172.30	3,283.50	4,455,80

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

CHILE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	0.8	0.8
		41-50	0	2	2
	TOTAL PARTNERS		0	2.8	2.8
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	0.8	2	2.8
		41-50	2.3	10.9	13.2
		31-40	3	1	4
	TOTAL DIRECTORS		6.1	13.9	20
	MANAGER	51-60	1	1.8	2.8
		41-50	7.8	17.1	24.9
		31-40	3.8	16.6	20.4
	TOTAL MANAGERS		12.7	35.4	48.1
	LEADER	60	0	2.8	2.8
		51-60	3	13.7	16.7
		41-50	34.5	94.3	128.8
		31-40	43.8	159.6	203.4
		21-30	3.8	18.2	22
	TOTAL LEADERS		85.2	288.4	373.6
	STAFF	60	2	6.5	8.5
		51-60	10	28.1	38.1
		41-50	43.5	105.2	148.7
		31-40	134.8	445.8	580.6
		21-30	76.8	453.1	529.8
		-20	0	1.5	1.5
	TOTAL STAFF		267	1,040.20	1,307.20
TOTAL PERMANENT			370.9	1,381.70	1,752,60

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

CHILE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	LEADER	51-60	0	0.3	0.3
		31-40	0	0.8	0.8
	TOTAL LEADERS		0	1.1	1.1
	STAFF	41-50	0.3	0.3	0.7
		21-30	0.7	0	0.7
	TOTAL STAFF		1	0.3	1.3
TOTAL PART TIME			1	1.4	2.4
FIXED TERM	DIRECTOR	41-50	0	0.3	0.3
	TOTAL DIRECTORS		0	0.3	0.3
	MANAGER	41-50	0	1	1
		31-40	0	1.3	1.3
	TOTAL MANAGERS		0	2.3	2.3
	LEADER	60	0	1	1
		31-40	0.3	0.1	0.4
	TOTAL LEADERS		0.3	1.1	1.4
	STAFF	31-40	0	0.1	0.1
	TOTAL STAFF		0	0.1	0.1
TOTAL FIXED TERM			0.3	3.8	4.1
TOTAL CHILE			372.3	1,386.90	1,759,20

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

COLOMBIA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	0	0.7	0.7
		31-40	0	1	1
	TOTAL PARTNERS		0	1.7	1.7
	EXECUTIVE DIRECTOR	51-60	0.1	0	0.1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0.1	1	1.1
	DIRECTOR	51-60	1.3	3	4.3
		41-50	1.6	7.7	9.3
		31-40	0	9.7	9.7
	TOTAL DIRECTORS		2.9	20.3	23.3
	MANAGER	51-60	1	0.9	1.9
		41-50	10.5	10.8	21.3
		31-40	3.2	10.7	13.8
		21-30	0.6	0	0.6
	TOTAL MANAGERS		15.3	22.3	37.6
	LEADER	51-60	2.9	9	11.9
		41-50	20.3	29.7	50
		31-40	49.6	73.7	123.3
		21-30	5.7	8.3	14
	TOTAL LEADERS		78.5	120.7	199.2
	STAFF	60	1.4	1	2.4
		51-60	6.6	20.7	27.3
		41-50	26.7	53.4	80.1
		31-40	124.3	192.9	317.2
		21-30	147.4	266.9	414.3
		-20	0.8	10	10.8
	TOTAL STAFF		307.2	544.9	852.1
TOTAL PERMANENT			403.9	710.9	1,114.80
FIXED TERM	DIRECTOR	31-40	0	0.3	0.3
	TOTAL DIRECTORS		0	0.3	0.3
	STAFF	31-40	0	0.2	0.2
	TOTAL STAFF		0	0.2	0.2
TOTAL FIXED TERM			0	0.4	0.4
TOTAL COLOMBIA			403.9	711.3	1,115.30

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

ECUADOR

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	LEADER	41-50	0	0.5	0.5
		31-40	0	1.5	1.5
		21-30	0.3	0.5	0.8
	TOTAL LEADERS		0.3	2.5	2.8
	STAFF	41-50	0.3	0.5	0.8
		31-40	0.8	2.8	3.5
		21-30	0.9	6.9	7.8
	TOTAL STAFF		1.9	10.2	12.1
TOTAL PERMANENT			2.2	12.7	14.8
TOTAL ECUADOR			2.2	12.7	14.8

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

MEXICO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	41-50	1	1	2
	TOTAL PARTNERS		1	1	2
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTORS		0	1	1
	DIRECTOR	51-60	0	3	3
		41-50	2.3	9.6	11.9
		31-40	1.7	5.3	7
	TOTAL DIRECTORS		4	17.9	21.9
	MANAGER	51-60	0	0.5	0.5
		41-50	4.3	5.6	9.9
		31-40	6.5	11	17.5
	TOTAL MANAGERS		10.8	17.1	27.9
	LEADER	60	1	1	2
		51-60	1	4	5
		41-50	17.2	26.3	43.5
		31-40	41	95.5	136.5
		21-30	2.3	14.3	16.6
	TOTAL LEADERS		62.5	141.1	203.6
	STAFF	60	1	0	1
		51-60	3.2	1.6	4.8
		41-50	14.4	15.3	29.8
		31-40	56.6	64.1	120.7
		21-30	61.5	118.2	179.7
	TOTAL STAFF		136.9	199.2	335.8
TOTAL PERMANENT			215	377.3	592.3
PART TIME	DIRECTOR	41-50	0	0.7	0.7
	TOTAL DIRECTORS		0	0.7	0.7
TOTAL PART TIME			0	0.7	0,7

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

MEXICO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	DIRECTOR	51-60	0.6	0	0.6
		41-50	0	2.3	2.3
		31-40	0	1.1	1.1
	TOTAL DIRECTORS		0.6	3.4	4
	MANAGER	51-60	0	0.9	0.9
		41-50	0.7	1.2	1.8
		31-40	0.8	2.9	3.8
	TOTAL MANAGERS		1.5	5	6.5
	LEADER	60	0	1.2	1.2
		51-60	1.3	10.5	11.8
		41-50	15.9	30.9	46.8
		31-40	20.1	49.1	69.2
		21-30	6	19.4	25.4
	TOTAL LEADERS		43.3	111.1	154.4
	STAFF	60	1	6.7	7.7
		51-60	15.4	38.9	54.3
		41-50	40.8	79.9	120.7
		31-40	121.8	217.1	338.9
		21-30	131.3	295.2	426.4
		-20	0	0.7	0.7
	TOTAL STAFF		310.3	638.4	948.7
TOTAL FIXED TERM			355.7	757.9	1,113.60
TOTAL MEXICO			570.7	1,135.80	1,706,50

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

PERU

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
	TOTAL PARTNERS		0	1	1
	EXECUTIVE DIRECTOR	41-50	0	0.2	0.2
	TOTAL EXECUTIVE DIRECTORS		0	0.2	0.2
	DIRECTOR	51-60	2	8.7	10.7
		41-50	2.3	5.2	7.5
		31-40	1	2.7	3.7
	TOTAL DIRECTORS		5.3	16.5	21.8
	MANAGER	60	0	1	1
		51-60	0.3	6.4	6.7
		41-50	11.3	21.4	32.8
		31-40	7.3	14.7	22
		21-30	0	0.4	0.4
	TOTAL MANAGERS		18.9	43.9	62.8
	LEADER	60	0	2	2
		51-60	1	13.3	14.3
		41-50	36.4	113.2	149.6
		31-40	76.4	248.8	325.3
		21-30	9.6	49.1	58.7
	TOTAL LEADERS		123.4	426.4	549.8
	STAFF	60	1	4	5
		51-60	5.8	26.5	32.3
		41-50	64.8	206.8	271.7
		31-40	345.8	924.4	1,270.20
		21-30	508.5	1,224.10	1,732.60
		-20	1.3	3.4	4.7
	TOTAL STAFF		927.1	2,389.30	3,316.30
TOTAL PERMANENT			1,074.80	2,877.30	3,952.00

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

PERU

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	DIRECTOR	51-60	0	0.2	0.2
	TOTAL DIRECTORS		0	0.2	0.2
	STAFF	31-40	0.9	1.3	2.3
		21-30	0.8	1	1.8
	TOTAL STAFF		1.7	2.3	4
TOTAL PART TIME			1.7	2.5	4.2
FIXED TERM	STAFF	41-50	0	1	1
	TOTAL STAFF		0	1	1
TOTAL FIXED TERM			0	1	1
TOTAL PERU			1,076.40	2,880.80	3,957,20

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

USA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
		41-50	0	3	3
	TOTAL PARTNERS		0	4	4
	EXECUTIVE DIRECTOR	31-40	0	0.2	0.2
	TOTAL EXECUTIVE DIRECTORS		0	0.2	0.2
	DIRECTOR	51-60	0	2	2
		41-50	0	2.9	2.9
		31-40	0	0.6	0.6
	TOTAL DIRECTORS		0	5.5	5.5
	MANAGER	41-50	1	4	5
	TOTAL MANAGERS		1	4	5
	LEADER	60	0	0.4	0.4
		51-60	1	1.3	2.3
		41-50	2.2	7.1	9.3
		31-40	1	10.3	11.3
		21-30	0	0.1	0.1
	TOTAL LEADERS		4.2	19.2	23.3
	STAFF	60	1.1	0.7	1.8
		51-60	3	5.3	8.3
		41-50	3.3	10.3	13.6
		31-40	5.5	10.4	15.9
		21-30	3.7	4.3	8
	TOTAL STAFF		16.5	31	47.5
TOTAL PERMANENT			21.7	63.8	85.5
FIXED TERM	STAFF	41-50	0.3	0	0.3
		31-40	0	0.3	0.3
	TOTAL STAFF		0.3	0.3	0.6
TOTAL FIXED TERM			0.3	0.3	0.6
TOTAL USA			21.9	64.2	86,1

