NTT DaTa

NTT DATA EMEAL
Sustainability Report

Statement of Non-Financial Information 22/23
ESG (Environmental, Social & Governance)

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INTRODUCTION

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INTRODUCTION

1.1 **Letter from the Chairman**

LETTER FROM THE CHAIRMAN

I am pleased to present the **NTT DATA EMEAL Sustainability Report** for fiscal year 2022 (1 April 2022 to 31 March 2023) in which we present our environmental, social and economic performance in accordance with the indicators of the *Global Reporting Initiative* Standards and aligned with the 2030 Agenda, as signatories of Global Compact of the United Nations.

I would like to point out that, despite the repercussions of the war in Ukraine and the technological challenges that we face and that are transforming our working models, we reached the end of year with double-digit income growth and incorporated 3,000 qualified professionals, which makes us the largest generators of employment in some of the countries where we are present.

Initiative that has helped us to be recognised with the *Top Employer* certificate in 14 countries and to increase (to over 80%) the satisfaction rate of the people who are part of **NTT DATA EMEAL's** people.

In this line, and following our talent-centered strategy, we have promoted the hybrid working model (40% on-premises / 60% teleworking) to offer our professionals better work and private life reconciliation. We also increased our investment in training (€25 million) and, as part of our objective, we are promoting diversity and inclusion.

In this regard, we should mention that, despite the shortage of female talent in our sector, this year we have increased the number of women in the executive layer from 20% to 24%.

Our professionals' knowledge and experience in new technologies has led our clients to increase their trust in us (8.6 out of 10), to value us and choose us to accompany them in the challenges they face.

In addition, part of our performance throughout the year has been to promote the responsible and ethical development and use of technology through our 'Ethical Artificial Intelligence Laboratory' and advance our commitment to be carbon neutral by 2030, extending our use of green energy in more countries (76% this year).

Finally, I would like to thank our professionals for their commitment and participation in our social initiatives, especially in the field of education. They are helping reduce the digital gap and therefore contributing to the growth and improvement of our environment.

Many thanks,

Eduardo Serra Rexach
Chairman of the Board of Directors,
NTT DATA EMEAL
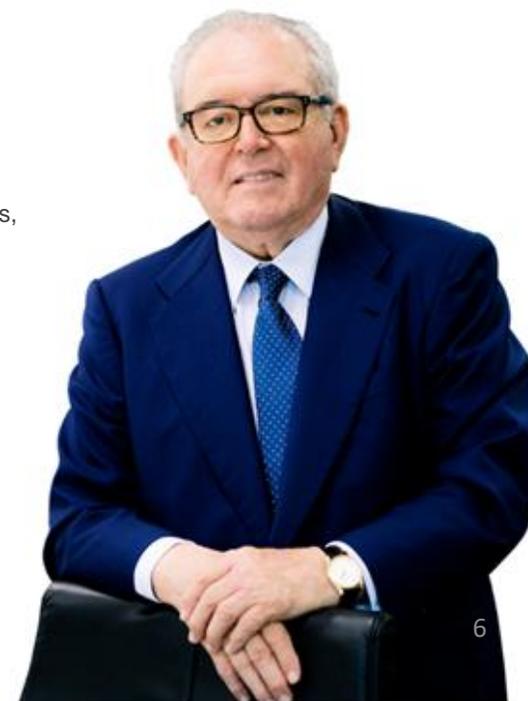
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INTRODUCTION

1.2 **Introduction to the Sustainability Report**

1.2
Introduction to the Sustainability Report

This report details the Statement of Non-Financial Information of the **NTT DATA EMEAL** Group for the financial year 2022/2023 (hereinafter FY22), corresponding to the period from April 1st, 2022 to March 31st, 2023.

This report has been drafted in compliance with the requirements set out in Act 11/2018 of December 28th, 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 July 2nd, and Act 22/2015 of July 20th, on Auditing of Accounts, on non-financial information and diversity (originating from Royal Decree-Law 18/2017 of November 24th).

NTT DATA EMEAL is working on the publication of European Taxonomy Regulation 2020/852, published in June 2020, which establishes the formal framework for classifying sustainable investments, and especially the two delegated acts that complement it (EU 2021/2139 and EU 2021/2178). These establish the applicable technical criteria for assessing the effectiveness of climate-change mitigation and adaptation objectives and for classifying them. They also specify the content and methodology required to comply with the information disclosure obligations.

This report, and the Management Report, were drawn up by the Board of Directors and record its commitment, as the Company's highest representative body, to managing and supervising the relevant non-financial aspects of the Group's activities.

The sustainability reporting standards of the *Global Reporting Initiative* (GRI Standards) were followed.

The Materiality Study was updated to express the needs and expectations of the major stakeholders. Therefore, it reports on the material issues, strategy and the concerns expressed by NTT DATA EMEAL's stakeholders**.**

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INTRODUCTION

1.3 Commitment to the UN's SDGs

1.3 Commitment to the UN's SDGs

SUSTAINABLE DEVELOPMENT GOALS

NTT DATA EMEAL's *Sustainability & ESG* (*Environmental, Social and Governance*) strategy establishes the issues that our stakeholders consider most significant, 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.

Strategic lines of action of **NTT DATA EMEAL:**

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
Foster digital education to accelerate economic growth and create a more diverse and inclusive world.

Digital governance
Promote responsible use of Artificial Intelligence, security, data privacy and ethics in managing all our stakeholders' information.

SDGs on which we generate the greatest impact:

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

1.3 Commitment to the UN's SDGs

As signatories of the Global Compact, **NTT DATA EMEAL** is committed to the UN 2030 Agenda to build a better, more sustainable world through our business and corporate initiatives and by focusing on 9 of the 17 Sustainable Development Goals.

Health and wellbeing

We develop business projects that significantly affect public and private healthcare systems with proposals to improve primary care, unite social innovation and digital-age technology, and transform 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, through initiatives such as CLOQQ or *Play and Make it*!, proposing projects that help create and innovate through technology, reducing the risk of students dropping out of school.

Gender equality

We promote initiatives such *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 in which girls and boys can be whatever they want to be.
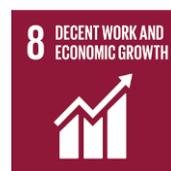
Decent work and economic growth

Through our performance we contribute to the local development of the communities where we are present, 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, making available to 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, which promotes more efficient mobility and the reduction of environmental impact, strives to satisfy the productive and operational needs of each industry and integrates mobility and road safety management in cities with the other urban services under the same platform.

**1.3
Commitment
to the UN's
SDGs**

**SUSTAINABLE
DEVELOPMENT
GOALS**

Reducing inequalities

Through our social initiatives we try to improve the living conditions of certain groups at risk of exclusion and, through the voluntary work of our professionals, we promote the digital development of organisations lacking in resources.

Sustainable cities and communities

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

Climate action

In accordance with our commitment to our Environmental and Energy Policy, we work to reduce our carbon footprint, promote the use of clean energy, eliminate plastic, support sustainable transport and promote the circular economy by donating our electronic devices.

Alliances to achieve the objectives

We generate alliances with organisations such as *Technovation*, Forética, Fundación Luzón or Fundación ONCE, to work together to contribute to the achievement of 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 designing technological solutions that consider social perspectives.
We are also founding patrons of *Teaming*, an on-line platform to raise funds for social causes through micro donations of €1. The idea is that many of us acting together can achieve great things.

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INTRODUCTION

1.4 **Materiality Analysis**
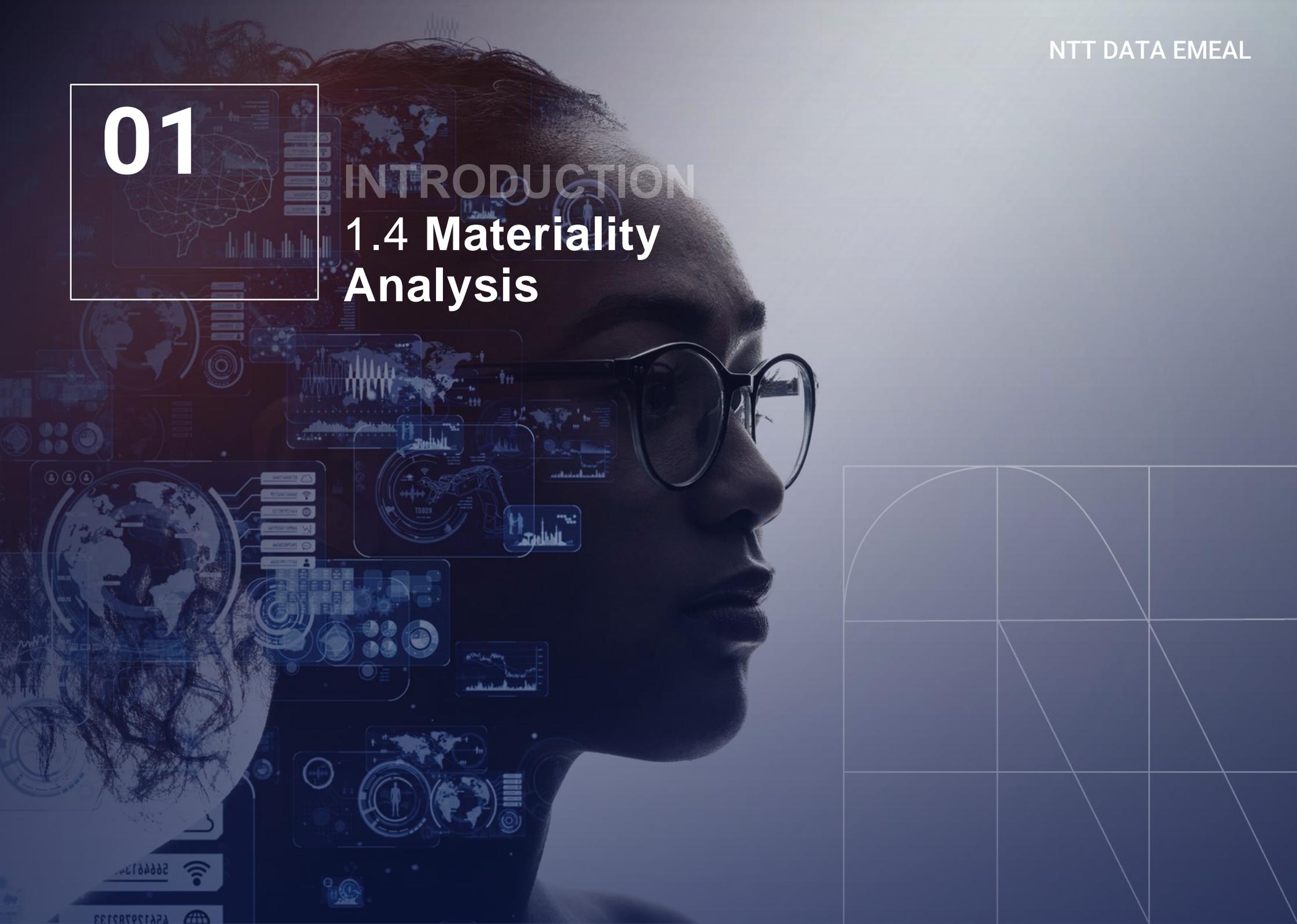
1.4 Materiality analysis

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

The results obtained from the analysis contribute to the design **of the Sustainability & ESG Strategy,** which involves all areas of the company. We also monitor its evolution, to successfully respond to all stakeholders' needs and expectations.

STAKEHOLDERS

- Employees
- Board of Directors
- CEOs and Senior Management
- Clients
- Suppliers
- Professional Associations/Academic Institutions
- NGO / Foundations

The resulting **material** issues have been aligned with the Sustainable Development Goals (SDG) of the United Nations 2030 Agenda.

PHASES OF THE STUDY

1

Update **stakeholder groups**.

2

Identify the **most important issues** with positive or negative environmental, social and governance repercussions.

3

Conduct materiality **surveys** with stakeholders.

Analyse the results obtained to determine the **importance** of the relevant issues in the framework of the company's Sustainability & ESG Strategy.

Discuss and validate the conclusions.

4

Obtain the **materiality matrix**.

Identify the most relevant issues for establishing the **Sustainability & ESG Strategy.**

The forms were sent to over 50,000 people and 1,091 responses were received between August and December 2022. Each survey contains 30 questions on potentially material issues distributed across three ESG areas -the three broad dimensions of corporate sustainability (Environmental, Social and Governance).

1.4

Materiality analysis
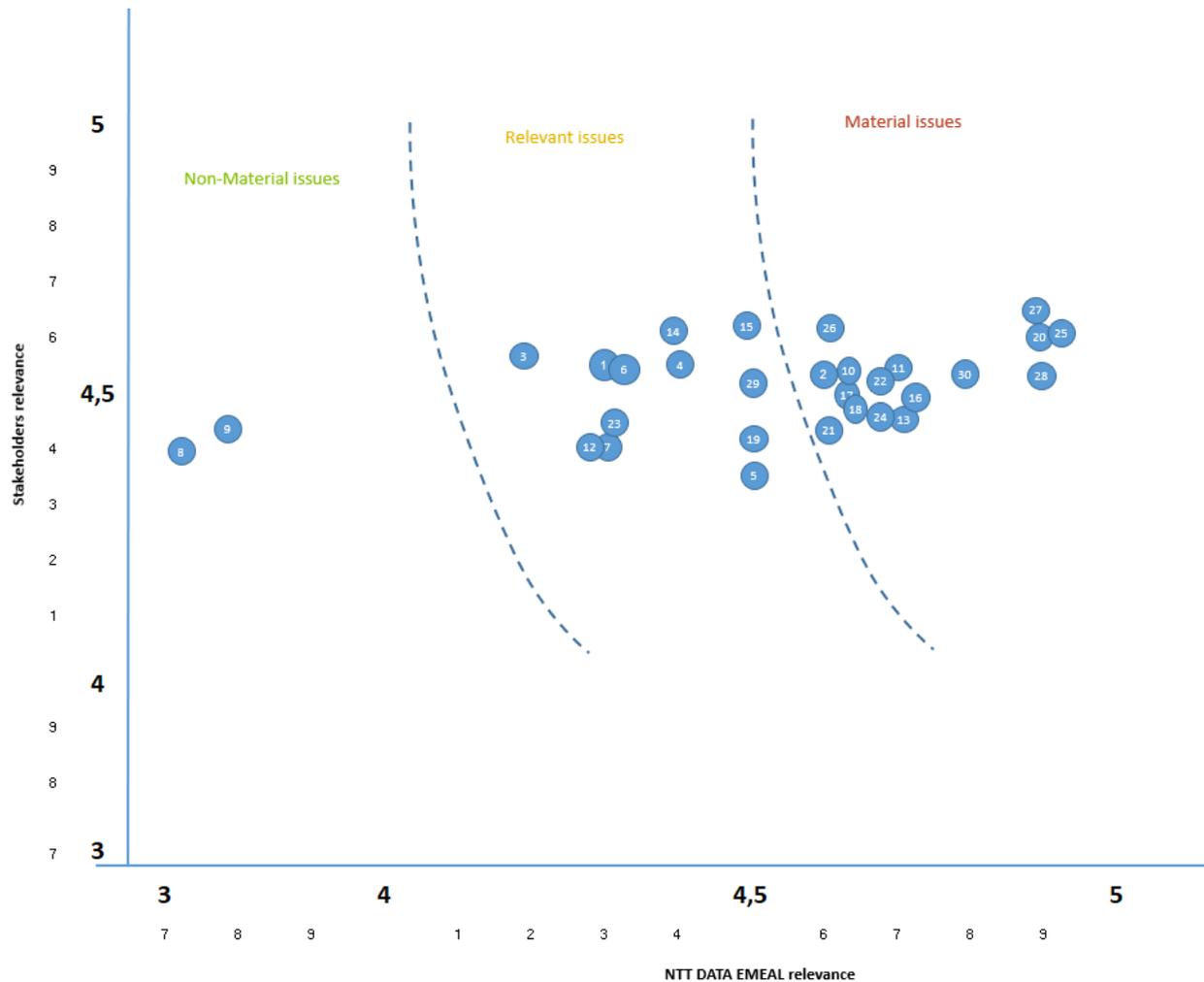
The materiality matrix was calculated using the scores obtained by comparing the valuations of the Board of Directors of **NTT DATA EMEAL** on the x-axis with the valuations of the y-axis, which contains the valuations of the other stakeholders.