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

MOROCCO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTORS		0	1	1
	MANAGER	41-50	0	1.5	1.5
	TOTAL MANAGERS		0	1.5	1.5
	LEADER	51-60	0	0.4	0.4
		41-50	1.5	6.3	7.8
		31-40	1.3	6	7.3
		21-30	0.3	0	0.3
	TOTAL LEADERS		3.1	12.7	15.8
	STAFF	41-50	1.5	3.3	4.8
		31-40	26.5	37.3	63.8
		21-30	100.3	98.2	198.4
		-20	0.1	0.4	0.5
	TOTAL STAFF		128.3	139.2	267.5
TOTAL PERMANENT			131.4	154.3	285.8
TOTAL MOROCCO			131.4	154.3	285,8

06

ANNEXES

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3 **Number of recruitments**

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

BELGIUM

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	2	2
	41-50	0	1	1
	31-40	0	1	1
TOTAL DIRECTORS		0	4	4
MANAGER	41-50	0	1	1
	31-40	0	1	1
TOTAL MANAGERS		0	2	2
LEADER	41-50	1	2	3
	31-40	3	1	4
	21-30	0	1	1
TOTAL LEADERS		4	4	8
STAFF	51-60	0	1	1
	41-50	3	8	11
	31-40	26	15	41
	21-30	21	22	43
	-20	0	1	1
TOTAL STAFF		50	47	97
TOTAL BELGIUM		54	57	111

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

DACH

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	51-60	0	3	3
	41-50	0	3	3
	31-40	0	3	3
	21-30	2	1	3
TOTAL EXECUTIVES		2	10	12
SENIOR MANAGER	60	0	1	1
	51-60	1	4	5
	41-50	2	4	6
	31-40	1	3	4
TOTAL SENIOR MANAGERS		4	12	16
MANAGER	60	1	0	1
	51-60	4	13	17
	41-50	1	19	20
	31-40	2	11	13
TOTAL MANAGERS		8	43	51
PROFESSIONAL	60	6	1	1
	51-60	0	7	13
	41-50	10	18	28
	31-40	29	48	77
	21-30	16	27	43
TOTAL PROFESSIONALS		61	101	162
JUNIOR	51-60	1	0	1
	41-50	4	1	5
	31-40	12	21	33
	21-30	53	72	125
	-20	0	2	2
TOTAL JUNIORS		70	96	166
TOTAL DACH		145	262	407

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

SPAIN

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	51-60	2	1	3
	41-50	0	9	9
	31-40	0	2	2
TOTAL EXECUTIVE DIRECTORS		2	12	14
DIRECTOR	51-60	0	3	3
	41-50	3	11	14
	31-40	1	3	4
TOTAL DIRECTORS		4	17	21
MANAGER	51-60	1	7	8
	41-50	9	33	42
	31-40	8	22	30
	21-30	1	0	1
TOTAL MANAGERS		19	62	81
LEADER	60	0	4	4
	51-60	9	32	41
	41-50	43	144	187
	31-40	61	154	215
	21-30	13	23	36
TOTAL LEADERS		126	357	483
STAFF	60	0	5	5
	51-60	35	60	95
	41-50	183	314	497
	31-40	438	869	1,307
	21-30	767	2,593	3,360
	-20	7	33	40
TOTAL STAFF		1,430	3,874	5,304
TOTAL SPAIN		1,581	4,322	5,903

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

FRANCE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	51-60	1	0	1
TOTAL MANAGERS		1	0	1
LEADER	31-40	1	3	4
TOTAL LEADERS		1	3	4
STAFF	41-50	2	1	3
	31-40	3	4	7
	21-30	7	1	8
TOTAL STAFF		12	6	18
TOTAL FRANCE		14	9	23

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

ITALY (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	2	2
	41-50	0	1	1
TOTAL DIRECTORS		0	3	3
MANAGER	41-50	1	2	3
	31-40	0	2	2
TOTAL MANAGERS		1	4	5
LEADER	51-60	0	5	5
	41-50	0	7	7
	31-40	3	18	21
	21-30	0	7	7
TOTAL LEADERS		3	37	40
STAFF	51-60	2	1	3
	41-50	3	2	5
	31-40	21	31	52
	21-30	33	103	136
	-20	1	4	5
TOTAL STAFF		60	141	201
TOTAL ITALY (FORMER EVERIS)		64	185	249

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

ITALY (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
SENIOR MANAGER	51-60	0	1	1
	41-50	0	1	1
	31-40	0	2	2
TOTAL SENIOR MANAGERS		0	4	4
MANAGER	51-60	1	4	5
	41-50	2	6	8
	31-40	1	4	5
TOTAL MANAGERS		4	14	18
PROFESSIONAL	51-60	2	6	8
	41-50	19	47	66
	31-40	39	100	139
	21-30	28	57	85
TOTAL PROFESSIONALS		88	210	298
JUNIOR	41-50	0	1	1
	31-40	13	41	54
	21-30	113	347	460
	-20	1	3	4
TOTAL JUNIORS		127	392	519
TOTAL ITALY (FORMER EMEA)		219	620	839

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

LUXEMBOURG

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	21-30	0	1	1
TOTAL MANAGERS		0	1	1
LEADER	31-40	0	1	1
TOTAL LEADERS		0	1	1
STAFF	51-60	0	2	2
	41-50	1	7	8
	31-40	4	12	16
	21-30	1	5	6
TOTAL STAFF		6	26	32
TOTAL LUXEMBOURG		6	28	34

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

NETHERLANDS

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	51-60	0	1	1
	41-50	1	3	4
TOTAL MANAGERS		1	4	5
LEADER	51-60	0	1	1
	41-50	1	3	4
	31-40	0	3	3
	21-30	0	1	1
TOTAL LEADERS		1	8	9
STAFF	41-50	1	1	2
	31-40	1	3	4
	21-30	6	2	8
TOTAL STAFF		8	6	14
TOTAL NETHERLANDS		101	18	28

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

PORTUGAL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
	41-50	1	2	3
	31-40	1	2	3
TOTAL DIRECTORS		2	5	7
MANAGER	41-50	2	1	3
	31-40	2	6	8
TOTAL MANAGERS		4	7	11
LEADER	60	0	1	1
	51-60	1	3	4
	41-50	13	22	35
	31-40	13	39	52
	21-30	4	10	14
TOTAL LEADERS		31	75	106
STAFF	60	1	0	1
	51-60	1	2	3
	41-50	8	10	18
	31-40	33	69	102
	21-30	119	185	304
	-20	0	2	2
TOTAL STAFF		162	268	430
TOTAL PORTUGAL		199	355	554

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

UNITED KINGDOM (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
TOTAL DIRECTORS		0	1	1
LEADER	60	0	1	1
	51-60	1	12	13
	41-50	2	19	21
	31-40	4	16	20
	21-30	1	1	2
TOTAL LEADERS		8	49	57
STAFF	51-60	2	0	2
	41-50	1	5	6
	31-40	16	14	30
	21-30	15	13	28
TOTAL STAFF		34	32	66
TOTAL UNITED KINGDOM (FORMER EVERIS)		42	82	124

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

UNITED KINGDOM (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	60	1	0	1
	51-60	0	2	2
	41-50	1	2	3
TOTAL EXECUTIVES		2	4	6
SENIOR MANAGER	51-60	1	13	14
	41-50	1	11	12
	31-40	0	4	4
	21-30	0	1	1
TOTAL SENIOR MANAGERS		2	29	31
MANAGER	60	1	2	3
	51-60	4	23	27
	41-50	13	57	70
	31-40	12	81	93
	21-30	6	5	11
TOTAL MANAGERS		36	168	204
PROFESSIONAL	60	1	2	3
	51-60	6	13	19
	41-50	24	30	54
	31-40	45	96	141
	21-30	65	73	138
TOTAL PROFESSIONALS		141	214	355
JUNIOR	51-60	1	0	1
	31-40	2	1	3
	21-30	7	9	16
	-20	2	1	3
TOTAL JUNIORS		12	11	23
SUPPORT	21-30	0	1	1
	-20	0	1	1
TOTAL SUPPORT		0	2	2
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)		193	428	621

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

ROMANIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	41-50	0	2	2
TOTAL EXECUTIVES		0	2	2
SENIOR MANAGER	51-60	1	0	1
	41-50	2	11	13
	31-40	4	19	23
	21-30	1	5	6
TOTAL SENIOR MANAGERS		8	35	43
MANAGER	51-60	2	0	2
	41-50	1	4	5
	31-40	7	36	43
	21-30	6	20	26
TOTAL MANAGERS		16	60	76
PROFESSIONAL	51-60	0	1	1
	41-50	5	9	14
	31-40	25	50	75
	21-30	48	59	107
TOTAL PROFESSIONALS		78	119	197
JUNIOR	41-50	1	1	2
	31-40	4	13	17
	21-30	54	60	114
	-20	4	7	11
TOTAL JUNIORS		63	81	144
TOTAL ROMANIA		165	297	462

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

SWITZERLAND (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	31-40	0	1	1
TOTAL LEADERS		0	1	1
STAFF	41-50	0	2	2
	31-40	1	0	1
TOTAL STAFF		1	2	3
TOTAL SWITZERLAND (FORMER EVERIS)		1	3	4

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

REST OF EMEA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	31-40	0	2	2
TOTAL MANAGERS		0	2	2
PROFESSIONAL	31-40	1	2	3
	21-30	0	2	2
TOTAL PROFESSIONALS		1	4	5
JUNIOR	41-50	0	1	1
	31-40	1	17	18
	21-30	14	72	86
TOTAL JUNIORS		15	90	105
SUPPORT	31-40	2	1	3
	21-30	13	46	59
	-20	0	2	2
TOTAL SUPPORT		15	49	64
TOTAL REST OF EMEA		31	145	176