Thresholds are designated from which material issues, relevant issues or non-material issues are considered.

- Material issues are those that are significant for both **NTT DATA EMEAL** and stakeholders.

- Relevant issues have an intermediate relevance, either for **NTT DATA EMEAL** or for stakeholders.

- Non-material issues are those that are not especially relevant for either **NTT DATA EMEAL** or stakeholders.

This results in 16 material issues, 12 relevant issues and 2 non-material issues.

1.4

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
20 CLIENT SATISFACTION	Chapter 4.7.3. Economic Growth. Clients
25 REGULATORY COMPLIANCE, PREVENTION OF CORRUPTION AND BRIBERY, CODE OF ETHICS	Chapter 5 Governance
28 FISCAL AND FINANCIAL RESPONSIBILITY	Chapter 5.7 Responsible taxation
30. REPUTATION AND CORPORATE IMAGE	Chapter 5 Governance
22 INFORMATION TRANSPARENCY	Chapter 5 Governance
11 TALENT MANAGEMENT	Chapter 4.4 Digital training and education
16 DIVERSITY AND INCLUSION	Chapter 4.5 Diversity, equity and inclusion (IED)
10 JOB CREATION	Chapter 4.1 Professionals
17 GENDER EQUALITY	Chapter 4.5 Diversity, equity and inclusion (IED)
18 DISABILITY	Chapter 4.5 Diversity, equity and inclusion (IED)
24 RISK MANAGEMENT	Chapter 5.4 Risk management
13 REMUNERATION POLICY	Chapter 4.1 Professionals
26 HUMAN RIGHTS AND DUE DILIGENCE	Chapter 5.5 Human rights
2. CLIMATE CHANGE	Chapter 3.5 Climate change strategy
21. SUPPLIER INTEGRITY	Chapter 4.7.2. Economic Growth. Suppliers
RELEVANT ISSUES	
15. RECONCILIATION OF FAMILY AND PERSONAL LIFE, WELL-BEING AND BENEFITS	Chapter 4.3. Reconciliation, compensation and social benefits
29. WHISTLEBLOWING CHANNELS	Chapter 5.2. Measures to prevent corruption and bribery.
19. SOCIAL COMMITMENT	Chapter 4.6 Social commitment
5. ASSESSMENT AND CONTROL OF SUPPLIERS IN ENVIRONMENTAL MATTERS	Chapter 4.7.2 Economic Growth. Suppliers.
14. OCCUPATIONAL HEALTH AND SAFETY	Chapter 4.1 Professionals
4. WASTE MANAGEMENT AND REDUCTION	Chapter 3.3 Environmental management system
1. ENVIRONMENTAL PERFORMANCE	Chapter 3. Environment
6. NEW TECHNOLOGIES FOR MINIMISING ENVIRONMENTAL IMPACTS	Chapter 3.4. Energy management system
23. STAKEHOLDER RELATIONS	Chapter 4.3. Reconciliation, compensation and social benefits
7. PARTICIPATION AND ENVIRONMENTAL AWARENESS	Chapter 3.4. Energy management system
3. RESPONSIBLE CONSUMPTION OF RESOURCES	Chapter 3.6. Circular economy
12. RESPONSIBLE AND INCLUSIVE R&D & I	Chapter 2.1 Description of the company
NON-MATERIAL ISSUES	
9. SUSTAINABLE MOBILITY	Chapter 3.4. Energy management system
8. NATURAL CAPITAL AND BIODIVERSITY	Chapter 3.8. Biodiversity

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INTRODUCTION

1.5 **Key performance indicators**
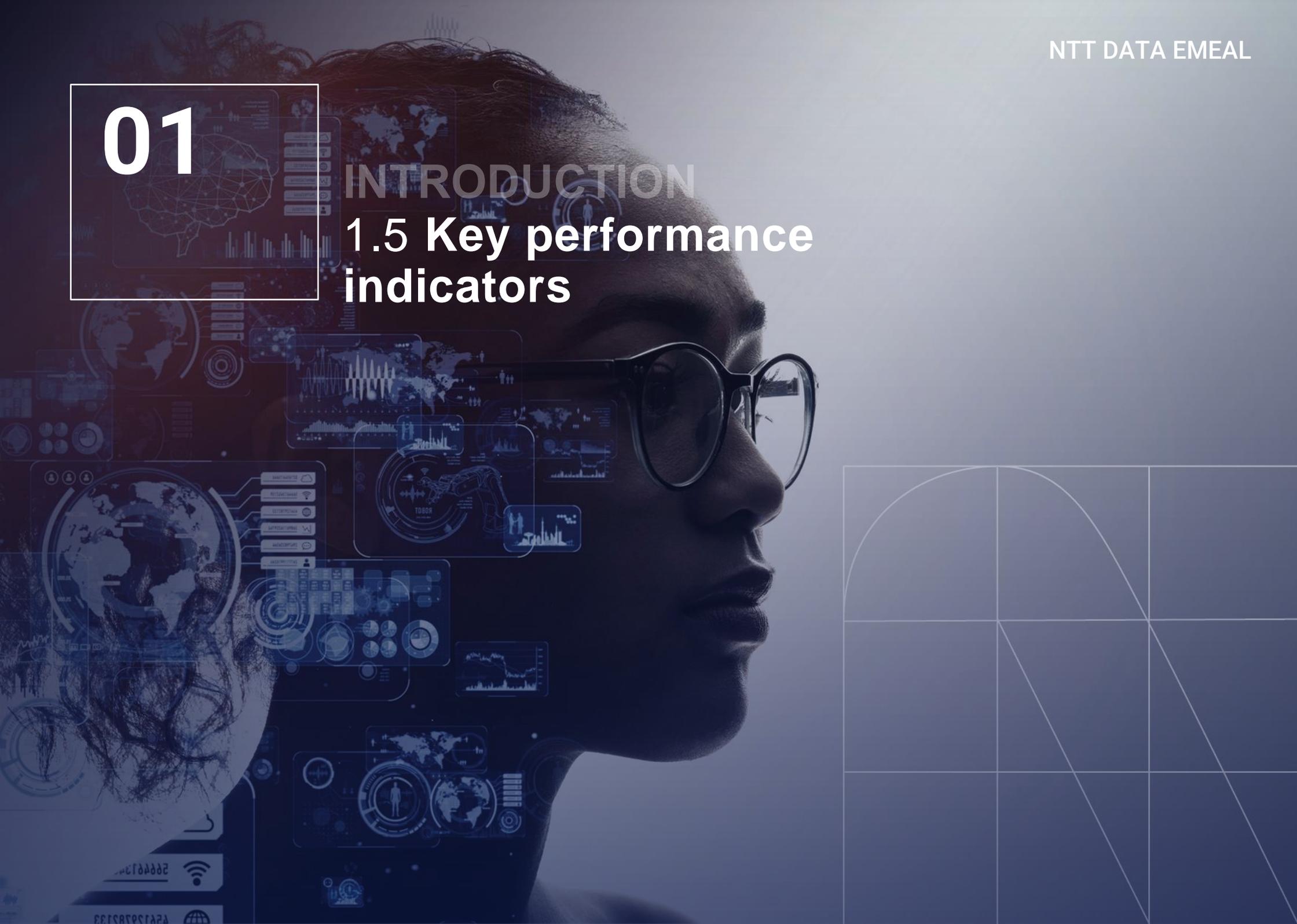
1.5 Key performance indicators ESG

NTT DATA EMEAL is working on Information Reporting on double materiality with a view to next fiscal year.

Due to the standardisation process associated with the integration of several companies into EMEAL's perimeter, the indicators are still being standardised, so comparative information is not yet available for all **NTT DATA EMEAL** countries.

Next year, a new table of indicators will be established for FY23-FY25.

DIMENSION	MATERIAL ISSUE	KPI	FY20****	FY21	Objective FY22	FY22*	
ENVIRONMENTAL	CLIMATE CHANGE	Carbon footprint/ employee	0.11 t	0.19t	0.65*****	0.23 t	▲
		% Renewable energy	-	72%	73%	76%	▲
SOCIAL	TALENT MANAGEMENT	Number of training courses per employee	5.3	5.4	5.4	6.7	▲
		Employee job satisfaction	84%	78%	>80%	82%	▲
	DIVERSITY AND INCLUSION • GENDER EQUALITY • DISABILITY	% of women in the workforce	28.79%	29.87%	30%	31.48%	▲
		% of women executives	-	20.7%	23%	24.1%	▲
		% of women Top executives	-	13%	13%	12%	▼
		% of women on the Board	27%	27%	27%	27%	=
		% of people with disabilities**	0.70%	1,20%	2%	1.31%	▲
	JOB CREATION	Number of recruitments	9,241	18,989	N/A	15,367	▼
	CLIENT SATISFACTION	Client satisfaction	8.4/10	8.5/10	>8.5/10	8.6/10	▲
	SUPPLIER INTEGRITY	Local suppliers	84%	85%	>80%	85%	=
GOVERNANCE	INFORMATION TRANSPARENCY	Independent directors	36%	36%	36%	36%	=
	REGULATORY COMPLIANCE, PREVENTION OF CORRUPTION AND BRIBERY, CODE OF ETHICS	% of employees who have completed the Compliance course ***	96.67%	88.91%	>90%	-	
	INFORMATION SECURITY AND DATA PROTECTION	% of employees who have completed the Security course	-	91%	>90%	92%	▲

▲ We achieved our objective and improved over the previous year

▲ We improved over the previous year, but did not reach our target

▼ We did not improve or reach the target

= We maintained the previous year's values and objectives

*Data from countries before integration are in green and global data from **NTT DATA EMEAL** are in blue

**When we cannot hire sufficient people with disabilities to comply with the ratios, we comply with the legal requirements by contracting services with approved suppliers for the inclusion of people with disabilities or by donating to entities that promote inclusion.

***Work is in progress on the standardising the systems and these data are not available.

**** The indicator data in FY21 corresponded to NTT DATA former everis. These data have been updated to the NTT DATA EMEAL scope in those indicators where information was available, in order to know their evolution.

*****based on pre-pandemic targets

02

OUR BUSINES

02

OUR BUSINESS

2.1 **Description of the Company**
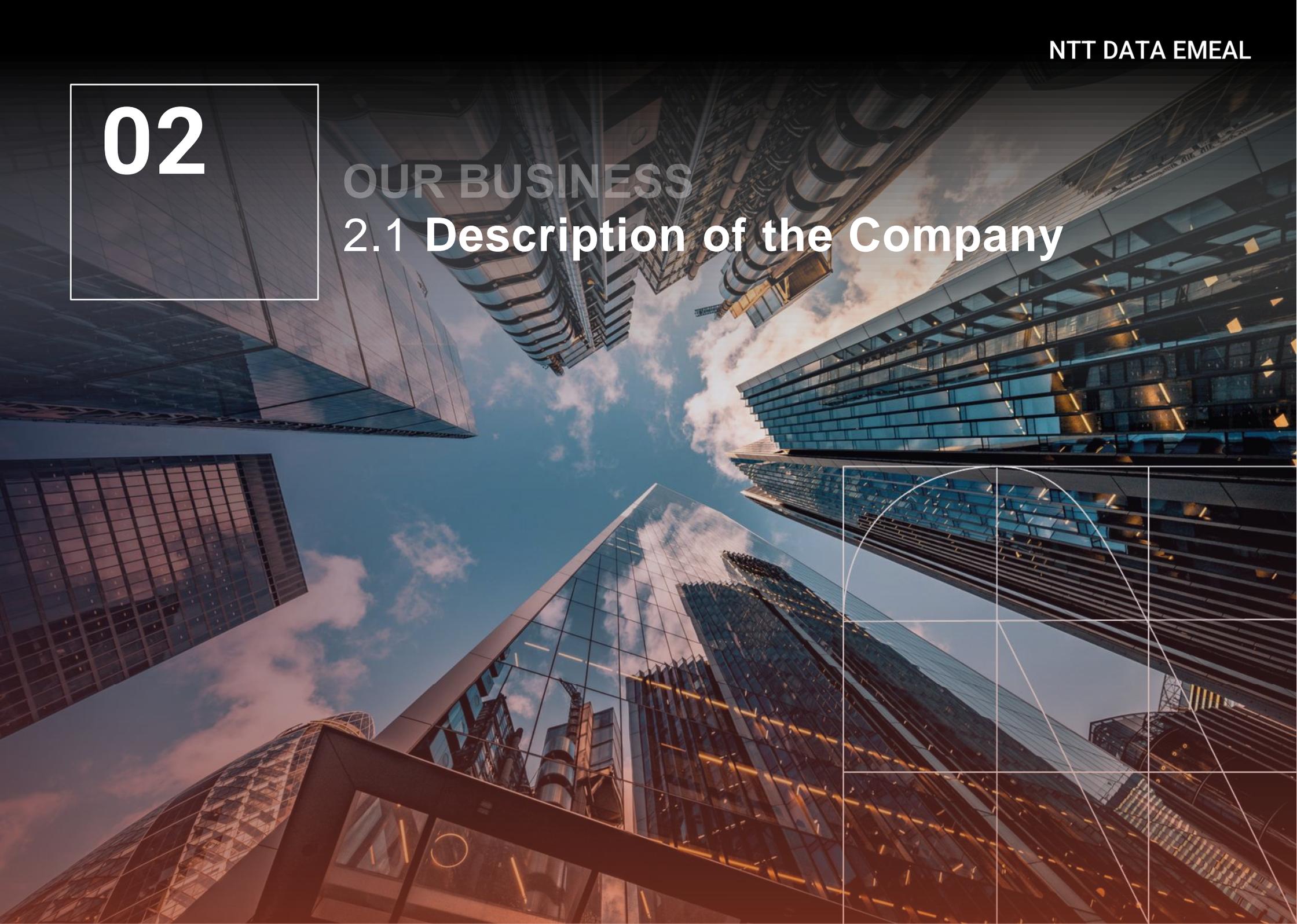
2.1
Description
of the company

A Group

Currently, the company comprises 50,199 professionals in over 23 countries in Europe, the United States, Latin America and Africa, and covers all sectors of the economy, with a turnover of €3,483 million in the last financial year. The company is one of Spain's largest employers in the technology sector, with almost 20,000 professionals spread over 20 offices across the country.

We are a multinational specialising in technological consulting services. We continue to add territories and continue innovating through emerging technologies, with the aim of developing innovative projects that contribute to improving people's lives.
To this end, we offer our clients strategic consulting services, applications, infrastructure and BPO services, helping them overcome the challenges of today and tomorrow.

NTT DATA EMEAL belongs to **NTT DATA**, the fifth largest IT services company in the world which, with over 140,000 professionals, operates in over 200 cities in more than 50 countries, generating innovation and offering customers the highest quality.

In turn, our parent company **NTT DATA** is part of the **NTT Group**, one of the world's largest technology companies. It offers a range of communications services, IT infrastructure and enterprise solutions through NTT DATA, NTT Docomo, NTT East, NTT West, NTT Urban Solutions, NTT Anode Energy, NTT R&D, NTT Venture Capital and includes many other companies and technology-related activities.

The **NTT Group** consists of more over 330,000 professionals located in more than 80 countries in Asia-Pacific, the Middle East, Europe, Latin America and North America.
This last year, revenues amounted to $108,000 million dollars, with an investment in R&D of $3,600 million.

02

OUR BUSINESS

2.2 **Trends and business strategies**

2.2
Trends and business strategies

Corporate Strategy

Despite the economic uncertainty the war in Ukraine is causing, we have completed a year with double-digit growth (17%), well above the market average (around 7% according to Gartner).