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

ARGENTINA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
TOTAL DIRECTORS		1	0	1
MANAGER	51-60	0	1	1
	41-50	0	2	2
	31-40	1	0	1
TOTAL MANAGERS		1	3	4
LEADER	60	0	1	1
	51-60	3	4	7
	41-50	4	19	23
	31-40	10	20	30
	21-30	6	12	18
TOTAL LEADERS		23	56	79
STAFF	60	0	2	2
	51-60	3	10	13
	41-50	10	23	33
	31-40	29	67	96
	21-30	80	176	256
	-20	1	2	3
TOTAL STAFF		123	280	403
TOTAL ARGENTINA		148	339	487

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

BRAZIL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	60	1	2	3
	51-60	0	2	2
	41-50	3	7	10
TOTAL DIRECTORS		4	11	15
MANAGER	51-60	1	4	5
	41-50	6	17	23
	31-40	4	10	14
	21-30	0	1	1
TOTAL MANAGERS		11	32	43
LEADER	60	0	4	4
	51-60	7	35	42
	41-50	27	98	125
	31-40	40	148	188
	21-30	13	56	69
TOTAL LEADERS		87	341	428
STAFF	60	5	27	32
	51-60	26	80	106
	41-50	84	222	306
	31-40	300	695	995
	21-30	372	1,045	1,417
	-20	11	49	60
TOTAL STAFF		798	2,118	2,916
TOTAL BRAZIL		900	2,503	3,403

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

CHILE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
	41-50	1	0	1
TOTAL DIRECTORS		2	0	2
MANAGER	51-60	0	1	1
	41-50	2	2	4
	31-40	1	6	7
TOTAL MANAGERS		3	9	12
LEADER	51-60	0	4	4
	41-50	4	11	15
	31-40	13	45	58
	21-30	0	14	14
TOTAL LEADERS		17	74	91
STAFF	51-60	0	2	2
	41-50	10	36	46
	31-40	37	175	212
	21-30	33	280	313
	-20	0	6	6
TOTAL STAFF		80	499	579
TOTAL CHILE		102	582	684

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

COLOMBIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
	41-50	1	1	2
	31-40	0	1	1
TOTAL DIRECTORS		2	2	4
MANAGER	51-60	0	2	2
	41-50	1	3	4
TOTAL MANAGERS		1	5	6
LEADER	51-60	1	5	6
	41-50	5	10	15
	31-40	15	26	41
	21-30	3	6	9
TOTAL LEADERS		24	47	71
STAFF	60	1	0	1
	51-60	2	13	15
	41-50	13	29	42
	31-40	56	105	161
	21-30	93	236	329
	-20	1	14	15
TOTAL STAFF		166	397	563
TOTAL COLOMBIA		193	451	644

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

ECUADOR

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	41-50	0	1	1
	31-40	0	3	3
	21-30	1	1	2
TOTAL LEADERS		1	5	6
STAFF	41-50	1	1	2
	31-40	3	8	11
	21-30	5	21	26
TOTAL STAFF		9	30	39
TOTAL ECUADOR		10	35	45

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

MEXICO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
	41-50	0	2	2
	31-40	0	2	2
TOTAL DIRECTORS		1	4	5
MANAGER	51-60	0	1	1
	41-50	1	4	5
	31-40	3	5	8
TOTAL MANAGERS		4	10	14
LEADER	60	0	3	3
	51-60	4	18	22
	41-50	19	45	64
	31-40	36	60	96
	21-30	14	42	56
TOTAL LEADERS		73	168	241
STAFF	60	0	8	8
	51-60	13	50	63
	41-50	33	119	152
	31-40	135	307	442
	21-30	202	517	719
	-20	0	1	1
TOTAL STAFF		383	1,002	1,385
TOTAL MEXICO		461	1,184	1,645

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

PERU

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	41-50	2	1	3
	31-40	0	1	1
TOTAL DIRECTORS		2	2	4
MANAGER	51-60	1	2	3
	41-50	0	1	1
	31-40	1	0	1
TOTAL MANAGERS		2	3	5
LEADER	51-60	0	7	7
	41-50	10	35	45
	31-40	19	97	116
	21-30	11	36	47
TOTAL LEADERS		40	175	215
STAFF	60	0	1	1
	51-60	0	6	6
	41-50	21	58	79
	31-40	124	440	564
	21-30	342	1,058	1,400
	-20	7	12	19
TOTAL STAFF		494	1,575	2,069
TOTAL PERU		538	1,756	2,294

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

USA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	1	1
TOTAL PARTNERS		0	1	1
EXECUTIVE DIRECTOR	31-40	0	1	1
TOTAL EXECUTIVE DIRECTORS		0	1	1
DIRECTOR	41-50	0	1	1
TOTAL DIRECTORS		0	1	1
LEADER	60	0	1	1
	41-50	1	2	3
	31-40	0	1	1
	21-30	0	1	1
TOTAL LEADERS		1	5	6
STAFF	60	1	2	3
	51-60	0	5	5
	41-50	1	7	8
	31-40	1	5	6
	21-30	2	4	6
TOTAL STAFF		5	23	28
TOTAL USA		6	31	37

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 3

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

MOROCCO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	0	1	1
TOTAL MANAGERS		0	1	1
LEADER	51-60	0	1	1
	41-50	1	0	1
	31-40	1	2	3
TOTAL LEADERS		2	3	5
STAFF	31-40	15	21	36
	21-30	71	100	171
	-20	1	1	2
TOTAL STAFF		87	122	209
TOTAL MOROCCO		89	126	215

	WOMEN	MEN	TOTAL
TOTAL GENERAL	**5,171**	**13,818**	**18.989**

06

ANNEXES

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1 **Number of people who left**

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

BELGIUM

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	41-50	0	1	1
TOTAL DIRECTORS		0	1	1
LEADER	41-50	0	1	1
TOTAL LEADERS		0	1	1
STAFF	51-60	0	3	3
	41-50	1	0	1
	31-40	1	4	5
	21-30	0	2	2
TOTAL STAFF		2	9	11
TOTAL BELGIUM		2	11	13

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

DACH

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	60	0	1	1
	51-60	0	4	4
	41-50	0	2	2
TOTAL EXECUTIVES		0	7	7
SENIOR MANAGER	60	0	1	1
	51-60	0	2	2
	41-50	0	1	1
TOTAL SENIOR MANAGERS		0	4	4
MANAGER	60	0	2	2
	51-60	0	2	2
	41-50	0	1	1
TOTAL MANAGERS		0	5	5
PROFESSIONAL	60	0	1	1
	51-60	1	2	3
	41-50	2	6	8
	31-40	2	2	4
	21-30	1	1	2
TOTAL PROFESSIONALS		6	12	18
JUNIOR	31-40	0	1	1
	21-30	0	1	1
TOTAL JUNIORS		0	2	2
SUPPORT	31-40	1	0	1
TOTAL SUPPORT		1	0	1
TOTAL DACH		7	30	37

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

SPAIN

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	2	2
TOTAL PARTNERS		0	2	2
EXECUTIVE DIRECTOR	51-60	1	1	2
TOTAL EXECUTIVE DIRECTORS		1	1	2
DIRECTOR	60	0	1	1
	51-60	0	3	3
	41-50	1	7	8
	31-40	0	1	1
TOTAL DIRECTORS		1	12	13
MANAGER	51-60	0	3	3
	41-50	2	7	9
	31-40	0	1	1
TOTAL MANAGERS		2	11	13
LEADER	51-60	4	4	8
	41-50	2	14	16
	31-40	5	8	13
TOTAL LEADERS		11	26	37
STAFF	60	1	3	4
	51-60	15	19	34
	41-50	20	35	55
	31-40	42	65	107
	21-30	30	127	157
	-20	0	4	4
TOTAL STAFF		108	253	361
TOTAL SPAIN		123	305	428

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

FRANCE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	1	0	1
TOTAL MANAGERS		1	0	1
STAFF	41-50	0	1	1
TOTAL STAFF		0	1	1
TOTAL FRANCE		1	1	2

ITALY (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
TOTAL DIRECTORS		1	0	1
MANAGER	31-40	0	1	1
TOTAL MANAGERS		0	1	1
STAFF	21-30	0	1	1
TOTAL STAFF		0	1	1
TOTAL ITALY (FORMER EVERIS)		1	2	3

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

ITALY (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	60	0	1	1
	51-60	0	2	2
TOTAL MANAGERS		0	3	3
PROFESSIONAL	60	0	4	4
	51-60	0	4	4
	41-50	0	2	2
	31-40	0	1	1
	21-30	0	1	1
TOTAL PROFESSIONALS		0	12	12
JUNIOR	31-40	1	2	3
	21-30	0	4	4
TOTAL JUNIORS		1	6	7
TOTAL ITALY (FORMER NTT DATA EMEA)		1	21	22

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

LUXEMBOURG

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
		0	0	0
TOTAL LUXEMBOURG		0	0	0

NETHERLANDS

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
		0	0	0
TOTAL NETHERLANDS		0	0	0

PORTUGAL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	0	2	2
TOTAL MANAGERS		0	2	2
LEADER	41-50	0	3	3
	31-40	0	3	3
TOTAL LEADERS		0	6	6
STAFF	41-50	0	1	1
	31-40	3	6	9
	21-30	5	13	18
TOTAL STAFF		8	20	28
TOTAL PORTUGAL		8	28	36

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

UNITED KINGDOM (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	60	0	1	1
	51-60	0	1	1
	41-50	1	1	2
	31-40	0	2	2
TOTAL LEADERS		1	5	6
STAFF	60	0	2	2
	51-60	2	1	3
	41-50	1	0	1
	31-40	1	3	4
	21-30	0	3	3
TOTAL STAFF		4	9	13
TOTAL UNITED KINGDOM (FORMER EVERIS)		5	14	19

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

UNITED KINGDOM (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	51-60	0	6	6
	41-50	0	2	2
TOTAL EXECUTIVES		0	8	8
SENIOR MANAGER	51-60	0	3	3
	41-50	0	2	2
TOTAL SENIOR MANAGERS		0	5	5
MANAGER	60	0	1	1
	51-60	1	3	4
	41-50	0	3	3
TOTAL MANAGERS		1	7	8
PROFESSIONAL	51-60	2	2	4
	41-50	1	3	4
	31-40	3	4	7
	21-30	1	2	3
TOTAL PROFESSIONALS		7	11	18
JUNIOR	41-50	0	1	1
	31-40	0	1	1
TOTAL JUNIORS		0	2	2
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)		8	33	41