To achieve the results that we have set in our **Strategic Plan** to fiscal year 2025, a better balance between growth and profitability, we must address some market risks:

- From the economic perspective, high inflation, economic uncertainty in Europe, the risk of recession and the increase in regulation that is causing some clients to slow down or postpone investment decisions.
- The shortage of talent in our sector, consulting and technology, with an increase in *STEAM* salaries and unwanted turnover due to the aggressive recruitment strategies for poaching talent from competitors and clients.
- The social and political context in Latin America, which has a very serious effect on the exchange rate.

Hence, the company's strategy is to promote an offer that combines our deep knowledge of the sector with our advanced technological capabilities that give greater value to our customers through:

1. Key digital offerings: Cloud, D&I and Cybersecurity (identified by GBS) + CX&Design and Automation.

2. Key partnerships and third-party solutions: - SAP and Servicenow, Microsoft, AWS, Google, Salesforce, Adobe and Outsystems (leaders in fast-growing digital areas).

3. Asset-based consulting and products: Leverage assets and consulting resources in a hybrid, more exponential model that invests in high-value products and assets and provides a unique value proposition and new profit streams.

Achieving our **Business Plan** involves completing the integration process (former everis) with some countries in Europe (former NTT DATA) to build "a single client-oriented company" in which all our professionals are involved. To this end, we are working on these 4 lines:

1. Alignment of all business lines.

2. Standardisation of the governance model. Establish a single **NTT DATA EMEAL** through corporate guidelines.

3. BSA alignment. Standardise and capture synergies of support areas.

4. Country overlap. Integrate the legal structures, operations and organisations of the UK and Italy.

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

**2.2
Trends
and business
strategies**

We drive change with our strategic vision and
advanced technology

Industries

Banking

Energy and Public Services

Health

Infrastructure, Services
and Real Estate

Insurance

Consumer Assets

Industry and
Automotive

Public Sector

Retail

Telecom and Media

Travel, Transport and Logistics

Green Deal and Sustainable Engineering

How do we digitise?

Technologies

Cloud and Infrastructures

Cybersecurity

Digital workstation

Automation

Customer experience
and Design

Emerging Technologies
Metaverse, Virtual Reality,
5G, IA, IoT, *Low Code,
Blockchain*

Data and Intelligence

02

OUR BUSINESS
2.3 **Business**

2.3 Business

NTT DATA EMEAL is a multinational consulting firm with 50,199 professionals that offers 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 Consultancy
- Organisational consultancy
- Process consultancy
- Definition of master plans
- Digital solutions design consultancy
- PMO
- Technical Departments
- Market analysis consultancy

Income 24.70%

OUTSOURCING

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

Income 52.85%

DEVELOPMENT AND INTEGRATION

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

Income 22.45%

The table shows the percentages of consulting services revenues obtained in the following service areas:

INCOME BY SECTOR	INCOME
INDUSTRY	21.9%
BANKING	22.6%
INSURANCE	8.6%
PUBLIC SECTOR AND HEALTH	16.0%
TELECOMMUNICATIONS	18.8%
SERVICES	10.3%
OTHERS	1.8%

- ☐ Consultancy
- ☐ *Outsourcing*
- ☐ Development and integration
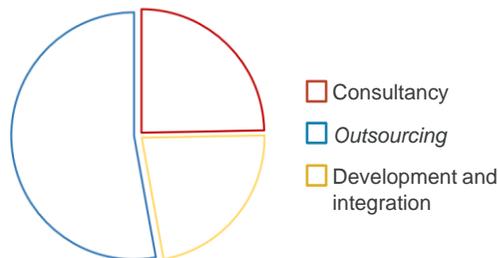
02

OUR BUSINESS

2.4 **Partnerships**

2.4 Partnerships

The confidence of working with the best

To meet the great challenges of the present and the future in all the sectors mentioned above, we have the support of an ecosystem of partners of technology partners and strategic alliances.

IT Partnerships

aws

NTT DATA EMEAL & Amazon Web Services

4-Year Strategic Partnership Agreement signed in December 2020. It applies to all **NTT DATA EMEAL** geographies and provides a next-generation managed service-provider offering and a joint marketing approach with privileged access to AWS engineering.

- **+700 Certified Professionals**
- **Advanced Consultant Partner**
- **Managed service provider, since February 2019**
- **Migration services competency**
- **Authority to operate**
- **AWS Redshift Service Provider**
- **AWS Lambda Service Provider**

Microsoft

NTT DATA Microsoft

NTT DATA has all *Solution Partner* designations in the *Microsoft Cloud Partner Program*, demonstrating **NTT DATA**'s technical capabilities, experience and ability to generate successful results for MSFT-aligned customers.

+3,000 Certified Professionals

NTT DATA has 4 advanced specialisations:
- **Modernisation of Web Applications**
- **Kubernetes in Microsoft Azure**
- **Development of low code applications**
- **Identity and Access Management**

salesforce

Salesforce & NTT DATA

NTT DATA's *Salesforce* team help our customers in digital transformation processes where the client is the protagonist, either for digitising their sales processes from lead generation to the bidding and hiring processes, as well as for upgrading and optimising their customer service process.

+2,000 Certified Professionals

SAP

SAP & NTT DATA

NTT DATA's SAP team is *Global Strategic Partner* and *Platinum Partner*, comprising over 3,600 people in the EMEAL Region, spread over 25 countries, which allow us to offer a wide variety of consulting, business transformation, project implementation and operations services. We are present in over 17 types of industries, and leaders in *Gartner* for SAP S4/HANA thanks to *Magic Quadrant*.

+7,200 total certifications maintained

Google
EMEAL Premier Partner Infrastructure - services

celonis
Platinum Partner

IBM
Silver Business Partner

MuleSoft
ES SalesForce ONE

AUTOMATION ANYWHERE
Authorised Reseller

servicenow
Elite Partner

appian
Premier Partner

blueprism
Gold Certified Partner

Ui Path
Platinum Partner

Adobe
Platinum Solution Partner

Informatica
Enterprise Platinum Partner

outsystems
Premier Partner

ESG Partnerships (Business Sustainability)

United Nations Global Compact

United Nations Global Compact partners at EMEAL and local levels in some countries (Portugal, Germany and Brazil).

CSR EUROPE — **CEOs Call To Action** *To Businesses, Policymakers, and Civil Society Organisations*

Part of the more than 350 CEOs who signed the *Call to Action* of CSR Europe committing to provide value and sustainable benefits to society. (EMEAL)

Forética

Partners in Forética, an organization dedicated to integrating ESG into the strategy of its partner companies. (EMEAL)

seres fundación sociedad y empresa responsable

Members of SERES Foundation as patrons, for developing Corporate Social Sustainability. (EMEAL)

COTEC FUNDACIÓN COTEC PARA LA INNOVACIÓN

Trustees of the COTEC Foundation to promote innovation as a driver of economic and social development.

Social Commitment Partnerships

Teaming micro donations since 1998

Founding patrons of *Teaming Foundation*, the solidarity micro-donation platform. (EMEAL)

achalay juntos cambiamos el mundo
Cáritas
Cruz Roja Española

Allied to improve the conditions of vulnerable people (Spain).

Training and Digital Education Partnerships

United Way — **United Way España**

Allies of *United Way* for promoting initiatives with orientation to the TECH professions that help reduce school dropout. (Spain)

fundación exit youth · work · future

Members of the Fundació Éxit Reto 3 Alliance, to reduce early school leaving and improve the employability of young people in vulnerable situations. (Spain)

UTN.BA UNIVERSIDAD TECNOLÓGICA NACIONAL FACULTAD REGIONAL BUENOS AIRES

Allies of the National Technological University of Buenos Aires for training and hiring students of technology-related university careers. (Argentina)

TÉCNICO LISBOA

Allies of the Higher Technical Institute in Portugal to help research projects transfer technology to the market. (Portugal)

TECHNOVATION Girls

Allies of *Technovation Girls* in the fight against the digital and gender gap by promoting girls' interest in technology. (Spain)

Blue Road ACADEMY

Allies of *Blue Road Academy* for hiring young professionals from underrepresented groups. (DACH)

42 | LISBOA

Allies of Lisboa 42 for training talent in information technologies as a complement to the traditional educational system. (Portugal)

factoría F5 POWERED BY SIMPLON

Allies of Factoría 5 for training in digital skills (Spain)

**2.4
Partnerships**

Allies of Prodis Foundation for the socio-employment inclusion of people with disabilities. (Spain)

DEI Partnerships (Diversity, Equity and Inclusion)

Allies of Laboratoria, to empower and recruit women to thrive in the world of technology. (Chile)

Allies of the Juan XXIII Foundation for the socio-employment inclusion of people with disabilities. (Spain)

Allies of *Specialisterne*, to highlight the special characteristics of people with autism or neurodivergency. (Belgium and Italy)

Allies of ONCE Foundation for the socio-employment inclusion of people with disabilities. (Spain)

Allies of Luzón Foundation to improve the quality of life of people affected by ALS. (Spain)

Allies of Adecco Foundation for the socio-employment inclusion of people with disabilities. (Spain)

Allies of Alares Foundation for the socio-employment inclusion of people with disabilities. (Spain)

Environmental Commitment Partnerships

Allies of Eurofirms Foundation to improve the employability of people with disabilities. (Spain)

Allies of Ocean Alive in Portugal, an organization that works with coastal communities to transform behaviour to protect the oceans. (Portugal)

03

ENVIRONMENTAL

At NTT DATA EMEAL we work to protect the environment by reducing our activity's footprint and progressing towards our goal of being carbon neutral by 2030, relying on the emission reduction objectives set by the Group through our *Science Based Targets* (SBT) initiative.

At the same time, we focus on the circular economy to ensure we use resources efficiently, while reducing waste derived from our activity and improving its management.

We are globally aligned with our business, processes and strategies to standardise the systematic expansion of our certifications across the company.
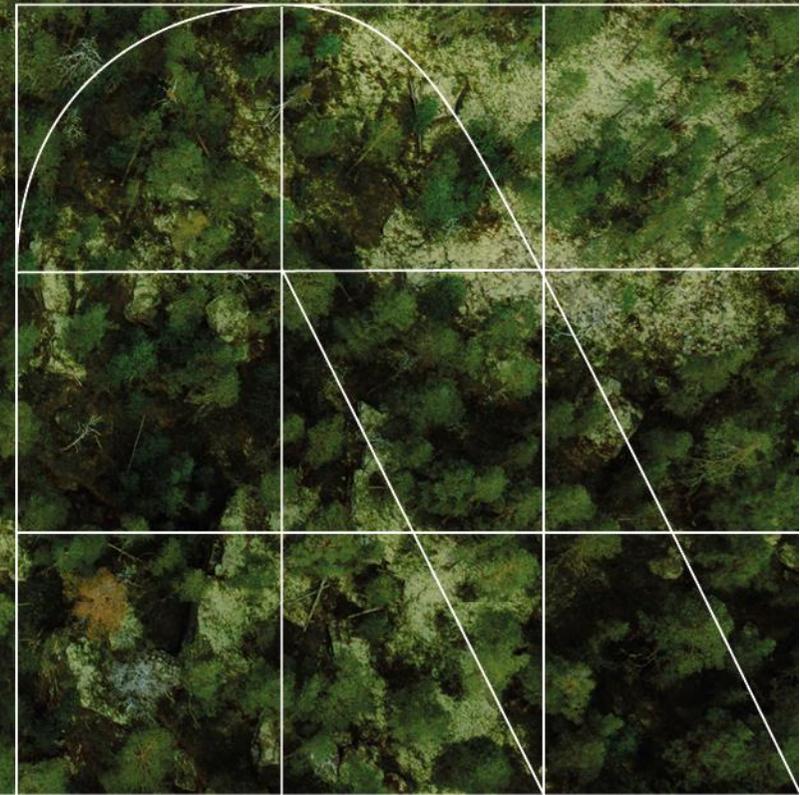
ENVIRONMENTAL

NTT DATA EMEAL's environmental and energy management strategy focuses on developing sustainable solutions that reduce the impact on climate and the planet by using technology responsibly.

Our strategy focuses on **SDG 13, 'Climate Action',** and we are committed to being **carbon neutral by 2030** by following the science-based emission reduction objectives of the *Science Based Target (*SBT) initiative set by our **parent group NTT DATA** and by compensating our emissions.

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

ENVIRONMENTAL

Following last year's integration of everis and NTT DATA EMEA, synergies between the countries and associated offices are still being consolidated to establish common strategies at group level **NTT DATA EMEAL.**

COUNTRIES WITHIN THE SCOPE

	Belgium		Argentina
	France		Brazil
	DACH (*)		Chile
	Italy		Colombia
	Luxembourg		Mexico
	Netherlands		Peru
	Portugal		U.S.A.
	Romania & Serbia		Morocco
	Spain		
	Greece		
	United Kingdom		

NTT Data EMEAL	FY21	FY22	% Variation
N° of countries	21	22	5%
N° of employees	44,837	49,764 (**)	11%
Area (m^2)	191,796	254,234	33%

(*) The DACH region includes offices in Germany, Austria and Switzerland. Only Belgium and Luxembourg installations data have been taken into account for Benelux, although data from France, the Netherlands, Switzerland and Greece have been considered in terms of indirect emissions other than imported energy.

(**) Regarding the number of employees, which amounts to 50,199 in 23 countries, employees from Ecuador (86 employees) and the rest of EMEA (349 employees) have not been included in the scope for calculating the carbon footprint.

(*) For processing the available environmental information, the 22 indexed countries are taken as a reference. The DACH region includes workplaces in Germany, Austria and Switzerland.

03

ENVIRONMENTAL

3.1 Environmental and energy policy
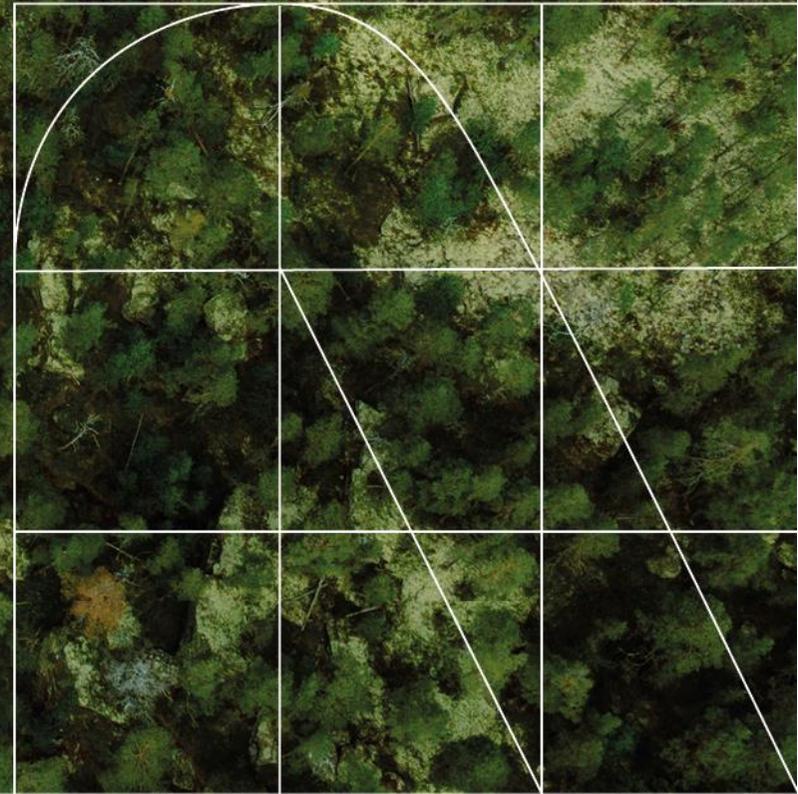
3.1 Environmental and energy policy

As a sign of the company's strong commitment to the environment and to efficiently managing energy in our facilities, we have implemented an **Environmental and Energy Policy**. This common framework guarantees that we will protect and respect the environment in all our activities and processes and promotes the sustainable use of natural resources and the fight against climate change.

You can read the policy here:
https://es.nttdata.com/documents/politica-ambiental-y-energetica.pdf

The communication of this policy to all stakeholders has been carried out through the website and in the following documents and platforms:

- *Welcome Pack* for new employees

- Supplier Approval Form

- Corporate training platform

- *Energy Management* SharePoint

- On the *Environmental Management site*

- In the cafeterias of the offices within the scope of the Environmental Management System.

03

ENVIRONMENTAL

3.2 **Environmental certifications**
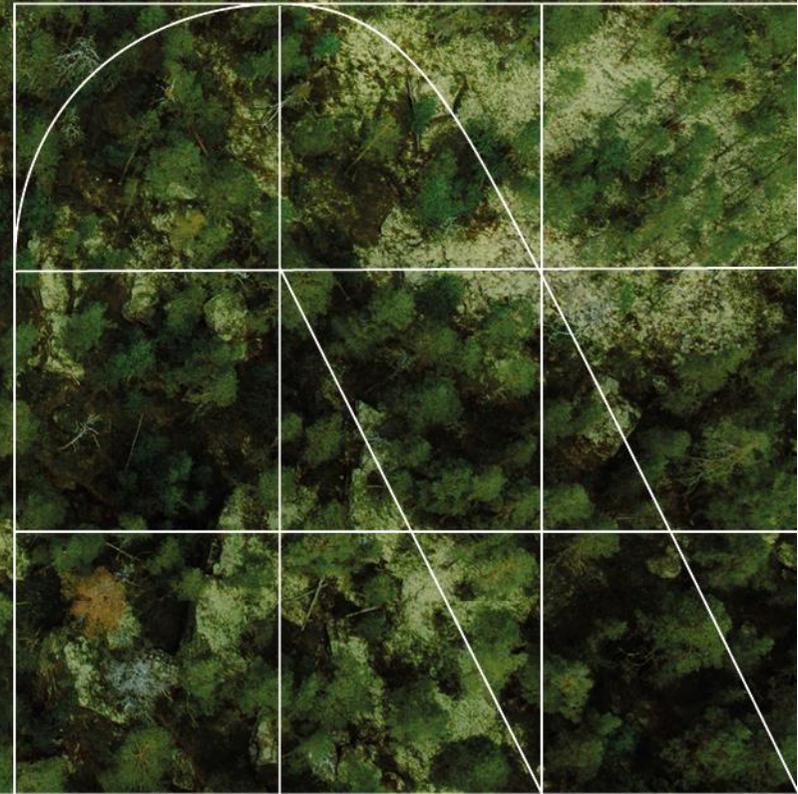
3.2 Environmental certifications

As part of its commitment to continuous improvement and a more sustainable future, **NTT DATA EMEAL's** offices have the following certifications:

SUSTAINABILITY IN BUILDINGS: WELL

Spain (Madrid)

SUSTAINABILITY IN BUILDINGS: BREEAM

Spain (Madrid)

Romania (Bucharest, Cluj-Napoca)

SUSTAINABILITY IN BUILDINGS: LEED

Spain (Barcelona, Bilbao, Madrid, Seville)

Germany (Munich)

Italy (Milan, Rome)

Romania (Brasov, Iasi, Timisoara)

Colombia (Bogota)

Mexico (Mexico city)

Brazil (Sao Paulo)

Peru (Lima)

CARBON FOOTPRINT: ISO 14064

NTT DATA EMEAL

ENERGY MANAGEMENT SYSTEM: ISO 50001

Spain (Madrid)

ENVIRONMENTAL MANAGEMENT SYSTEM: ISO 14001

Spain (Madrid, Seville, Ciudad Real, Huesca)

UK (London, Birmingham)

Italy (Milan)

Portugal (Lisbon)

Romania (Cluj-Napoca, Brasov, Bucharest, Iasi, Sibiu, Timisoara)

Chile (Santiago de Chile)

Brazil (Sao Paulo)

03

ENVIRONMENTAL

3.3 Environmental management system

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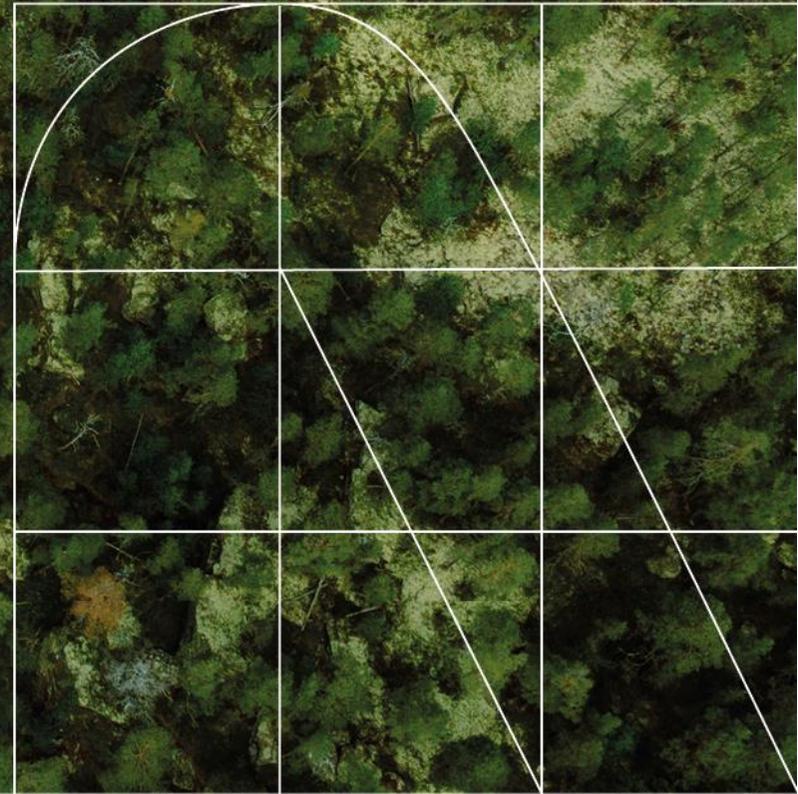
**3.3
Environmental
management
system**

</div>

ISO 14001: EMS

NTT DATA EMEAL has implemented an environmental management system (EMS) based on international standard ISO 14001:2015, with the following environmental commitments:

• Comply with local regulations on environmental protection.

• Monitor environmental aspects and associated effects arising from its activities and services.

• Foster employees' environmental awareness.

• Prevent of pollution by adopting sound environmental practices.

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

Spain:

• **Madrid**: Camino Fuente de la Mora, 1, 28050 Madrid (Spain)

• **Seville**: C/ Gonzalo Jiménez de Quesada, 2 Edificio Torre Sevilla, 41092 Seville (Spain)

• **Ciudad Real**: Ronda de Toledo, 19, 13005 Ciudad Real, (Spain)

• **Huesca**: Carretera Nacional 240 km134, 22500, Binéfar, Huesca (Spain)

Portugal:

• **Lisbon**: Atrium Saldanha. Praça Duque de Saldanha, 1 - 10º E/F 1050-094 - Lisbon (Portugal)

Chile:

• **Santiago de Chile**: Avda. Libertador Bernardo O´Higgins, 1449. Torre II, pisos 3 y 4 Santiago de Chile (Chili)

Brazil:

• **São Paulo** : Jequitibá, Av das Nações Unidas, 14401 - CJ 161 Torre A2 CD Parque da Cidade CEP 04794-000 – São Paulo / SP (Brazil)

Romania:

• Head Office. Cluj Napoca – Tower 1 – Str. Constanta, nr. 19-21, 400158, municipiul Chuj-Napoca, jud, Cluj

• Lucru Office: Cluj Napoca –Tower 2 – Str. Ploiesti, nr. 11, 400157, municipiul Chuj-Napoca, jud, Cluj

• Cluj Napoca – Tower 3 – Str Ploiesti, nr. 9, 400157, municipiul Chuj-Napoca, jud, Cluj

• B-dul. 15 November, nr. 78, 500097, municipiul Brasov, jud. Brasov

• B-dul. Corneliu Coposu, nr. 6-8, 030606, sector 3, Bucuresti

• Str. Palas, nr. 5C, UBC6, 700051, municipiul salli, jud. Lasi

• Str. Fabricii, nr. 2, format din subsol, 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

• Piata Consiliul Europei, nr. 2E, UBC3, 300254, municipiul Timisoara, jud. Timis

Italy:

• Via Ernesto Calindri, 4. 20143 Milan. Italy

• Via Ernesto Calindri, 2. 20143 Milan. Italy

United Kingdom:

• London: UK House, 180 Oxford Street, London W1D 1NN

• Head Office. 1 Royal Exchange, London, EC3V 3DG

• London Epworth. 25 Epworth House, London, EC1Y 1AA

• Birmingham. 4020 Lakeside, Solihull Parkway, Birmingham Business Park, Birmingham, B37 7YN

37% of our area (m^2) is certified under the ISO 14001 standard

03

ENVIRONMENTAL

3.4 **Energy management system**

ISO 50001: EMS

3.4
Energy management system
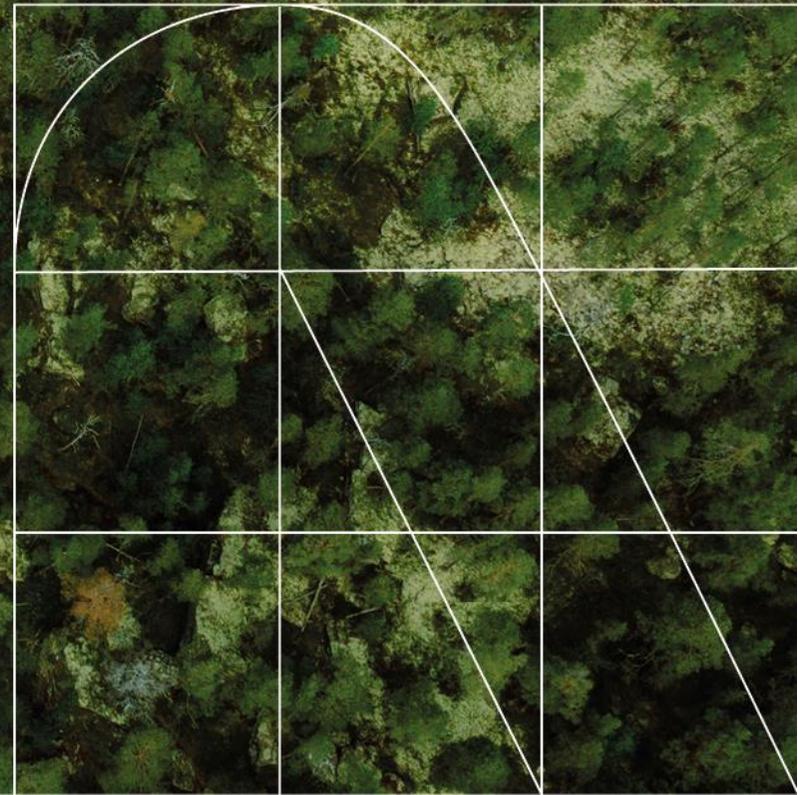
ENERGY MANAGEMENT SYSTEM SCOPE ISO 50001: 2018

The energy management system applies to all activities carried out in Madrid:

Camino Fuente de la Mora nº1, 28050 (Madrid), Edificio Novus.

14% of our area (m^2) is certified under the ISO 50001 standard

During FY22 the Novus building (Madrid, Spain) accounted for:

- 18% of the total electricity consumed in by the company in Spain.

- 21% of the total electricity with Renewable Guarantee of Origin (GoO) by the company in Spain.

- 74% of the total consumption of natural gas by the company in Spain.

Thanks to the Energy Management System, at **NTT DATA EMEAL** we work to efficiently control and manage energy consumption, establishing consumption-reduction objectives and energy-saving measures.

Habität Project

During 2022, the optimisation of space has been monitored by Habität.
This tool uses workstation sensors, and an on-line platform for booking available spaces. This makes is possible to monitor occupancy in real-time, simplifying efficient management and optimising space and consumption.

03

ENVIRONMENTAL

3.5 **Climate change strategy**

3.5 Climate change strategy

ROAD TO NET ZERO: carbon neutral by 2030

SCIENCE BASED TARGETS
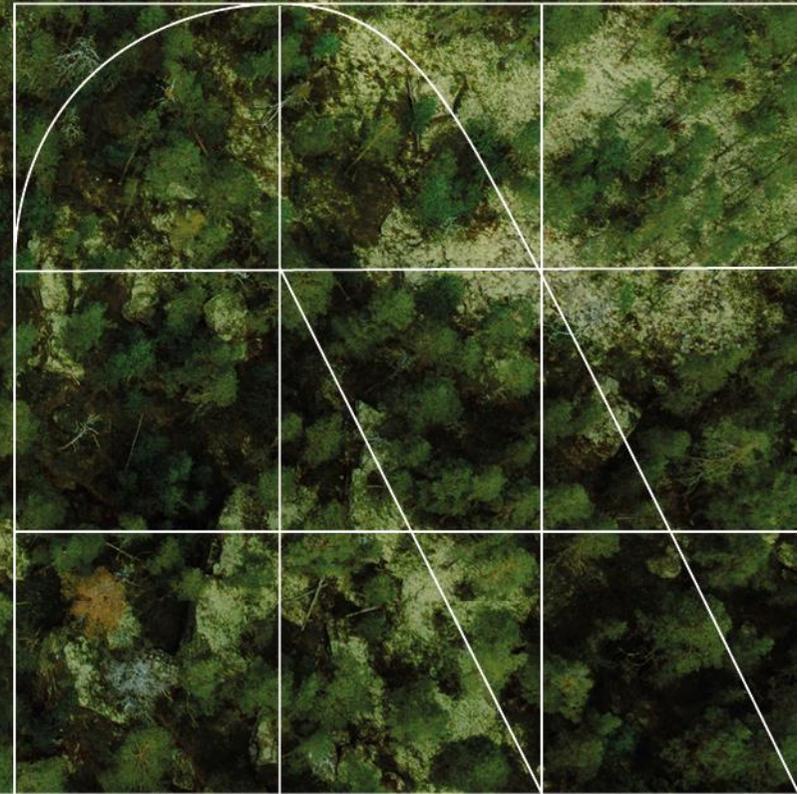
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

As part of the **NTT DATA group**, **NTT DATA EMEAL** is committed to use technology responsibly for a sustainable present and future and adheres to the science-based greenhouse gas (GHG) emission reduction targets for the SBT (*Science Based Targets*) initiative for 2030, adopted by the **NTT DATA group.**

As a signatory of the UN Covenant on Climate Ambition agreement, the Group identifies the response to climate change as one of its material issues in the ESG Action Plan, proposing sustainable IT solutions to reduce emissions and contributing to keeping global warming below 1.5°C.

On its road to **Net Zero, NTT DATA EMEAL** will focus on reducing its direct and indirect emissions, working on these strategic lines:

1. **Meeting the electricity consumption demand of our offices with 100% renewable electricity by 2030.**
   - During FY22, 76% (*) renewable energy was achieved globally.

2. **Reducing emissions associated with our professionals' business travel.**

   - Establishing new teleworking contract models that reduce office commuting emissions.

   - Encouraging and supporting integrated video conferencing systems with clients.

   - Promoting sustainable transport for essential journeys and 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.**

(*) 56% renewable electrical energy with Guarantee of Origin (GoO) + 20% renewable electrical energy, from the electrical mix of the EMEAL countries.

Using science-based targets, **NTT DATA** has set a goal for 2030 to globally reduce our greenhouse gas emissions, by 60% direct and indirect emissions from electricity consumption and 55% of supply chain emissions.

3.5 Climate change strategy

ROAD TO NET ZERO:

carbon neutral by 2030

13 CLIMATE ACTION

ACHIEVEMENTS FY22

During FY22 four more countries began to purchase renewable energy with Guarantee of Origin (GoO).

GoO FY21	GoO FY22
Germany	Germany
Spain	Switzerland (DACH)
Italy	Belgium
Portugal	Luxembourg
	Spain
	Italy
	Portugal
	United Kingdom

This represents a 43% increase in the total renewable electricity consumption (MWh) with Guarantee of Origin over the total renewable electricity consumption (MWh) of FY21. This implies a reduction to zero emissions of an electricity consumption equivalent to almost 9,500 MWh in FY22.