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Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

ROMANIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	31-40	1	0	1
TOTAL EXECUTIVES		1	0	1
SENIOR MANAGER	60	0	1	1
	41-50	0	3	3
	31-40	1	1	2
TOTAL SENIOR MANAGERS		1	5	6
MANAGER	31-40	0	3	3
TOTAL MANAGERS		0	3	3
PROFESSIONAL	41-50	0	1	1
	31-40	2	4	6
	21-30	3	8	11
TOTAL PROFESSIONALS		5	13	18
JUNIOR	21-30	0	5	1
	-20	0	1	5
TOTAL JUNIORS		0	6	6
TOTAL ROMANIA		7	27	34

SWITZERLAND (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
STAFF	60	0	1	1
	31-40	0	1	1
TOTAL STAFF		0	2	2
TOTAL SWITZERLAND (FORMER EVERIS)		0	2	2

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Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

REST OF EMEA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	41-50	0	1	1
TOTAL EXECUTIVES		0	1	1
SENIOR MANAGER	41-50	0	1	1
TOTAL SENIOR MANAGERS		0	1	1
MANAGER	51-60	0	1	1
	41-50	0	2	2
	31-40	0	4	4
TOTAL MANAGERS		0	7	7
PROFESSIONAL	41-50	2	2	4
	31-40	3	3	6
	21-30	4	4	8
TOTAL PROFESSIONALS		9	9	18
JUNIOR	31-40	1	2	3
	21-30	8	21	29
TOTAL JUNIORS		9	23	32
SUPPORT	41-50	1	0	1
	21-30	2	4	6
TOTAL SUPPORT		3	4	7
TOTAL REST OF EMEA		21	45	66

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Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

ARGENTINA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	41-50	1	1	2
	31-40	0	1	1
	21-30	0	2	2
TOTAL LEADERS		1	4	5
STAFF	51-60	0	1	1
	21-30	1	5	6
TOTAL STAFF		1	6	7
TOTAL ARGENTINA		2	10	12

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

CHILE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	1	0	1
TOTAL PARTNERS		1	0	1
DIRECTOR	41-50	1	1	2
TOTAL DIRECTORS		1	1	2
MANAGER	51-60	0	1	1
	41-50	0	5	5
TOTAL MANAGERS		0	6	6
LEADER	60	0	2	2
	51-60	0	3	3
	41-50	0	4	4
	31-40	0	5	5
TOTAL LEADERS		0	14	14
STAFF	60	0	2	2
	41-50	4	8	12
	31-40	10	17	27
	21-30	3	25	28
TOTAL STAFF		17	52	69
TOTAL CHILE		19	73	92

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Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

BRAZIL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	2	2
	41-50	0	1	1
TOTAL DIRECTORS		0	3	3
MANAGER	51-60	0	1	1
	41-50	3	1	4
	31-40	1	2	3
TOTAL MANAGERS		4	4	8
LEADER	51-60	0	2	2
	41-50	1	5	6
	31-40	2	12	14
	21-30	0	3	3
TOTAL LEADERS		3	22	25
STAFF	60	0	5	5
	51-60	1	4	5
	41-50	7	17	24
	31-40	13	48	61
	21-30	10	52	62
	-20	0	4	4
TOTAL STAFF		31	130	161
TOTAL BRAZIL		38	159	197

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Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

COLOMBIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	2	0	2
TOTAL MANAGERS		2	0	2
LEADER	51-60	0	1	1
	41-50	1	0	1
	31-40	0	3	3
TOTAL LEADERS		1	4	5
STAFF	51-60	0	3	3
	41-50	3	2	5
	31-40	1	6	7
	21-30	2	9	11
TOTAL STAFF		6	20	26
TOTAL COLOMBIA		9	24	33

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Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

MEXICO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
TOTAL DIRECTORS		1	0	1
MANAGER	51-60	0	1	1
TOTAL MANAGERS		0	1	1
LEADER	41-50	1	2	3
	31-40	1	7	8
TOTAL LEADERS		2	9	11
STAFF	60	0	1	1
	51-60	1	1	2
	41-50	4	1	5
	31-40	3	5	8
	21-30	1	6	7
TOTAL STAFF		9	14	23
TOTAL MEXICO		12	24	36

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Breakdown of non-financial indicators

INDICATOR 4.1

NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

PERU

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	51-60	0	1	1
TOTAL MANAGERS		0	1	1
LEADER	51-60	0	1	1
	41-50	1	2	3
	31-40	1	9	10
	21-30	0	1	1
TOTAL LEADERS		2	13	15
STAFF	41-50	1	10	11
	31-40	3	37	40
	21-30	11	46	57
TOTAL STAFF		15	93	108
TOTAL PERU		17	107	124

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Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

Total number and distribution of people who left their jobs by gender, age, country and professional classification

USA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
		0	0	0
TOTAL USA		0	0	0

MOROCCO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
STAFF	31-40	0	1	1
	21-30	4	5	9
TOTAL STAFF		4	6	10
TOTAL MOROCCO		4	6	10

	FEMALE	MALE	TOTAL
TOTAL	285	922	1,207

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INDICADOR 4.2 **Staff turnover rate**

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Breakdown of non-financial indicators

INDICATOR 4.2

STAFF TURNOVER RATE

Turnover rate by age group

REGION	AGE GROUP								
	18-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	TOTAL
GLOBAL	29.66%	29.59%	24.95%	18.46%	14.98%	10.76%	8.01%	8.74%	23.11%
BELGIUM	29.39%	30.2%	20.76%	15.14%	12.42%	9.15%	6.27%	7.17%	17.71%
DACH	16.22%	32.57%	26.9%	26.41%	27.41%	22.99%	25.13%	45.57%	27.73%
SPAIN	10.38%	16.72%	18.06%	10.03%	6.47%	8.06%	4.99%	3.74%	10.67%
FRANCIE	23.62%	23.82%	18.33%	14.03%	11.49%	9.73%	6.72%	3.15%	17.24%
ITALY (FORMER EVERIS)	80%	43.64%	0%	0%	31.58%	0%	0%	0%	13.15%
ITALY (FORMER NTT DATA EMEA)	39.38%	29.70%	22.75%	20.54%	13.15%	6.82%	14.04%	22.22%	22.80%
LUXEMBOURG	14.51%	23.00%	24.39%	14.82%	12.20%	5.30%	1.64%	2.35%	14.58%
NETHERLANDS	0%	0%	0%	0%	0%	0%	0%	0%	0%
PORTUGAL	20.92%	29.18%	21.74%	21.69%	18.49%	13.50%	25.53%	0%	23.3%
UNITED KINGDOM (FORMER EVERIS)	41.38%	17.02%	46.15%	19.20%	54.55%	19.83%	0%	30.77%	26.93%
UNITED KINGDOM (FORMER NTT DATA EMEA)	42.35%	42.95%	29.14%	23.39%	15.67%	14.72%	15.46%	0%	24.11%
ROMANIA	28.26%	27.47%	28.10%	24.60%	24.51%	13.51%	5.41%	22.02%	26.07%
SWITZERLAND (FORMER EVERIS)	29.54%	26.90%	34.05%	20.21%	17.58%	13.68%	14.91%	23.65%	21.73%
REST OF EMEA	0	0%	0%	0%	0%	0%	0%	0%	0%
BELGIUM	42.05%	32.09%	29.18%	0%	11.16%	0%	0%	0%	30.78%
AMERICA	41.06	39.28	32.36	25.25	22.08	17.27	14.96	13.87	31.31
ARGENTINA	55.33%	47.49%	40.13%	35.79%	31.58%	33.61%	23.81%	0%	41.01%
BRAZIL	44.74%	40.23%	37.16%	29.05%	23.84%	13.34%	12.56%	14.18%	33.06%
CHILE	32.28%	35.32%	29.80%	26.54%	18.28%	18.64%	13.11%	13.90%	27.97%
COLOMBIA	31.58%	39.81%	32.62%	18.70%	17.48%	16.72%	15.31%	6.56%	28.42%
ECUADOR	0	0	0	0	0	0	0	0	0%
MEXICO	28.43%	33.98%	34.37%	26.88%	27.93%	24.21%	25.94%	11.46%	30.53%
PERU	41.85%	40.79%	27.22%	19.90%	18.72%	13.37%	9.20%	13.52%	30.91%
USA	600%	63.16%	26.28%	17.73%	0%	23.53%	0%	40.91%	20.91%
AFRICA	0.1	0.2	0.26	0.37	0.14	0	0	0	19.95%
MOROCCO	9.77%	20.33%	25.81%	36.61%	13.95%	0%	0%	0%	19.95%

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Breakdown of non-financial indicators

INDICATOR 4.2

STAFF TURNOVER RATE

Turnover rate by gender

REGION	WOMEN	MEN
GLOBAL	18.54%	23.46%
EUROPE	15.21%	18.64%
BELGIUM	15.67%	34.88%
DACH	9.94%	10.97%
SPAIN	13.04%	18.97%
FRANCIE	8.51%	16.07%
ITALY (FORMER EVERIS)	22.93%	22.76%
ITALY (FORMER NTT DATA EMEA)	14.14%	14.76%
LUXEMBOURG	0%	0%
NETHERLANDS	33.45%	22.54%
PORTUGAL	26.73%	21.26%
UNITED KINGDOM (FORMER EVERIS)	17.52%	27.50%
UNITED KINGDOM (FORMER NTT DATA EMEA)	24.28%	20.83%
ROMANIA	21.18%	30.81%
SWITZERLAND (FORMER EVERIS)	0%	0%
REST OF EMEA	32.50%	30.09%
AMÉRICA	26.33%	33.23%
ARGENTINA	38.87%	41.98%
BRAZIL	27.89%	34.90%
CHILE	20.42%	29.99%
COLOMBIA	23.02%	31.49%
MEXICO	28.04%	31.78%
PERU	24.99%	33.12%
USA	22.81%	20.26%
AFRICA	1..70%	25.27%
MOROCCO	13.70%	25.27%

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INDICATOR 5 **Number of training hours per category**

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Breakdown of non-financial indicators

INDICATOR 5

NUMBER OF TRAINING HOURS PER CATEGORY

Total number of training hours by professional category and gender

COUNTRIES	GENDER	PARTNER	EXECUTIVE DIRECTOR	DIRECTOR	MANAGER*	LEADER	STAFF	TOTAL COUNTRY /GENDER	TOTAL COUNTRY
BELGIUM	M			162	133	148	297	740	1,195
	F	16			59	103	277	455	
DACH	In a separate table								
SPAIN	M	1638	1389	3374	11567	52678	163522	234168	343,074
	F	156	281	787	4360	26591	76731	108906	
FRANCE	M					51	120	171	273
	F			28		23	51	102	
ITALY (FORMER EVERIS)	M	63	8	327	556	3389	4010	8353	11,292
	F		10	23	55	1073	1778	2939	
ITALY (FORMER NTT DATA EMEA)	M	In a separate table						126615	185,941
	F							59326	
LUXEMBOURG	M			4	13	18	84	119	136
	F						17	17	
NETHERLANDS	M		30	37	96	127	47	337	601
	F				15	97	152	264	
PORTUGAL	M	15		305	579	3093	18703	22695	37,608
	F	3		66	269	1631	12944	14913	
UNITED KINGDOM (FORMER EVERIS)	M	27		37	238	864	369	1535	2,459
	F			5	38	343	538	924	
UNITED KINGDOM (FORMER NTT DATA EMEA)		In a separate table							
ROMANIA	M	4.5	134	267.5	191.5	215.5	74.5	887.5	1,783.00
	F	14.5	120.5	113	264	230	153.5	895.5	
SERBIA	M		0.5					0.5	0.5
	F							0	
SWITZERLAND	M	1	5		5	3	5	19	22
	F						3	3	
ARGENTINA	M	4		53	275	1367	7970	9669	13,180
	F	6		25	246	927	2307	3511	
BRAZIL	M	161	150	1006	2991	11720	73539	89567	121,924
	F		5	305	1044	5178	25825	32357	
CHILE	M	13	44	81	558	1720	12998	15414	20,047
	F			36	170	932	3495	4633	
COLOMBIA	M	6	3	170	330	2351	8540	11400	17,100
	F		13	34	203	1644	3806	5700	
MEXICO	M	2	3	135	270	2835	13723	16968	24,789
	F	4		11	202	1303	6301	7821	
PERU	M		5	76	405	2654	28749	31889	43,847
	F			43	400	842	10673	11958	
USA	M	4		26	5	66	91	192	292
	F				8	23	69	100	
MOROCCO	M				20	89	781	890	1,570
	F					17	663	680	

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Breakdown of non-financial indicators

INDICATOR 5

NUMBER OF TRAINING HOURS PER CATEGORY

Total number of training hours by professional category and gender

COUNTRY	GENDER	EXECUTIVE	MANAGER 2	MANAGER 1	PROFE-SSIONAL 3	PROFE-SSIONAL 2	PROFE-SSIONAL 1	TOTAL COUNTRY /GENDER	TOTAL HOURS
ITALY (FORMER EMEA)	M	376	981	10125	34317	28412	52403	126615	185,941 h
	F	93	252	4090	16298	14941	23653	59326	

COUNTRY	GENDER	PARTNER	EXECUTIVE DIRECTOR	DIRECTOR	MANAGER	LEADER	STAFF	TOTAL COUNTRY /GENDER	TOTAL HOURS
UK (EMEA)	There is no information broken down by professional categories. gender or hours							3,951 Días	

DACH	ABR-21	MAY-21	JUN-21	JUL-21	AGO-21	SEP-21	OCT-21	NOV-21	DIC-21	ENE-22	FEB-22	MAR-22	TOTAL HOURS
COURSES	7	9	8	15	1	7	16	14	9	6	16	11	119
DAYS	12	17	17	23	1	15	35	30	19	13	28	30	240
PARTICIPANTS	81	95	88	145	27	96	175	132	105	47	294	96	1381

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INDICATOR 6.1 **Occupational accidents and illnesses by country**

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Breakdown of non-financial indicators

INDICADOR 6.1

OCCUPATIONAL ACCIDENTS AND ILLNESSES BY COUNTRY

	ACCIDENTS		TOTAL ACC.	IF		IG		OCCUPATIONAL ILLNESS
COUNTRY	M	F		M	F	M	F	TOTAL
EUROPE								
GERMANY	2	5	7					0
BELGIUM	0	0	0	-	-	-	-	0
SPAIN	In table 7.2 distinguishing by company							
FRANCE	0	0	0	-	-	-	-	0
NETHERLANDS	0	0	0	-	-	-	-	0
ITALY (FORMER NTT EVERIS)	0	0	0	-	-	-	-	0
ITALY (FORMER EMEA)	0	0	0	-	-	-	-	0
LUXEMBOURG	0	0	0	-	-	-	-	0
PORTUGAL	4	2	6	4.57	1.5	0.08	0	0
UNITED KINGDOM (FORMER EVERIS)	0	0	0	-	-	-	-	0
UNITED KINGDOM (FORMER EMEA)	0	0	0	-	-	-	-	0
ROMANIA	0	0	0	-	-	-	-	0
SERBIA	0	0	0	-	-	-	-	0
SWITZERLAND	0	0	0	-	-	-	-	0
AMERICA								
ARGENTINA	0	0	0	-	-	-	-	0
BRAZIL	0	0	0	-	-	-	-	0
CHILE	0	0	0	-	-	-	-	0
COLOMBIA	0	0	0	-	-	-	-	0
MEXICO	0	0	0	-	-	-	-	0
PERU	0	0	0	-	-	-	-	0
USA	0	0	0	-	-	-	-	0
AFRICA								
MOROCCO	0	0	0	-	-	-	-	0

The scope of the Occupational Accidents and illnesses data does not include Morocco. The formulas for calculating of the Severity and Frequency Index used are those available from the Spanish Ministry of Employment and Social Security:

The frequency index (FI) relates the number of accidents to the average number of workers exposed to the risk.
FI = (N° accidents / N° workers) * 1.000.000 workers

The severity index (SI) relates the time not worked as a result of occupational accidents to the time worked by workers exposed to the hazard.

IG = (No. of days lost/No. of hours worked) * 1000 hours worked

In itinere accidents have not been included.

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INDICATOR 6.2 **Accidents at work and occupational illnesses in Spanish companies**

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Breakdown of non-financial indicators

INDICATOR 6.2

ACCIDENTS AT WORK AND OCCUPATIONAL DISEASES IN SPANISH COMPANIES

COMPANY	MUTUAL REPORTS	ACCIDENTS AT WORK	FREQUENCY RATES		SEVERITY INDEX		OCCUPATIONAL ILLNESSES	Nº OF HOURS LOST
			WOMEN	MEN	WOMEN	MEN		
NTT DATA SPAIN	fraternidad Muprespa	0	0	0	0	0	0	0
NTT DATA SPAIN SOLUCIONES TECNO-LOGICAS	fraternidad Muprespa	0	0	0	0	0	0	0
NTT DATA SPAIN INFRASTRUCTURES ENGINEERING	fraternidad Muprespa	0	0	0	0	0	0	0
NTT DATA SPAIN BPO	Mutua Universal	0	0	0	0	0	1	0
ARILION	Mutua Universal	0	0	0	0	0	0	0
I-DEALS	Mutua Universal	0	0	0	0	0	0	0
NTT DATA SPAIN INFRASTRUCUTRES OPERATIONS	fremap	3	0	3.29	0	0.067	0	488h
NTT DATA SPAIN CEN-TERS	fremap	1	0	0.16	0	0.043	0	224h
NTT DATA EUROPE & LATAM CENTERS	fremap	0	0	0	0	0	0	0
UTE 8 BCN	fremap	0	0	0	0	0	0	0
EVERIS INITIATIVES	fremap	0	0	0	0	0	0	0
EVERIS AEROESPACIAL Y DEFENSA	fremap	1	0	13.5	0	0.09	0	35h
EVERIS INGENIERIA	fremap	0	0	0	0	0	0	0
EVERIS SISTEMAS DE SEGURIDAD	fremap	0	0	0	0	0	0	0
EVERIS NETTIT	fremap	0	0	0	0	0	0	0

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Breakdown of non-financial indicators

INDICATOR 7 **waste generation in the organisation separated by class**

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Breakdown of non-financial indicators

INDICATOR 7

WASTE GENERATION IN THE ORGANISATION SEPARATED BY CLASS

Waste generation in the organisation separated by type (T)

COUNTRY	WASTE TYPE	TOTAL (T)	TREATMENT
DACH	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
BELGIUM	Overall Non-Hazardous	11.5	31% Energy production
			69% Recycled
	Overall Hazardous	0	0
SPAIN (*)	Overall Non-Hazardous	9.97	51% Landfill
			49% Recycled
	Overall Hazardous	0.83	100% Recycled
FRANCE	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
ITALY	Overall Non-Hazardous	406.62	1% Landfill
			99% Recycled
	Overall Hazardous	4.32	100% Recycled
LUXEMBOURG	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
NETHERLANDS	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
PORTUGAL	Overall Non-Hazardous	14.18	6% Landfill
			94% Recycled
	Overall Hazardous	0.05	100% Recycled
UNITED KINGDOM	Overall Non-Hazardous	25	100% Recycled
	Overall Hazardous	0	0

(*) Data reported for Spain only for offices within the scope of the Environmental Management System

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INDICATOR 7

WASTE GENERATION IN THE ORGANISATION SEPARATED BY CLASS

Waste generation in the organisation separated by type (T)