Calindri offices, Italy has photovoltaic, self-consumption systems which, during FY22, reduced to zero the emissions of an electricity consumption of more than 63,000 kWh per year.

Portugal is NTT DATA EMEAL's first country to achieve NET ZERO

Thanks to the reduction of its electricity consumption emissions (100% renewable electricity with GoO) and to compensating its remaining FY21 emissions (146 tCO_2e) with certified reforestation projects.

Regarding business travel, **NTT DATA EMEAL** has started working with more sustainable suppliers that offer low carbon services. In FY22:

DACH has compensated the emissions of tCO_2e of:
✓ Over 3,600,000 km travelled by train.
✓ Over 725,000 km travelled by aircraft

- Argentina has offset tCO_2e emissions equivalent to travelling 21,717 km in business trips by road traffic.

- Colombia has offset tCO_2e emissions equivalent to travelling 31,809 km in business trips by road traffic.

- Peru has offset tCO_2e emissions equivalent to travelling 37,950 km in business trips by road traffic.

3.5 Climate change strategy

ROAD TO NET ZERO: carbon neutral by 2030

NTT DATA EMEAL EMISSION-REDUCTION STRATEGY

EMISSIONS IN OFFICES

- Implement sustainability criteria in buildings.
- Improved energy efficiency in electricity consumption and air conditioning by optimising the control of the % occupancy of the offices through the Habität project.
- Replacement of refrigerant gases of air-conditioning systems with others gases with lower Global Warming Potentials, whenever feasible.
- Improved management and maintenance procedures.
- Extended environmental certifications.
- Contracting of renewable electricity supplies.
- Separating waste at source.
- Eliminating single-use plastics.
- Reducing electricity, water and paper consumption.

OTHER EMISSIONS

- Less travel to the office.
- Promote teleworking and video-conferencing.
- Fewer domestic flights and promotion of train use, whenever time and circumstances allow.
- Contract more sustainable transport service providers.
- Include sustainability criteria in the purchase of IT equipment.
- Reuse and recycle IT equipment, mobile phones and office furniture.

13 CLIMATE ACTION

3.5 Climate change strategy

ODS 13 CLIMATE ACTION

GLOBAL CARBON FOOTPRINT DATA

ISO 14064: Carbon footprint

Total emissions based on a market approach, offsetting emissions and avoided emissions

Region/Country	m²	No. of employees	tCO_2e	% tCO_2e	tCO_2e/employee	tCO_2e/m²
Spain	108,069	19,789	4,146	36.6%	0.21	0.01
DACH (*)	20,688	2,425	1,140	10.1%	0.47	0.01
Italy	56,316	5,674	1,123	9.9%	0.20	0.01
Romania & Serbia	28,547	1,243	998	8.8%	0.80	0.03
Brazil	7,594	5,046	983	8.7%	0.19	0.04
United Kingdom	5,237	1,903	807	7.1%	0.42	0.06
Peru	11,668	4,763	690	6.1%	0.14	0.01
Mexico (**)	1,499	2,248	402	3.5%	0.18	0.02
Colombia	3,630	1,451	296	2.6%	0.20	0.01
Benelux (***)	2,471	576	165	1.5%	0.29	0.01
Argentina	1,585	942	157	1.4%	0.17	0.02
United States	456	102	133	1.2%	1.30	0.04
Portugal	3,814	1,379	125	1.1%	0.09	0.003
Morocco	2,110	455	92	0.8%	0.20	0.03
Chile (****)	550	1,768	83	0.7%	0.05	0.02
Totals	254,234	49,764	11,339	100%	0.23	0,01

During FY22 the carbon footprint calculation per country was consolidated and **externally verified by AENOR.**

11,339 tCO_2e

0.23 tCO_2/employee

0.01 tCO_2/m²

Indicator 8 of Annex 3 provides more information on the tCO_2e broken down by category for each of the regions/countries during FY22

(*) The DACH region combines the emissions from Germany, Austria and Switzerland. / (**) In relation to the surface area of Mexico, only the Torre Reforma Latino office has been taken into account because the rest are coworking spaces. / (***)The Benelux region groups emissions from Belgium, Luxembourg, and France, the Netherlands, Benelux Switzerland and Greece only in terms of indirect emissions other than imported energy, as these are coworking spaces. / (****) In relation to the surface area reported by the offices in Chile, during FY22 only the DUSA building in Temuco has been included in the report. The reason is that the low occupancy of the office did not justify the environmental and economic impact of its opening, so it was decided to sell it and keep the professionals working 100% remotely.

3.5 Climate change strategy

GLOBAL CARBON FOOTPRINT DATA

ISO 14064: Carbon footprint

Total emissions based on a market approach, offsetting emissions, and avoided emissions

NTT DATA EMEAL	tCO$_2$e
CATEGORY 1: Direct emissions and removals	**1,718.00**
1.1. Refrigerant gases	764.28
1.2. Natural gas consumption	909.92
1.3. Own fleet	43.80
CATEGORY 2: Indirect GHG emissions from imported energy	**1,689.25**
2.1. Electricity consumption	1,689
CATEGORY 3: Indirect GHG emissions from transport	**7,014.83**
3.1. Business travel by vehicle	506.30
3.2. Business travel by air	6,108.97
3.3. Business travel by rail	399.56
CATEGORY 4: Indirect GHG emissions from products used by the organisation	**421.97**
4.1. Laptop purchases	412.95
4.2. Paper purchases	9.02
CATEGORY 6: Indirect GHG emissions from other sources	**493.94**
6.1. Teleworking	464.93
6.2. Water consumption	10.03
6.3. Water Treatment	18.98
Global emissions	**11,338.54**

% tCO$_2$e FY22: NTT Data EMEAL

Category 1: Direct GHG emissions and removals 15.15%

Category 2: Indirect GHG emissions from imported energy 14.90%

Category 6: Indirect GHG emissions from other sources 4.36%

Category 4: Indirect GHG emissions from products used by the organisation 3.72%

Category 3: Indirect GHG emissions from transport 61.87%

13 CLIMATE ACTION
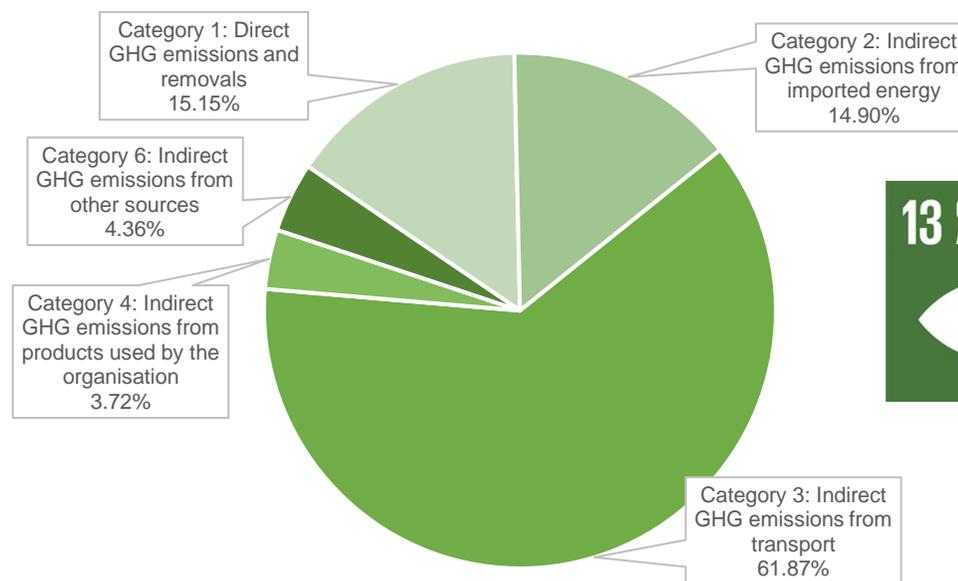
The graph does not include category 5 emissions, which corresponds to indirect GHG emissions associated with the use of our organization's products by third parties, since **NTT DATA EMEAL** does not produce these types of emissions.

Due to **NTT DATA EMEAL's** IT-service consulting business model, business travel is the most significant category in total emissions (61.87%), where air travel accounts for practically all the emissions in this category (87.91%).

Not all offices have natural gas boilers. The energy demand of those who do have them and the replenishment of the air-conditioning equipment for air-conditioning represent a significant source of emissions. (15.15%).

Although purchasing renewable energy with GoO (Guarantee of Origin) has reduced emissions derived from electricity consumption by approximately 3,000 tCO$_2$e, the return to activity in **NTT DATA EMEAL**'s offices has raised electricity consumption to the third category of emissions globally (14.90%) mainly due to the greater occupation of spaces, the air conditioning of offices during heat waves and because electricity is used in cold weather for offices that do not have natural gas boilers.

Due to the new teleworking contract modalities, we began counting the emissions derived from the use of **NTT DATA EMEAL** professionals' IT equipment by teleworking (Category 6). These emissions alone account for 4.10% of the total emissions of the entire company.

ISO 14064: Carbon footprint

3.5 Climate change strategy

GLOBAL CARBON FOOTPRINT DATA

Total emissions based on a market approach, offsetting emissions and avoided emissions

13 CLIMATE ACTION

Offices in Europe account for 75% of **NTT DATA EMEAL's** global emissions because of the greater numbers of people present and the greater office area in this region.

The countries that contribute most to **NTT DATA EMEAL's** global emissions are:

- **Spain (36.6%)**
- **DACH (10.1%)**
- **Italy (9.9%)**
- **Romania and Serbia (8.8%)**
- **Brazil (8.7%)**

KPI FY22 — tCO2e/emIployee / tCO2e/employee global

KPI FY22 — tCO2e/m2 / tCO2e/m2 global

NTT DATA EMEAL (*)	FY21	FY22	% Variation
No. of employees	44,837	49,764	10.99%
Surface area (m^2)	191,796	254,234	32.55%
Total emissions (tCO$_2$e)	8,439	11,339	34.36%
tCO$_2$e/employee	0.19	0.23	21.43%
tCO$_2$e/m^2	0.0186	0.0134	-27.58%

(*) In FY21 Portugal was considered as Net Zero.

Regarding emissions by surface area, only the categories of emissions from the work centres were taken.
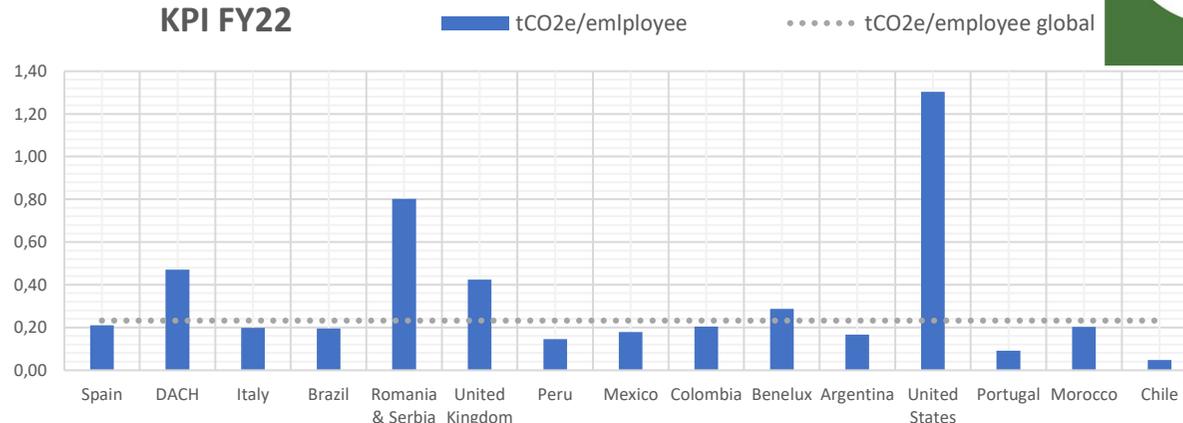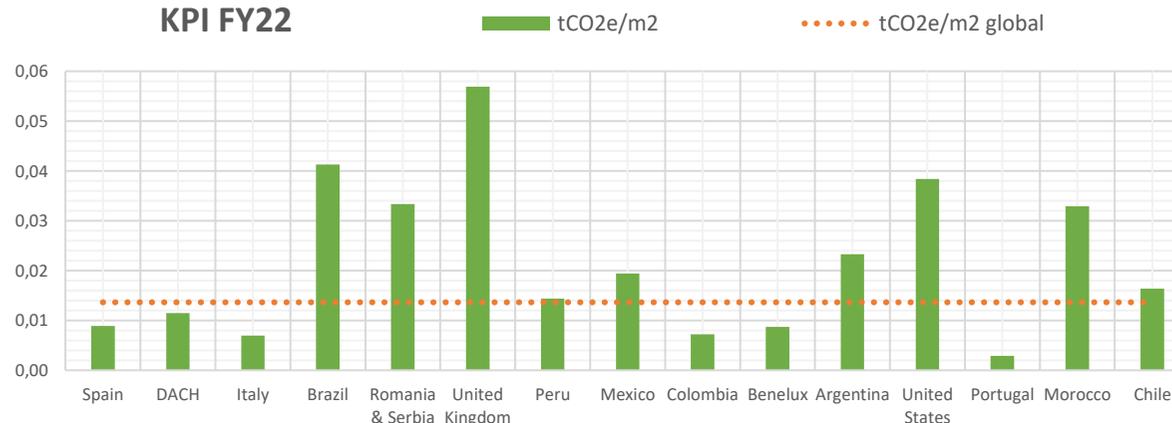
During FY22, due to the reactivation of the IT consulting business and the associated business trips, we maintained the 0.65 tCO$_2$e/employee indicator established in FY21. Although this KPI increased by 21.43% compared to FY21, we are 65% below the target set.

Despite having increased the office area by 32.55%, the tCO$_2$ per m^2 indicator improved by 27.58% compared to FY21, thanks mainly to the increase in the purchase of renewable electricity with a Guarantee of Origin.

ISO 14064: Carbon footprint

3.5 Climate change strategy

Total emissions based on a market approach and offsetting emissions

CARBON FOOTPRINT SPAIN

Because of its number of people, its area and number of offices, Spain contributes most to **NTT DATA EMEAL's** emissions, with 36.6% of the total.

	FY22 EMEAL	FY22 SPAIN
t $CO_2$and total	11,339	4,146
t CO_2e/employee	0.23	0.21
t CO_2e/m^2	0.0137	0.0089

Spain reduced its emissions per employee by 74% in FY22, compared to its FY17 emissions, even though we included new categories of emissions in the carbon footprint calculation (purchase of laptops, purchase of paper, waste management, teleworking and water consumption and treatment), as well as having increased the number of professionals and the number of workplaces.

	tCO_2e	N° employees	tCO_2e/employee
FY17	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
FY 22	4,146	19,789	0.21

As part of the strategy set out in the Spain Reduction Plan, the company uses **82% renewable energy with Guarantee of Origin**, compared to 50% in FY21.

The company also has contracts with sustainable transport service companies to reduce their emissions from business trips and takes measures to reduce trips, such as teleworking contracts, video-conferencing systems, etc., as well as other measures aimed at reducing the emissions associated with the office air conditioning.

During FY21, **NTT DATA EMEAL** in Spain received **the Calculation seal from** the Ministry for Ecological Transition and Demographic Challenge (MITERD).

In FY22, the calculation of the carbon footprint was verified by an independent third party, although at the date of writing this report the administrative process of including the corporate carbon footprint in the MITERD Carbon Footprint Register had not yet been completed.