COUNTRY	WASTE TYPE	TOTAL (T)	TREATMENT
ROMANIA & SERBIA	Overall Non-Hazardous	9.91	49% Landfill
			51% Recycled
	Overall Hazardous	1.04	100% Recycled
SWITZERLAND	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
ARGENTINA	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
BRAZIL	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
CHILE	Overall Non-Hazardous	0.48	100% Recycled
	Overall Hazardous	0.22	100% Recycled
COLOMBIA	Overall Non-Hazardous	0	0
	Overall Hazardous	0.08	100% Recycled
MEXICO	Overall Non-Hazardous	0.03	100% Recycled
	Overall Hazardous	0.43	100% Recycled
PERU	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available
UNITED STATES	Overall Non-Hazardous	0.08	100% Recycled
	Overall Hazardous	0	0
MOROCCO	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	Not available	Not available

GRI 306-3, 4, 5

TONS

WASTE	FY20	FY20
GLOBAL NON-HAZARDOUS	22.45	477.77
GLOBAL HAZARDOUS	2.82	6.97

06

ANNEXES

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Breakdown of non-financial indicators

INDICATOR 8 **GHG EMISSIONS**

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

DACH

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		345
TOTAL		345
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		60
3.2. BUSINESS TRAVEL BY AIR		133
3.3. BUSINESS TRAVEL BY RAIL		30
TOTAL		223
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		58
4.2. PAPER PURCHASES		1
TOTAL		59
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		42
6.3. WATER CONSUMPTION		1
6.4. WATER TREATMENT		1
TOTAL		44
GLOBAL EMISSIONS		670

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

BELGIUM

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		20
TOTAL		20
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		9
TOTAL		9
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0
3.2. BUSINESS TRAVEL BY AIR		8
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		8
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		53
4.2. PAPER PURCHASES		0
TOTAL		53
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0.3
6.2. TELEWORKING		2.5
6.3. WATER CONSUMPTION		0.1
6.4. WATER TREATMENT		0.1
TOTAL		3
GLOBAL EMISSIONS		93

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

SPAIN

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		113
1.2. NATURAL GAS CONSUMPTION		446
TOTAL		559
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		530
TOTAL		530
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		29
3.2. BUSINESS TRAVEL BY AIR		525
3.3. BUSINESS TRAVEL BY RAIL		51
TOTAL		605
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		42
4.2. PAPER PURCHASES		1
TOTAL		43
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		4
6.2. TELEWORKING		246
6.3. WATER CONSUMPTION		7
6.4. WATER TREATMENT		13
TOTAL		270
GLOBAL EMISSIONS		2.007

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

FRANCE

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		0.07
TOTAL		0.07
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0
3.2. BUSINESS TRAVEL BY AIR		0
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		0
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		1.84
4.2. PAPER PURCHASES		0
TOTAL		1.84
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		0.09
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		0.09
GLOBAL EMISSIONS		2

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

ITALY

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		45
1.2. NATURAL GAS CONSUMPTION		132
TOTAL		177
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		213
TOTAL		213
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		351
3.2. BUSINESS TRAVEL BY AIR		95
3.3. BUSINESS TRAVEL BY RAIL		40
TOTAL		486
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		31
4.2. PAPER PURCHASES		0
TOTAL		31
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		7
6.2. TELEWORKING		89
6.3. WATER CONSUMPTION		3
6.4. WATER TREATMENT		6
TOTAL		105
GLOBAL EMISSIONS		1.012

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Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

LUXEMBOURG

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		1.03
TOTAL		1.03
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0
3.2. BUSINESS TRAVEL BY AIR		0
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		0
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		2.44
4.2. PAPER PURCHASES		0
TOTAL		2.54
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		0.39
6.3. WATER CONSUMPTION		0.01
6.4. WATER TREATMENT		0.02
TOTAL		0.43
GLOBAL EMISSIONS		4

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

NETHERLANDS

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		3
TOTAL		3
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0
3.2. BUSINESS TRAVEL BY AIR		3
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		3
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		9
4.2. PAPER PURCHASES		0
TOTAL		9
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		1
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		1
GLOBAL EMISSIONS		16

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

PORTUGAL

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		23
1.2. NATURAL GAS CONSUMPTION		43
TOTAL		46
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		12
TOTAL		12
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0
3.2. BUSINESS TRAVEL BY AIR		33
3.3. BUSINESS TRAVEL BY RAIL		1
TOTAL		34
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		38
4.2. PAPER PURCHASES		1
TOTAL		39
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0.5
6.2. TELEWORKING		14.2
6.3. WATER CONSUMPTION		0.15
6.4. WATER TREATMENT		0.15
TOTAL		15
GLOBAL EMISSIONS		146

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Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

UNITED KINGDOM

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		7
TOTAL		7
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		19
TOTAL		19
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0.15
3.2. BUSINESS TRAVEL BY AIR		16.6
3.3. BUSINESS TRAVEL BY RAIL		0.2
TOTAL		16.95
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0.17
4.2. PAPER PURCHASES		0.1
TOTAL		0.27
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		17
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		17
GLOBAL EMISSIONS		60

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Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

ROMANIA & SERBIA

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		52
TOTAL		52
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		732
TOTAL		732
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		33
3.2. BUSINESS TRAVEL BY AIR		28
3.3. BUSINESS TRAVEL BY RAIL		1
TOTAL		62
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		20
4.2. PAPER PURCHASES		1
TOTAL		21
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		5
6.2. TELEWORKING		33
6.3. WATER CONSUMPTION		1
6.4. WATER TREATMENT		2
TOTAL		41
GLOBAL EMISSIONS		908

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Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

SWITZERLAND

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		23
1.2. NATURAL GAS CONSUMPTION		43
TOTAL		46
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		12
TOTAL		12
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0
3.2. BUSINESS TRAVEL BY AIR		33
3.3. BUSINESS TRAVEL BY RAIL		1
TOTAL		34
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		38
4.2. PAPER PURCHASES		1
TOTAL		39
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0.5
6.2. TELEWORKING		14.2
6.3. WATER CONSUMPTION		0.15
6.4. WATER TREATMENT		0.15
TOTAL		15
GLOBAL EMISSIONS		146

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

ARGENTINA

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		20
TOTAL		20
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		5
3.2. BUSINESS TRAVEL BY AIR		15
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		20
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		53
4.2. PAPER PURCHASES		0
TOTAL		53
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		11
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		11
GLOBAL EMISSIONS		104

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Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

BRAZIL

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		549
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		549
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		21
TOTAL		21
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		47
3.2. BUSINESS TRAVEL BY AIR		225
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		272
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		856
4.2. PAPER PURCHASES		1
TOTAL		857
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		16
6.3. WATER CONSUMPTION		2
6.4. WATER TREATMENT		3
TOTAL		21
GLOBAL EMISSIONS		1.720

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Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

CHILE

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		53
TOTAL		53
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		12
3.2. BUSINESS TRAVEL BY AIR		363
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		375
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		165
4.2. PAPER PURCHASES		0
TOTAL		165
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		37
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		37
GLOBAL EMISSIONS		630

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

COLOMBIA

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		27
TOTAL		27
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		6
3.2. BUSINESS TRAVEL BY AIR		101
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		107
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0
4.2. PAPER PURCHASES		0
TOTAL		0
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		12.95
6.3. WATER CONSUMPTION		0.02
6.4. WATER TREATMENT		0.03
TOTAL		12.95
GLOBAL EMISSIONS		147

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

MEXICO

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		28
TOTAL		28
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		8
3.2. BUSINESS TRAVEL BY AIR		116
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		124
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		65
4.2. PAPER PURCHASES		1
TOTAL		66
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		48
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		48
GLOBAL EMISSIONS		266

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

PERU

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		11
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		11
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		55
TOTAL		55
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		40
3.2. BUSINESS TRAVEL BY AIR		229
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		269
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		557
4.2. PAPER PURCHASES		1
TOTAL		558
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		46
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		1
TOTAL		47
GLOBAL EMISSIONS		940

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

USA

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		17
TOTAL		17
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		8
3.2. BUSINESS TRAVEL BY AIR		21
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		29
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		7
4.2. PAPER PURCHASES		0
TOTAL		7
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		1
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		1
GLOBAL EMISSIONS		54

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

MOROCCO

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		0
1.2. NATURAL GAS CONSUMPTION		0
TOTAL		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		65
TOTAL		65
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		1
3.2. BUSINESS TRAVEL BY AIR		1
3.3. BUSINESS TRAVEL BY RAIL		0
TOTAL		2
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		7
4.2. PAPER PURCHASES		0
TOTAL		7
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		0
6.2. TELEWORKING		12
6.3. WATER CONSUMPTION		0
6.4. WATER TREATMENT		0
TOTAL		12
GLOBAL EMISSIONS		86

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

GLOBAL

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. REFRIGERANT GAS LEAKING EMISSIONS		720.12
1.2. NATURAL GAS CONSUMPTION		700.14
TOTAL		1,420
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY		2,149.48
TOTAL		2,149
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		599.08
3.2. BUSINESS TRAVEL BY AIR		1,914.48
3.3. BUSINESS TRAVEL BY RAIL		121.65
TOTAL		2,635
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		1,970.17
4.2. PAPER PURCHASES		4.28
TOTAL		1,974
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. WASTE IN OPERATIONS		15.61
6.2. TELEWORKING		630.3
6.3. WATER CONSUMPTION		14.39
6.4. WATER TREATMENT		26.16
TOTAL		686
GLOBAL EMISSIONS		8,866

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Breakdown of non-financial indicators

INDICATOR 9 **Consumption of raw materials**

ANNEX 3

Breakdown of non-financial indicators

INDICATOR 9
CONSUMPTION OF RAW MATERIALS

Consumption of the most relevant materials for the company

PAPER

COUNTRY	GRI 301-1	PAPER CONSUMPTION (t)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		0.0024
BELGIUM (BENELUX)		0
SPAIN (*)		0.04
FRANCE (BENELUX)		0
ITALY		254.74
LUXEMBOURG (BENELUX)		0
NETHERLANDS (BENELUX)		0
PORTUGAL		0.13
UNITED KINGDOM		0.11
ROMANIA & SERBIA		0.04
SWITZERLAND (BENELUX)		0
ARGENTINA		0
BRAZIL		0.19
CHILE		14.49
COLOMBIA		100.75
MEXICO		0.77
PERU		1.74
USA		0.04
MOROCCO		0.1
GLOBAL		373.14