3.5 Climate change strategy

13 CLIMATE ACTION

"Implementing the *Task force on Climate-Related Financial Disclosure* (TCFD)" in **NTT DATA EMEAL** is marked by the increasing upgrades in international policy, and the regulatory and technological matters for transitioning 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

RISKS AND OPPORTUNITIES ARISING FROM CLIMATE CHANGE: *TASK FORCE ON CLIMATE – RELATED FINANCIAL DISCLOSURES* (TCFD)

In FY21, **NTT DATA Spain S.L.U.** prepared its report on climate change-derived risks and opportunities and given the increasing importance of environmental and climate risks, it is working to update the report, including the new countries that are part of **NTT DATA EMEAL.**

The core elements of TCFD outreach are Governance, Strategy, Risk Management and Metrics and Objectives.

GOVERNANCE

STRATEGY

RISK MANAGEMENT

METRICS AND TARGETS

Governance

As part of its commitment to climate change, **NTT DATA EMEAL** is working to incorporate Senior Management functions and responsibilities in this matter. The *Sustainability & ESG* (*Environmental, Social and Governance*) area that manages the company's strategy has executive responsibility for climate change matters.

The function of **NTT DATA EMEAL's** Board of Directors (the highest governing body) in identifying and managing economic, environmental and social impacts, is that of the ultimate guarantor, assuming the supervision and control of the global risk management carried out by the *Chief Risk Officer* ("CRO") and other corporate governance bodies.

The Board of Directors evaluates economic, environmental and social issues and their impacts, risks and opportunities periodically each fiscal year at least every two months.

Strategy

NTT DATA EMEAL is working on expanding the description made in FY21 on the risks and opportunities related to climate and the impact on the company's business, strategy and planning, as well as **NTT DATA EMEAL's** in different scenarios to include the new countries that are now part of the company.

Risk management

The global risk related to climate change will be managed with the other risks affecting the company described in *section 5.4. Risk Management*, as one more aspect within existing committees, policies and areas.

Metrics and objectives

NTT DATA EMEAL measures and publishes its Carbon Footprint every year; this has been verified as 0.23 tCO_2e/employee by an independent certifying body and registered in Spain in the Carbon Footprint and CO_2 Absorption Projects Register of the Ministry for Ecological Transition and Demographic Challenge. In this way, the company transparently reports its emissions to its stakeholders.

03

ENVIRONMENTAL

3.6 **Circular economy**
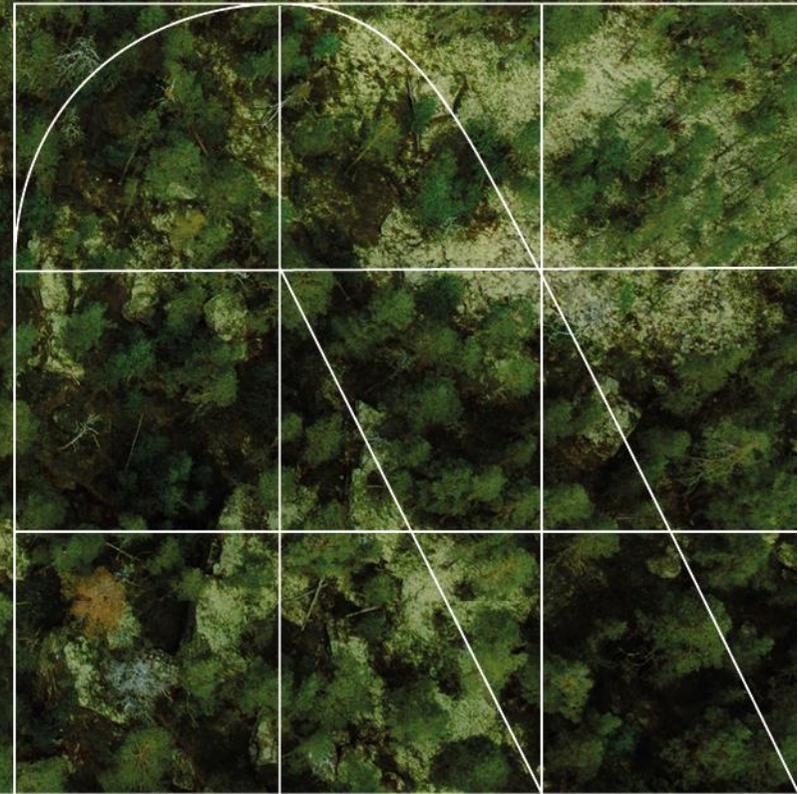
**3.6
Circular
economy**

EFFICIENT USE OF RESOURCES

NTT DATA EMEAL promotes the **efficient use of resources (water, paper, energy),** and thanks to 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.

Water consumption is currently not considered as a material issue for **NTT DATA EMEAL** given the scale of our footprint in the area and the relative importance that stakeholders assign to other issues. However, water consumption is regularly reviewed, **reporting data from those offices where access to the information is available** from the owners.

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 rationalise their use of water, paper and energy, as well as to adopt good practices for minimising the use of natural resources that can be extended to their everyday life.

In this regard, **NTT DATA EMEAL** makes available to all new members and employees the **Environmental *Welcome Pack*** that consists of a course in *'Trivial Pursuit'* format and a series of **good environmental practices.**

NTT DATA EMEAL, as part of its parent company **NTT DATA**, is committed to use technology responsibly for a sustainable present and future, setting the goal of 100% renewable electricity consumption by 2030.

3.6 Circular economy

Electricity	FY21	FY22 (*)	% Variation
N° of countries	21	19	-10%
No. of employees	44,837	49.547	11%
Area m^2	191,796	254,234	33%
kWh	13,891,268.01	16,973,945.56	22%
kWh/employee	309.82	342.58	11%
kWh/m^2	72.43	67.77	-8%

ELECTRICITY CONSUMPTION

The gradual return to the offices with the new contract modalities, the increase in our professional payroll and the opening of large new offices such as NTT DATA TOWERS (Barcelona, Spain), have increased electricity consumption in **NTT DATA EMEAL** over FY21.

Electricity consumption (kWh) by country FY22
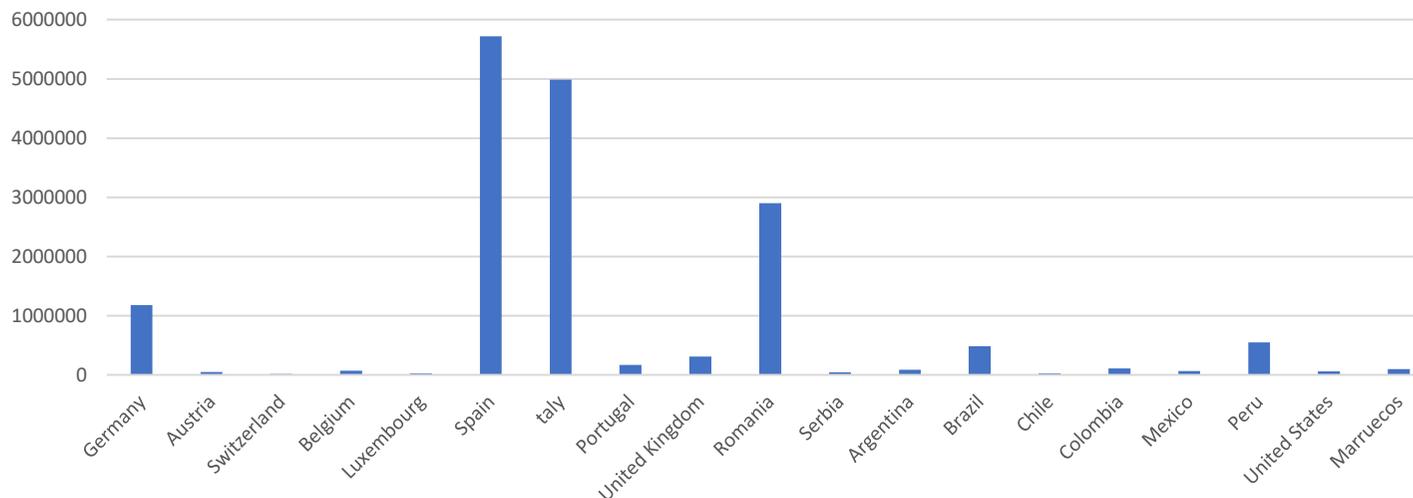
Regarding electricity consumption, during FY22, Spain consumed most electricity (34%), mainly due to the opening of the new office on NTT DATA Towers (20,667 m^2) and the Novus building (34,537 m^2). These buildings have the largest surface area in our organisation and together account for 14% of **NTT DATA EMEAL**'s total electricity consumption.

By country, Spain (34%), Italy (29%) and Romania (17%) account for most of the company's electricity consumption (80%).

Regarding energy intensity (kWh/m^2), Colombia is the most efficient country (29.83 kWh/m^2).

As an important milestone, during FY22 we consumed a total of 76% of renewable energy, 56% of which had Guarantee of Origin and 20% from the electricity mix in each country.

Currently Portugal, Switzerland (DACH) and Luxembourg have 100% renewable energy consumption with Guarantee of Origin.

Indicator 10 in Annex 3 shows energy consumption and intensity of non-renewable energy sources.

(*) Regarding the consumption of facilities, during FY22, only the Benelux data from Belgium and Luxembourg were taken into account, since the other countries are *coworking* offices without data quality.

3.6 Circular economy

Natural Gas	FY21	FY22	% Variation
N° of countries	7	8	14%
Area m^2	74,517.11	83,080.35	11%
kWh	3,600,632.14	5,009,500.04	39%
kWh/m^2	48.32	60.30	25%

Gas consumption (kWh) by country FY22

GAS CONSUMPTION

NTT DATA EMEAL has natural HVAC gas boilers in its offices.

As with electricity consumption, the gradual return to the offices with the new contract modalities, the increase in our professional payroll and the reporting of new offices with boilers, such as our offices in Germany, England and part of Spain, increased natural gas consumption in **NTT DATA EMEAL** over FY21.

Regarding gas consumption, during FY22 Spain consumed most natural gas (55%), due to the Novus building (34,537 m^2), a building with the largest surface area on a global level, while accounting for 41% of **NTT DATA EMEAL**'s natural gas consumption.

By country, Spain with 55% and the UK with 31%, account for 86% of **NTT DATA EMEAL**'s natural gas consumption.

Regarding energy intensity (kWh/m^2), the Saldanha building in Portugal is our most efficient building (14.41 kWh/m^2).

Indicator 10 in Annex 3 shows energy consumption and intensity of non-renewable energy sources.

3.6 Circular economy

WATER CONSUMPTION

Thanks to its effort to improve transparency in disseminating its environmental data and to establish measures to save and reduce water consumption at office level, this year 5 more countries belonging to NTT DATA EMEAL reported their water consumption.

Water consumption (m³) by country FY22
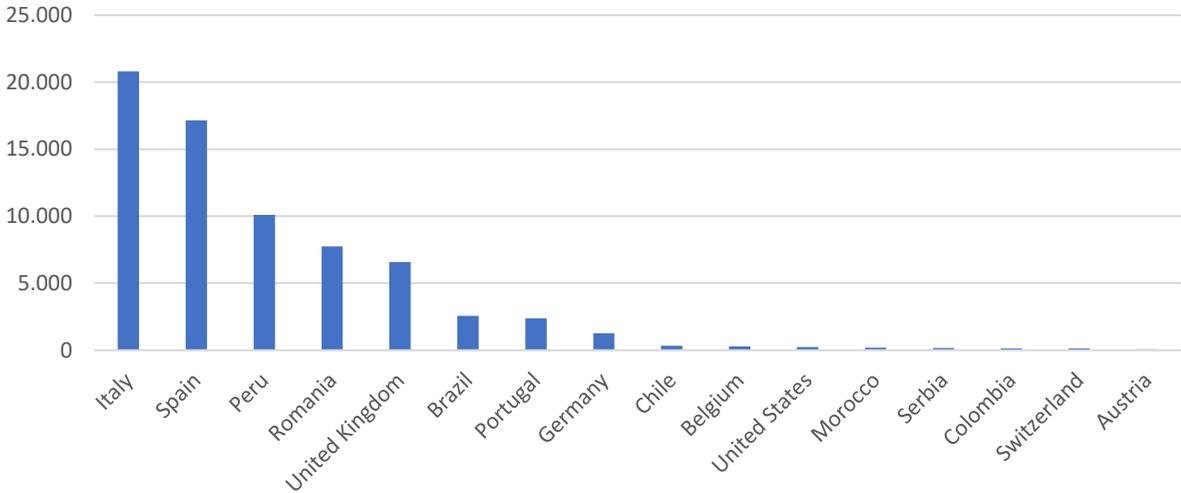
During FY22, of the 16 countries that reported water data, practically 90% of water consumption is distributed among 5 countries:

- Italy (30%)
- Spain (25%)
- Peru (14%)
- Romania (11%)
- United Kingdom (9%)

Regarding intensity (m³/m²), Colombia is the most efficient country (0.04 m³/m²).

While not all countries within the scope of the environmental data have reported it, **NTT DATA EMEAL** is working towards all territories reporting their water consumption in coming years, which will enable us to establish global reduction strategies.

Indicator 9 in Annex 3 shows consumption of raw materials.

Water (*)	FY21	FY22	% Variation
N° of countries	11	16	45%
No. of employees	21,316	46.265	117%
Area m²	96,782.16	250,831.23	159%
m³	42,719.32	70,053.66	64%
m³/employee	2.00	1.51	-24%
m³/m²	0.44	0.28	-37%

(*) Exclusive data from countries that have reported water consumption.

3.6 Circular economy

PAPER CONSUMPTION

Paper consumption	FY21	FY22	% Variation
N° of countries	21	22	5%
Employees	44,837	49,764	10%
t total	7.37	10.06	36%
t/employee	$1.64*10^{-4}$	$2.02*10^{-4}$	23%

Part of **NTT DATA EMEAL**'s circular economy strategy is to move towards offices with zero paper consumption.

In FY22 already 5 regions/countries reported 0 tons of paper purchases:

- Benelux
- United Kingdom
- Argentina
- Chile
- Colombia

In those countries that have reported paper purchases, Italy (33%), Spain (30%) and Brazil (19%) account for 82% of paper consumption during FY22, with Portugal being the country with the lowest paper consumption per employee ($1.81*10^{-5}$).

Indicator 9 in Annex 3 shows consumption of raw materials

3.6 Circular economy

HAZARDOUS WASTE

Hazardous waste	FY21	FY22	% Variation
N° of countries	10	11	10%
N° of offices	16	42	163%
Area m^2	125,717.96	175,720.80	40%
t total	6.97	6.79	-3%
t/m^2	$5.54*10^{-05}$	$3.73*10^{-05}$	-30%

NON-HAZARDOUS WASTE

Non-hazardous waste	FY21	FY22	% Variation
N° of countries	10	11	10%
N° of offices	16	42	163%
Area m^2	125,717.96	175,720.80	40%
t total	477.77	623.89	31%
t/m^2	$3.80*10^{-03}$	$3.55*10^{-03}$	-7%

During FY22, the focus was placed directly on monitoring the waste from **NTT DATA EMEAL** offices to establish strategic circular economies for establishing a solid baseline to move towards zero waste.

Due to the volume employee level (40%) and in terms of surface area (43%), we focussed first on Spain, where it was monitored an increase from 2 offices in FY21 to 14 in FY22.

This year, the Brazilian delegations made the greatest contribution to the company's total volume of waste (39% of total waste) with 0.05 t/m^2.

During FY22, the treatment of hazardous and non-hazardous waste was distributed as shown in the chart:

% Destination of total FY22 waste

- Landfill 13%
- Decontamination 0,04%
- Recycling. 53%
- Energy generation 11%
- Composting 23%
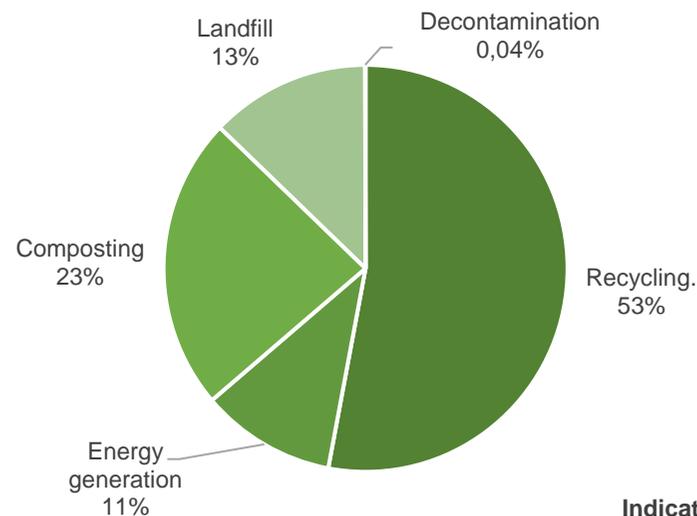
As part of its circular economy strategy, in FY22 the company donated almost 200 computers, over 120 monitors and 20 televisions and projectors, to 10 beneficiary entities.

While not all countries within the scope have provided information on waste, **NTT DATA EMEAL** is working towards improving waste monitoring globally.

Indicator 7 in Annex 3 shows Waste generation in the organisation separated by class

03

ENVIRONMENTAL

3.7 Atmospheric pollution, noise and light pollution
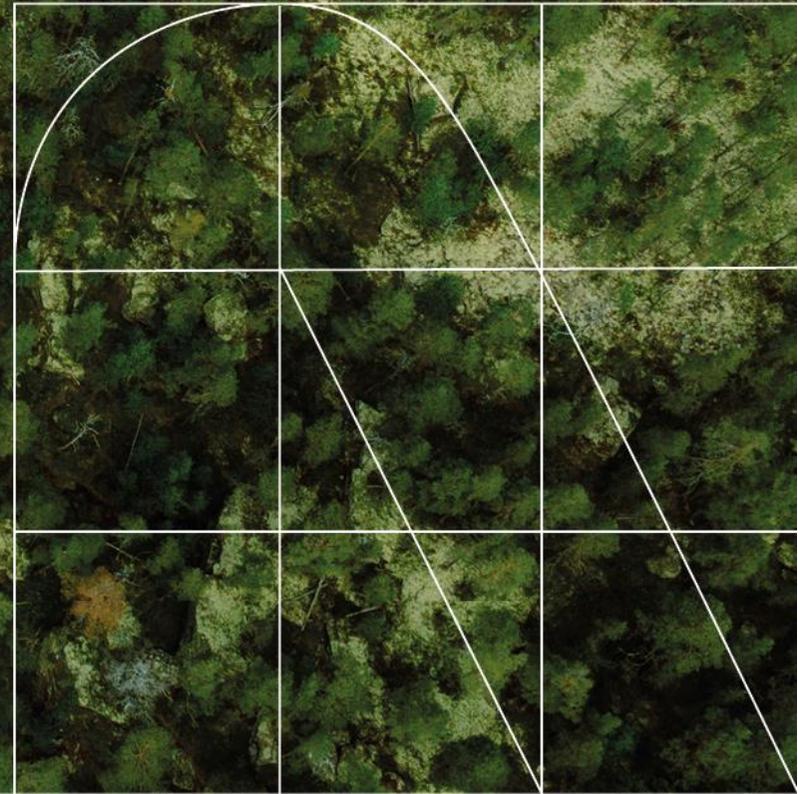
3.7 Atmospheric pollution, noise and light pollution

Noise and light pollution are not material issues for the company in this fiscal year, because of the scale of **NTT DATA EMEAL's** footprint in these areas and because of the relative importance given to it by the stakeholders.

The information on these emissions is not collected systematically. In any case, it is worth noting NTT DATA EMEAL's building sustainability certifications, since they value aspects such as air quality, lighting and noise.

NTT DATA EMEAL has LEED Sustainability certifications in 14 offices in 8 countries (Spain, Germany, Italy, Romania, Colombia, Mexico, Brazil, and Peru), BREEAM in 3 offices, (one in Madrid and 2 in Romania) and WELL, in Madrid.

Including **NTT DATA EMEAL** in this type of certifications favours two improvements:

- Concentration of external lighting in appropriate areas.

- Minimise uplighting to reduce light pollution, energy consumption and disturbance to neighbouring properties to the absolute minimum.

51% of our area (m²) is in certified sustainable buildings

3.7 Atmospheric pollution, noise and light pollution

Thanks to its design, **NTT DATA EMEAL's** recently inaugurated headquarters in Barcelona has obtained LEED (*Leadership in Energy and Environmental Design*) certification, the most prestigious sustainable construction standard in the world, achieving the highest score in Europe in its modality. Consequently, it has been acknowledged as the most sustainable office in Europe, and the second in the world.

This recognition was granted after evaluating the environmental impact of the building's design and construction, which incorporate significant energy and water consumption savings. Besides, 82% of construction waste was recycled and priority was given to using more sustainable materials, such as those with environmental product statements and low VOC emissions (volatile organic compounds).

On the other hand, the interior design of the offices focuses on reducing the carbon footprint, promoting the use of clean energy and eliminating plastic, thus conserving the environment.

The LEED certification is divided into mandatory prerequisites and optional credits that award points. The 91 points obtained by **NTT DATA EMEAL**, the highest in Europe in its modality, demonstrates its leadership in sustainability and its commitment to the environment.

The LEED certification is voluntary and aims to advance the use of strategies that allow an overall improvement in the environmental footprint of the construction industry.

NTT DATA's headquarters in Barcelona, acknowledged as the most sustainable office in Europe

03

ENVIRONMENTAL

3.8 **Biodiversity**
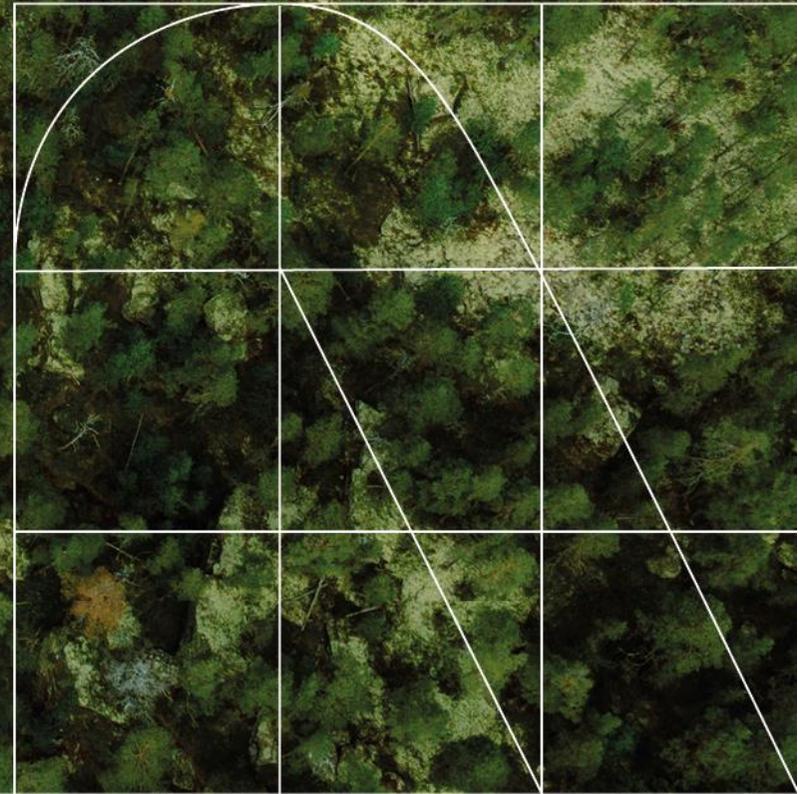
3.8
Biodiversity

Natural capital and biodiversity are not a material issue for either stakeholders or the company. **NTT DATA EMEAL** does not possess land containing habitats of interest or with any degree of protection or conservation requirement for endangered species.

During FY22, there were no effects 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 **NTT DATA EMEAL's** business activity in any of its subsections.

NTT DATA EMEAL is committed to sustainable business model and has developed the VALU-ES tool. It is a nature governance system that allows users to digitise, geo-reference, evaluate, account for and manage Natural Capital. In this way, companies can streamline the reporting of information required by regulatory standards, as well as the different internal and external stakeholders.

It is aimed at all those companies and public entities that have a direct relationship with the natural resources and ecosystem services present in the territory, and that are committed to the sustainability of their business.

03

ENVIRONMENTAL

3.9 Environmental commitment

NTT DATA EMEAL is committed to promoting environmental sustainability and protecting the environment by actions that favour the conservation of natural ecosystems and the active fight against climate change.
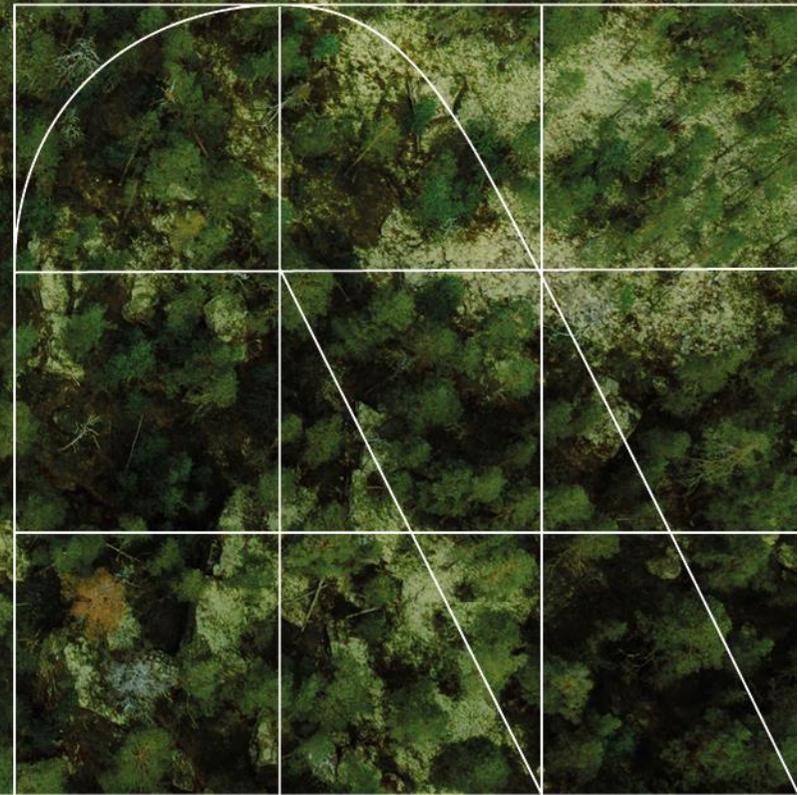
3.9 Environmental commitment

ENVIRONMENTAL COMMITMENT INITIATIVES

SUSTAINABLE DIGITAL CLEANUP

Click, Delete and Save the Planet!

(EMEAL)

This year we launched *Sustainable Digital Cleanup*, a global project aimed at achieving one of our company's main challenges: raising awareness about the responsible use of technology and reducing the large amount of waste we generate in our daily lives, digital waste. *Sustainable Digital Cleanup* makes regular communications and takes actions, deletes data and keeps servers clean, all of which help **NTT DATA EMEAL**'s global carbon footprint reduction strategy.

755 kg CO$_2$

Eliminated

3021GB

Deleted

289

Participants

NTT DATA EMEAL deleted 3021GB of data and reduced global CO2 by 755 kg per year!

DIGITAL CLEANUP DAY 2023

digitalcleanupday.org

CLICK DELETE AND HELP THE PLANET!

SUSTAINABLE DIGITAL CLEANUP
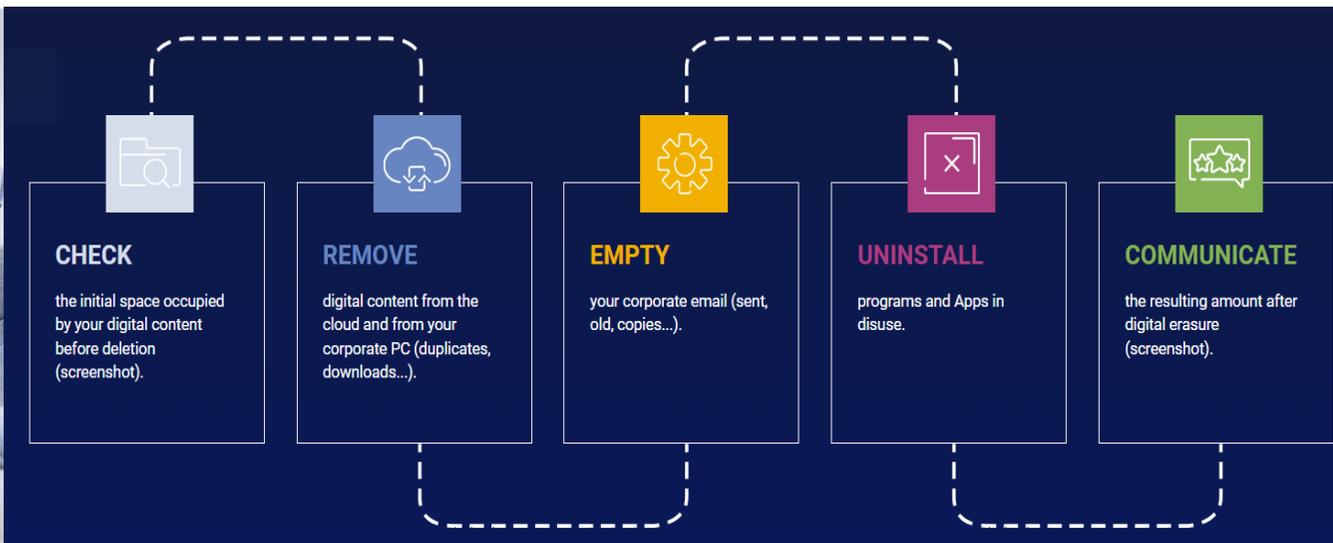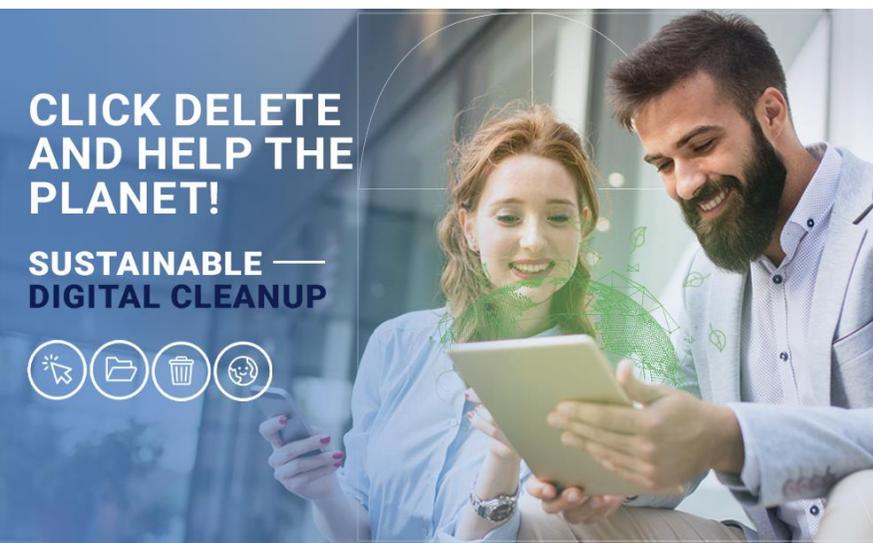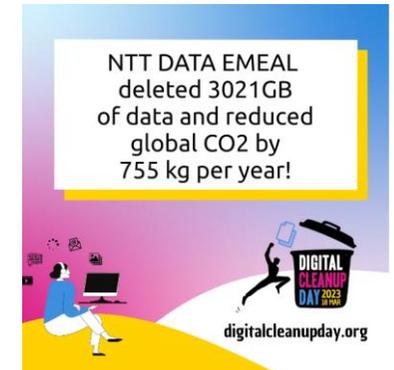
CHECK
the initial space occupied by your digital content before deletion (screenshot).

REMOVE
digital content from the cloud and from your corporate PC (duplicates, downloads...).

EMPTY
your corporate email (sent, old, copies...).

UNINSTALL
programs and Apps in disuse.

COMMUNICATE
the resulting amount after digital erasure (screenshot).