PAPER CONSUMPTION (t)

	FY20	FY21
GLOBAL	32.73	373.14

(*) Data reported for Spain only for offices within the scope of the Environmental Management System

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Breakdown of non-financial indicators

INDICATOR 9

CONSUMPTION OF RAW MATERIALS

Consumption of the most relevant materials for the company

WATER

COUNTRY	WATER CONSUMPTION (m^3)
DACH (ALEMANIA & AUSTRIA & SWITZERLAND) (*)	5,005
BELGIUM (BENELUX)	410
SPAIN (*)	48,253
FRANCE (BENELUX) (*)	10
ITALY	20,976
LUXEMBOURG (BENELUX) (*)	77
NETHERLANDS (BENELUX) (*)	48
PORTUGAL	321
UNITED KINGDOM (*)	380
ROMANIA & SERBIA	5,488
SWITZERLAND (BENELUX) (*)	6
ARGENTINA (*)	6
BRAZIL	11,920
CHILE	14
COLOMBIA	101
MEXICO (*)	54
PERU	3,182
USA	185
MOROCCO	122
GLOBAL	96,558

WATER CONSUMPTION (m^3)

	FY20	FY21
GLOBAL	**40,021**	**96,558**

(*) Data reported for the countries indicated were estimated for inclusion of their emissions, based on the m3/m2 of the neighbouring countries for which data was available. For the analyses in the circular economy chapter, only unestimated water consumption data has been taken into account.

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Breakdown of non-financial indicators

INDICADOR 10 **Energy consumption and intensity of non-renewable energy sources**

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Breakdown of non-financial indicators

INDICATOR 10

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity consumption (kWh) from non-renewable sources

ELECTRICITY

COUNTRY	GRI 302-1	ELECTRICITY CONSUMPTION (kWh)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		1,101,854.55
BELGIUM (BENELUX)		54,060.02
SPAIN		2,283,422.59
FRANCE (BENELUX)		1,276.51
ITALY		168,666.84
LUXEMBOURG (BENELUX)		10,159.39
NETHERLANDS (BENELUX)		6,382.53
PORTUGAL		53,397.26
UNITED KINGDOM		87,672.00
ROMANIA & SERBIA		2,728,961.77
SWITZERLAND (BENELUX)		765.9
ARGENTINA		65,959.74
BRAZIL		342,068.22
CHILE		136,577.78
COLOMBIA		136,019.02
MEXICO		58,005.79
PERU		67,447.57
USA		278,831.69
MOROCCO		99,673.08
GLOBAL		7,681,202.25

ELECTRICITY CONSUMPTION (kWh)

	FY20	FY21
GLOBAL	**5,911,155**	**7,681,202.25**

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Breakdown of non-financial indicators

INDICATOR 10

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Gas consumption (kWh) from non-renewable sources

NATURAL GAS

COUNTRY	GRI 302-1	GAS NATURAL CONSUMPTION (kWh)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		0
BELGIUM (BENELUX)		112,885.22
SPAIN		2,452,195.35
FRANCE (BENELUX)		0
ITALY		650,837.71
LUXEMBOURG (BENELUX)		0
NETHERLANDS (BENELUX)		0
PORTUGAL		88,467.06
UNITED KINGDOM		32,597.87
ROMANIA & SERBIA		258,400.12
SWITZERLAND (BENELUX)		0
ARGENTINA		0
BRAZIL		0
CHILE		0
COLOMBIA		0
MEXICO		0
PERU		0
USA		0
MOROCCO		0
GLOBAL		3,595,383.33

GAS CONSUMPTION (kWh)

	FY20	FY21
GLOBAL	1,502,124	3,595,383.33

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Breakdown of non-financial indicators

INDICATOR 10

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity energy intensity (kWh/m²) from non-renewable source

ELECTRICITY INTENSITY

COUNTRY	GRI 302-1	ENERGY INTENSITY (kWh/m²)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		53.26
BELGIUM (BENELUX)		31.91
SPAIN		24.89
FRANCE (BENELUX)		31.91
ITALY		4.22
LUXEMBOURG (BENELUX)		31.91
NETHERLANDS (BENELUX)		31.91
PORTUGAL		8.75
UNITED KINGDOM		55.76
ROMANIA & SERBIA		79.8
SWITZERLAND (BENELUX)		31.91
ARGENTINA		40.81
BRAZIL		48.29
CHILE		32.99
COLOMBIA		56.35
MEXICO		127.29
PERU		52.55
USA		35.96
MOROCCO		61.95
GLOBAL		34.46

ENERGY INTENSITY (kWh/m²)

	FY20	FY21
GLOBAL	194.77	34.46

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Breakdown of non-financial indicators

INDICATOR 10

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Natural Gas energy intensity (kWh/m²) from non-renewable sources

NATURAL GAS INTENSITY

COUNTRY	GRI 302-3	ENERGY INTENSITY (kWh/m²)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		0
BELGIUM (BENELUX)		5.46
SPAIN		26.73
FRANCE (BENELUX)		0
ITALY		16.28
LUXEMBOURG (BENELUX)		0
NETHERLANDS (BENELUX)		0
PORTUGAL		14.5
UNITED KINGDOM		20.73
ROMANIA & SERBIA		7.56
SWITZERLAND (BENELUX)		0
ARGENTINA		0
BRAZIL		0
CHILE		0
COLOMBIA		0
MEXICO		0
PERU		0
USA		0
MOROCCO		0
GLOBAL		16,13

ENERGY INTENSITY (kWh/m²)

	FY20	FY21
GLOBAL	**9.86**	**16.13**

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Breakdown of non-financial indicators

INDICADOR 11 **Energy consumption and intensity of renewable energy sources**

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Breakdown of non-financial indicators

INDICATOR 11

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity consumption (kWh) from renewable sources

ELECTRICITY CONSUMPTION GUARANTEE OF ORIGIN

COUNTRY	GRI 302-1	ELECTRICITY CONSUMPTION (kWh)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		16,611.64
BELGIUM (BENELUX)		0
SPAIN		2,301,184.85
FRANCE (BENELUX)		0
ITALY		4,851,897.00
LUXEMBOURG (BENELUX)		0
NETHERLANDS (BENELUX)		0
PORTUGAL		143,473.24
UNITED KINGDOM		0
ROMANIA & SERBIA		0
SWITZERLAND (BENELUX)		0
ARGENTINA		0
BRAZIL		0
CHILE		0
COLOMBIA		0
MEXICO		0
PERU		0
USA		0
MOROCCO		0
GLOBAL		7,313,166.73

ELECTRICITY CONSUMPTION (kWh)

	FY20	FY21
GLOBAL	**0.00**	**7,313,166.73**

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Breakdown of non-financial indicators

INDICATOR 11

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity consumption (kWh) from renewable sources

ELECTRICITY MIX GRID

COUNTRY	GRI 302-1	ELECTRICITY CONSUMPTION (kWh)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		447,903.87
BELGIUM (BENELUX)		12,887.91
SPAIN		1,066,358.35
FRANCE (BENELUX)		280.19
ITALY		69,001.61
LUXEMBOURG (BENELUX)		8,142.75
NETHERLANDS (BENELUX)		2,168.78
PORTUGAL		33,629.59
UNITED KINGDOM		34,875.92
ROMANIA & SERBIA		1,216.025.36
SWITZERLAND (BENELUX)		476.09
ARGENTINA		15,935.87
BRAZIL		269,994.44
CHILE		59,397.68
COLOMBIA		92,370.52
MEXICO		12,140.61
PERU		17,893.84
USA		169,808.50
MOROCCO		17,672.04
GLOBAL		3,546,963.92

ELECTRICITY CONSUMPTION (kWh)

	FY20	FY21
GLOBAL	No disponible	3,546,963.92

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Breakdown of non-financial indicators

INDICATOR 11

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity energy intensity (kWh/m²) from renewable sources

INTENSITY ELECTRICITY CONSUMPTION GUARANTEE OF ORIGIN

COUNTRY	GRI 302-3	ENERGY INTENSITY (kWh/m²)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		0.8
BELGIUM (BENELUX)		0
SPAIN		25.08
FRANCE (BENELUX)		0
ITALY		121.36
LUXEMBOURG (BENELUX)		0
NETHERLANDS (BENELUX)		0
PORTUGAL		23.51
UNITED KINGDOM		0
ROMANIA & SERBIA		0
SWITZERLAND (BENELUX)		0
ARGENTINA		0
BRAZIL		0
CHILE		0
COLOMBIA		0
MEXICO		0
PERU		0
USA		0
MOROCCO		0
GLOBAL		32.81

ENERGY INTENSITY (kWh/m²)

	FY20	FY21
GLOBAL	**0.00**	**32.81**

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Breakdown of non-financial indicators

INDICATOR 11

ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity energy intensity (kWh/m²) from renewable sources

INTENSITY ELECTRICITY CONSUMPTION ELECTRICITY MIX GRID

COUNTRY	GRI 302-3	ENERGY INTENSITY (kWh/m²)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		21.65
BELGIUM (BENELUX)		7.61
SPAIN		11.62
FRANCE (BENELUX)		7.00
ITALY		1.73
LUXEMBOURG (BENELUX)		25.58
NETHERLANDS (BENELUX)		10.84
PORTUGAL		5.51
UNITED KINGDOM		22.18
ROMANIA & SERBIA		35.56
SWITZERLAND (BENELUX)		19.84
ARGENTINA		9.86
BRAZIL		38.11
CHILE		14.35
COLOMBIA		38.27
MEXICO		26.64
PERU		13.94
USA		21.9
MOROCCO		10.98
GLOBAL		15.91

ENERGY INTENSITY (kWh/m²)

	FY20	FY21
GLOBAL	**0.00**	**15.91**

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ANNEX 4

Content of the statement of non-financial information Act 11/2018. GRI indicators

ANNEX 4

Content of the statement of non-financial information

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
BUSINESS MODEL	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.	102-2	1. Introduction
			102-4	2.1. Description of the company
			102-6	2.2. Values and beliefs
			102-7	2.3. Trends and business strategy
			102-10	2.4. Business
			102-15	2.5. Partnerships
				3.3. Environmental and energy policy
				5.4. Risk management
POLICIES	Policies implemented by the Group	Policies applied by the group, including the due diligence procedures applied to identify, assess, prevent and mitigate significant risks and impacts, and for verification and control, as well as the measures that have been adopted.	103-3	5.3. Combating money laundering
			102-29	
			102-30	
			102-31	
MAIN RISKS	Main risks related to these issues linked to the Group's activities	Key risks related to these issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse effect in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them in accordance with national, European or international frameworks of reference for each matter. Information should be included on the impacts that have been identified, giving a breakdown of them, especially the main risks in the short, medium and long term.	102-11	5.4. Risk management
			102-15	
			418-1	
INFORMATIONON THE ENVIRONMENT	General	Current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety.	102-15	3.3. Environmental and energy policy
			102-29	
			102-31	
		Environmental assessment or certification procedures.	102-11	3.1. NTT DATA EMEAL Certifications
			102-29	
			102-30	
		Resources dedicated to environmental hazard prevention.	102-29	3.4. Environmental management system
		Application of the precautionary principle.	102-11	3.4. Environmental management system
		Amount of provisions and guarantees for environmental risks.	307-1	3.4. Environmental management system

ANNEX 4

Content of the statement of non-financial information

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON THE ENVIRONMENT	Pollution	Measures to prevent, reduce or remedy CO 2 emissions that seriously affect the environment.	103-2, 302-4	3.2. Climate change strategies.
			302-5, 305-5	3.6. Circular Economy
			305-7	
		Measures to prevent, reduce or remedy emissions of all forms of air pollution (including noise and light pollution).	416-1	3.7. Atmospheric pollution, noise and light Pollution
	Circular economy and waste management and prevention	Measures for waste prevention, recycling, reuse and other forms of waste recovery and disposal.	103-2, 301-1	3.6. Circular economy
			301-2, 301-3	
			303-3, 306-1	
			306-2, 306-3	
		Actions to combat food waste.		3.6. Circular economy
				Management by food supplier companies
	Sustainable use of resources	Water consumption and supply according to local cons- traints.	303-1, 303-2	3.6. Circular economy
			303-3	
		Consumption of raw materials and measures taken to improve the efficiency of their use.	301-1, 301-2	3.6. Circular economy
			301-3	
		Direct and indirect consumption; measures taken to improve energy efficiency. Use of renewable energies.	302-1, 302-2	3.5. Energy management system.
			302-3, 302-4	3.6. Circular economy
			302-5	
	Climate change	Significant elements of greenhouse gas emissions generated as a company activity (including goods and services it produces).	305-3	3.5. Climate change strategy
		Measures taken to adapt to the consequences of climate change.	102-15, 103-2	3.5. Climate change strategy
			201-2, 305-5	
		Voluntary medium- and long-term reduction targets set to reduce GHG emissions and means implemented for this objective.	103-2	3.5. Climate change strategy

ANNEX 4

Content of the statement of non-financial information

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON THE ENVI-RONMENT	Protection of biodi-versity	Measures taken to preserve or restore biodiversity. Effects of activities or operations in protected areas.	304-1	3.8. Biodiversity
			304-1	3.8. Biodiversity
INFORMATION ON OUR STAFF	Employment	Total number and distribution of employees by gender, age, country and professional classification.	102-7, 102-8	4.1. People
			405-1	
		Total number and distribution of types of employment contracts.	102-8	4.1. People
		Average number of permanent, FIXED TERM and part-time contracts per year by gender, age and professional classification.	102-8	4.1. People
		Total number of dismissals by gender, age, country and professional classification.	401-1	4.1. People
		Average remuneration and their evolution broken down by gender, age and professional classification.	405-2	4.1. People
		Wage gap.	405-2	4.1. People
		Remuneration for equal work or average wages in the company.		4.1. People
		Average remuneration of directors and executives (including variable remuneration, per diems, indemnities, payments to occupational benefit schemes, long-term savings and any others, by gender).	102-35	4.1. People
			102-36	
			201-3	
		Implementation of work disengagement policies.	402-1, 402-2	4.1. People
		Employees with disabilities	405-1	4.1. People

ANNEX 4

Content of the statement of non-financial information

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON PERSONNEL	Organization of work	Organisation of the work time:	102-8	4.1. People
		Number of hours of absenteeism.		4.1. People
		Measures aimed at facilitating the work-life balance and encouraging the co-responsible exercise of these rights by parents.	401-3	4.1. People
	Security	Health and safety at work.	103-2	4.1. People
		Promotion of workers' health	403-6b	
		Accidents at work, in particular their frequency and severity, as well as occupational diseases, by gender.		4.1. People
	Social relations	Organisation of social dialogue (including procedures for informing, consulting and negotiating with staff).		4.1. People
		Percentage of employees covered by collective bargaining agreements by country.	102-41	4.1. People
		Review of collective agreements (particularly in the field of health and safety at work).	403-1 403-4	4.1. People
	Training	Policies implemented in the field of training.	404-2	4.1. People
		Total number of training hours by occupational category.	404-1	4.1. People
	Accessibility	Universal accessibility of people.	103-2	4.1. People
	Equality	Measures taken to promote equal treatment and opportunities for women and men.	103-2	4.1. People
		Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men).	103-2	4.1. People

ANNEX 4

Content of the statement of non-financial information

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON OUR STAFF	Equality	Measures taken to promote employment.	103-2 404-2	4.1. People
		Protocols against sexual and gender-based harassment.	103-2	5.6. Prevention of harassment
		Policy against all types of discrimination and, where appropriate, integration of protocols against sexual and gender-based harassment.	103-2	4.1. People 5.6. Prevention of harassment
INFORMATION ON RESPECT FOR HUMAN RIGHTS		Implementation of human rights due diligence procedures.	414-2	5.5. Human rights
		Prevention of risk of human rights violations and, where appropriate, measures to mitigate, manage and redress potential abuses.	412-1	5.5. Human rights
		Complaints of human rights violations.	102-17 419-1 411-1	5.5. Human rights
		Promotion and enforcement of the provisions of the ILO core conventions related on the 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.	103-2	5.5. Human rights 4. Social
INFORMATION ON ANTI-CORRUPTION AND THE FIGHT AGAINST BRIBERY		Measures taken to prevent corruption and bribery.	103-2	5.3 Combating money laundering
		Measures to combat money laundering.	103-2	5.3 Combating money laundering
		Contributions to foundations and non-profit organisations.	103-2	5.3 Combating money laundering

ANNEX 4

Content of the statement of non-financial information

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON THE COMPANY	Relations with key figures in the local community and the modalities of dialogue with them	Effect of the company's activity on employment and local development, local populations and the territory.	203-1 204-1	4.1. People
		Relations with key figures in the local community and the modalities of dialogue with them.	102-43	4.1. People
		Partnership or sponsorship actions.	102-13 203-1	4.1. People
	Subcontracting and suppliers	Inclusion of social, gender equality and environmental issues in the procurement policy.	103-3	4.8. Suppliers
		Consideration in relations with suppliers and subcontractors of their social and environmental responsibility.	102-9, 308-1 308-2, 407-1 409-1, 414-2	4.8. Suppliers
		Supervision and audit systems and their resolution.	308-1, 308-2	4.8. Suppliers
	Consumers	Measures for the health and safety of consumers.	416-1	4.9. Clients
		Systems for claims and complaints and their resolution.	418-1	4.9. Clients
	Tax Information	The benefits obtained on a country-by-country basis.		5.7. Responsible taxation
		Subsidies obtained by country		5.7. Responsible taxation
		Taxes paid on profits.		5.7. Responsible taxation

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ANNEX 5

MITERD registration of the global carbon footprint FY21

ANNEX 5

MITERD registration of the global carbon footprint FY20

During FY20 **NTT DATA EMEAL** in Spain, received from the Ministry for Ecological Transition and Demographic Challenge (MITERD), the Calculate and Reduce seal.

In FY21, the carbon footprint calculation has been verified by an independent third party, although at the date of this report, the administrative process of including the corporate carbon footprint in the MITERD Carbon Footprint Registry has not yet been.

La organización:

EVERIS SPAIN, S.L.

Ha inscrito su huella de carbono en la sección a) de Huella de carbono y de compromisos de reducción de las emisiones de gases de efecto invernadero, con los siguientes datos:

Año de cálculo	2020
Alcances	1+2 y 3
	Alcance 3 incluye las emisiones provenientes de las oficinas sin control operacional, de los proveedores principales, de los desplazamientos *in itinere*, de la gestión de residuos y del consumo de papel.
Límites de la organización incluidos en el cálculo	Actividades de consultoría realizadas en el territorio nacional en sus sedes en A Coruña, Alicante, Barcelona, Bilbao, Ciudad Real, Gran Canaria, Madrid, Murcia, Salamanca, Santander, Sevilla, Valencia, Valladolid y Zaragoza.
Reducción	29,48 % de la media de la intensidad de emisión en el trienio 2018-2020 respecto del trienio 2017-2019, para los alcances **1+2 y 3**.

y se le otorga el derecho al uso del siguiente sello:



Valvanera Ulargui Aparicio
Directora General
Oficina Española de Cambio Climático
Ministerio para la Transición Ecológica y el Reto Demográfico

Fecha de inscripción: 15 - 09 - 2021
Código: 2021-a1081

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ANNEX 6

Independent verification report

ANNEX 6

Independent verification report


NTT DATA