BEACH CLEANING, ELS BANYETS (EL CAMPELLO)

SPAIN

In April 2022 we started the new fiscal year by cleaning beaches and subsequent separation of waste from the coasts near Els Banyets in Alicante, Spain.

20

Volunteers

ENVIRONMENTAL AWARENESS AND BEACH CLEANING IN MALLORCA

SPAIN

Subsequently, at the *International Public Sector Organisations* team retreat held in Mallorca, we organised a beach cleaning session preceded by an awareness-raising talk on waste management and the *Posidonia oceanica* crisis.

36

Volunteers

**3.9
Environmental
commitment**

'*OCEAN ALIVE' PRO BONO PROJECT*

PORTUGAL

Continuing with our actions on coasts and seas, we have collaborated with *Ocean Alive,* the leading Portuguese cooperative dedicated to protecting the oceans through marine education projects and activities that encourage behavioural change. Our work consisted of evaluating *Ocean Alive*'s business procedures and adapting them to comply with the General Data Protection Regulation (GDPR) and the requirements for information security controls. We also carried out a gap analysis and defined a plan of initiatives to be implemented.

4

Employees assigned to the project

16,000

€ *pro bono* value

412

Dedicated hours

PRO BONO PROJECT FOR 'ANP|WWF'

PORTUGAL

In defense of biological diversity, **NTT DATA EMEAL** developed ANP|WWF's (AssociaÇao *Natureza Portugal / World Wildlife Fund*) awareness campaign 'Without you, this animal will become an NFT' (*Non-Fungible Token*) to draw attention to a very tangible problem: the need to protect the planet fauna diversity.

6

Employees assigned to the project

92

Dedicated hours

3.9 Environmental commitment

REFORESTATION IN BOBALNA

ROMANIA

Regarding the recovery of habitats and the fight against desertification, we have collaborated by planting of tree species that act as carbon sinks, with forests being our main allies in the fight against climate change. As an example, on October 29, 10 colleagues of **NTT DATA Romania** participated in the reforestation of a hill in Bobalna in support of *Beard Brothers*, an association that actively participates in the social life of Cluj-Napoca and organizes sustainability activities in the city.

10
Volunteers from NTT DATA Romania

+300
Volunteers from other entities

REFORESTATION IN IZTA POPO AND LA PATIÑA

MEXICO

Once a year, in July, when the land is most fertile, **NTT DATA Mexico** professionals collaborate by planting trees. During the last fiscal year, 100 colleagues of **NTT DATA** participated in two actions aimed at preserving the natural environment. The first consisted of reforesting in the forest reserve of the Izta Popo National Park in Mexico City, where 60 professionals, accompanied by their families, planted 1000 pine trees. The second was a day of forest recovery in La Patiña, a Natural Protected Area in the municipality of Leon in Guanajuato, attended by 40 volunteers.

100
Volunteers from NTT DATA Mexico

1000
Trees planted

3.9 Environmental commitment

Welcome to CO2 Dashboard
Made in love with Qlik

PARTICIPATION IN 'GREENIFY.WORK'   DACH

We started 2023 with the launch of a pilot in collaboration with Greenify.work, a research project at the University of Koblenz-Landau that investigates whether employees are motivated to adopt sustainable behaviours in the workplace. To this end, we used an app that aims to encourage the involvement and active commitment of our professionals to sustainability by showing that their individual behaviour can influence the global climate footprint. Supported by gamification, the app tracks the activities that reduce the amount of waste and save energy, water and CO_2.

53
Volunteers

+69
Kilograms of reduced waste

+10
Tons of CO_2 avoided

+16,500
Litres of water saved

+11,200
kWh of energy saved

CO2SINK   ITALIA

Applications for forest carbon credits are steadily increasing, with a market potential of $50 billion by 2030. However, the actual technologies used for measuring forestry are not accurate. This uncertainty makes for little transparency and scepticism towards the forest carbon credit market. In Italy we have **CO2Sink**, a cloud-based intelligent forestry platform to measure and monitor the carbon stored in forests; it is based on the most precise scientific methodologies and technologies (*AI, IoT, Blockchain*).
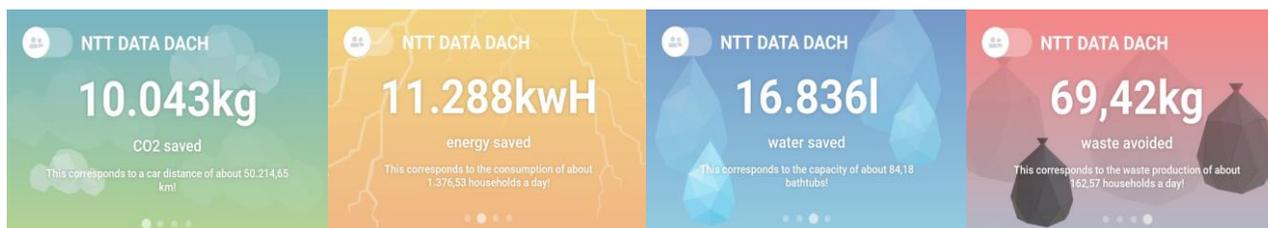
3.9 Environmental commitment

ENVIRONMENTAL INFORMATION

Finally, to inform stakeholders and interact with them on our continuous improvement of environmental performance, **NTT DATA EMEAL** uses the company's internal and external communication systems such as the *Sustainability & ESG Community*, *Doorways Update* or global and local *newsletters*.

La **sostenibilidad** es clave en el contexto empresarial actual y la tecnología cloud es fundamental para llevarla a cabo.

Queremos que conozcas qué está haciendo NTT DATA para lograr este compromiso de cara al futuro.

Te ofrecemos la posibilidad de conocer el desarrollo de las soluciones tecnológicas más responsables y cuál es el camino a seguir para que las empresas sean más sostenibles.

Como continuación a la formación de **Cloud4Executives**, te animamos a que realices está píldora de una hora de duración.

Gradualmente iremos incorporando contenido adicional a esta ruta formativa.

Accede a la Cloud Academy Cloud4executives en Learning Paths nivel Begginer.

Entra a la píldora de Sostenibilidad

Escribe al buzón de beCloud para cualquier consulta o inquietud.
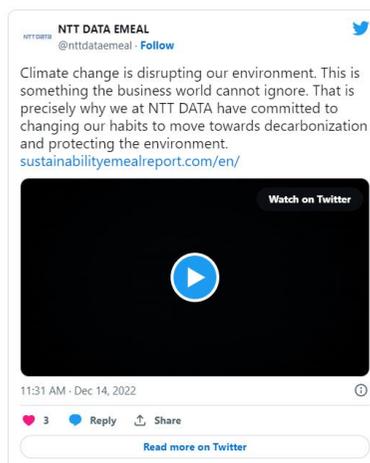
04

SOCIAL

Everyone at NTT DATA EMEAL is firmly committed to promoting economic growth and social well-being in the local communities where we develop our activities.

One of our key goals is to accelerate digital education to attract and develop the talent of our most valuable asset, the people who are going to help us create a better, more diverse and inclusive world, through technology.

04

SOCIAL
4.1 **Professionals**

We strive to take care of
our employees and ensure
we meet their needs
because it is thanks to
them that we innovate for
a better future.

4.1 Professionals

Above all, **NTT DATA EMEAL** believes in people, in their integral development and in the talent they represent. With an international workforce of **50,199 professionals**, there are five key ingredients that make us stand out:

- **Diversity, equity and inclusion.** Our commitment to the uniqueness of each one of our professionals manifests in key initiatives such as our diversity and inclusion policies. For some time, we have been focusing on the people who work at **NTT DATA EMEAL** to make our company the one you recommend to a friend because it truly encourages diversity and supports personal and professional development with projects such as *Uniqueness or The Parenthood Experience* and actions such as *WomenTogether*.

- **Talent development.** With our *Envolving Talent* initiatives we increase role identity so each worker can see a description of their mission, responsibility, functions and competencies, and thus be able to draw up a personalized and individual development itinerary within the company.

- **Our innovative strategy to attract the best talent.** The ability to attract the best talent is a long-distance race at **NTT DATA EMEAL.** For this reason, attracting and developing our professionals makes us innovative in our recruiting processes, with tools such as *inbound recruiting*, in which we put the candidate at the centre, generating digital value experiences to awaken their interest in joining our company. Thanks to this, we have doubled the contracting conversion rate in passive talent niches.

- **A hybrid *On-Boarding* model.** We have successfully adapted the *on-boarding* process for new employees to a hybrid model: face-to-face /remote and synchronous / asynchronous, achieving a close and personalised welcome that guarantees all our talent integrates perfectly.

- **Our hybrid working model.** This year our unique *Be Flex* professional development model continues being implemented and expanding, so that each person can decide the work schedule they want, according to their needs.

4.1 Professionals

TOTAL NUMBER OF EMPLOYEES AND DISTRIBUTION

At the end of FY22, the total number of employees in the more than 23 countries where **NTT DATA EMEAL** is present was 50,199 people. The centres in Spain are noteworthy; together they account for 19,789 employees, 39% of the total.

Distribution of employees by continent

Europe
66.4%

America
32.7%

Africa
0.9%
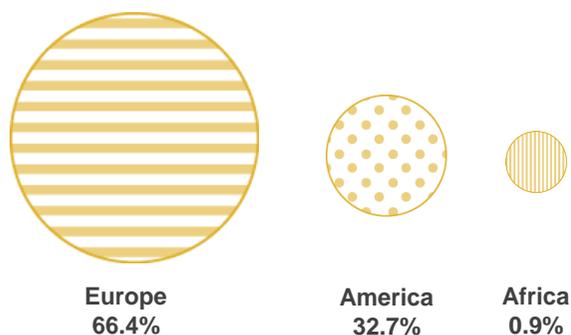
Indicator 1 in Annex 3 shows the total number of employees broken down by gender, age, country and professional classification.

COUNTRY	WOMEN	MEN	TOTAL 2022	TOTAL 2021	TOTAL 2020
Europe					
Belgium	123	144	**267**	239	169
DACH*	779	1,646	**2,425**	2,231	-
Spain	6,221	13,568	**19,789**	18,089	15,697
France	17	34	**51**	33	18
Greece	16	55	**71**	-	-
Italy*	1,691	3,983	**5,674**	5,253	936
Luxembourg	22	70	**92**	74	68
Netherlands	30	47	**77**	69	52
Portugal	523	856	**1,379**	1,312	1,100
United Kingdom*	567	1,336	**1,903**	1,599	316
All other EMEA*	87	262	**349**	329	-
Romania*	597	646	**1,243**	1,219	-
Switzerland*	4	14	**18**	10	8
America					
Argentina	281	661	**942**	690	474
Brazil	1,501	3,545	**5,046**	5,178	3,633
Chile	446	1,322	**1,768**	1,817	1,759
Colombia	497	954	**1,451**	1,828	975
Mexico	745	1,503	**2,248**	2,169	1,220
Peru*	1,419	3,430	**4,849**	4,476	3,633
USA	31	71	**102**	98	85
Africa					
Morocco	207	248	**455**	346	206
TOTAL	15,804	34,395	**50,199**	46,478	30,349

*DACH includes data from Germany, Austria and Switzerland (NTT DATA EMEA), **Italy and the UK** include aggregated data from former everis and former NTT DATA EMEA, **All other EMEA** includes Croatia, Genius (Germany) and Vietnam. **Romania** includes data from Romania, Serbia and Turkmenistan (NTT DATA EMEA).**Switzerland** includes data from former everis. **Peru** includes data from Peru and Ecuador.

The merger of everis and NTT DATA EMEA in FY21 resulted in NTT DATA EMEAL in which countries with offices of both organisations such as Italy, United Kingdom and Switzerland emerged. We refer to these countries with everis offices as 'former everis' and new EMEA countries as 'former NTT DATA EMEAL'.

**4.1
Professionals**

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 Proprietary Directors appointed by **NTT DATA Corporation**, who do not receive remuneration.

This policy includes a fixed annual amount and allowances for Independent Directors for attending meetings and travelling, where appropriate, as well as for sitting on the committees or advisory committees of the Board, whether as Chairperson or as a member.

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

Executive directors 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.

Considering the standardisation process associated with the integration of several companies into the EMEAL perimeter, the remuneration schemes are still being standardised, so comparative information is not yet available for top-level managers.

AVERAGE REMUNERATION OF DIRECTORS*	WOMEN FY22	MEN FY22	WOMEN FY21	MEN FY21	WOMEN FY20	MEN FY20
EXECUTIVE DIRECTORS /OTHER EXECUTIVES		€1,238,366		€ 1,499,852		€ 733,889
INDEPENDENT DIRECTORS	€145,162	€ 173,801	€ 150,667	€ 150,432	€ 97,500	€ 89,000
AVERAGE REMUNERATION OF DIRECTORS	€519,110		€ 600,317		€ 306,796	

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

RATIO OF AVERAGE REMUNERATION OF WOMEN TO MEN	FY22	FY21	FY20
EXECUTIVE DIRECTORS/ OTHER EXTERNAL	N/A*	N/A*	N/A*
INDEPENDENT DIRECTORS	0.84**	1.002	1.096

* N/A: some of the genders are not represented at professional level

**The increase in the wage gap between women's salaries and men's is because men made more trips to attend the commissions, with the corresponding travel allowances, increasing the expenditure on remuneration.

4.1
Professionals

AVERAGE REMUNERATION OF THE STAFF

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 learn about new sectors and new clients, to explore other areas and to continue developing by rotating from one project to another.

AVERAGE REMUNERATIONS BY AGE GROUP

Age groups (former everis) FY22						
Category	> 60	51-60	41-50	31-40	21-30	<20
Partner	146,155	151,293	135,911	103,774	-	-
Executive Director	110,371	110,299	106,130	111,321	-	-
Director	114,436	101,179	92,399	88,584	-	-
Manager	53,059	68,044	64,798	58,787	52,439	-
Leader	40,365	46,480	44,278	40,487	35,381	-
Staff	27,493	28,116	25,550	21,828	17,807	9,483
Total average value	38,821	46,147	41,437	28,901	19,036	9,483

Age groups (NTT DATA former EMEA) FY22						
Category	> 60	51-60	41-50	31-40	21-30	<20
Top Executive	166,134	157,866	167,099	126,620	-	
Executive	95,800	98,491	96,843	68,895	47,067	
Middle Management	79,297	74,889	77,007	70,187	59,048	
Professional	56,663	50,033	48,005	49,323	48,077	27,389
Junior	42,761	37,520	32,309	34,832	32,339	25,848
Total average value	77,897	73,454	65,680	51,802	38,905	26,002

4.1 Professionals

AVERAGE REMUNERATION BY PROFESSIONAL CATEGORY AND GENDER

Professional category (former everis) FY22				
Category	Female	Male	*Ratio FY22	*Ratio FY21
Partner	126,467	142,104	0.89	0.82
Executive Director	97,948	111,775	0.89	0.97
Director	87,060	95,975	0.91	0.89
Manager	61,244	63,238	0.97	0.98
Leader	40,376	41,899	0.96	0.95
Staff	19,482	21,041	0.93	0.94
Total average value	**26,148**	**29,372**	**0.89**	0.83

*Ratio of average remuneration of women to men.

Professional category (NTT DATA former EMEA) FY22			
Category	Female	Male	*Ratio FY22
Top Executive	146,106	161,999	0.90
Executive	72,556	97,478	0.74
Middle Management	67,244	76,082	0.88
Professional	46,153	50,722	0.91
Junior	32,751	33,014	0.99
Total average value	**48,093**	**59,056**	0.81

NTT DATA former EMEA has updated the professional categories during the last fiscal year, so its evolution cannot be compared nor is it comparable with the former everis categories. We are working to standardise the systems in all countries and unify the data.

WAGE GAP

The remuneration policy at **NTT DATA EMEAL** guarantees fairness without distinguishing between gender or any other diversity variable. For the same professional category, the pay is the same for both men and women.

However, a ratio of 1 is not achieved in the average remuneration of the different professional categories for different reasons:
- The low percentage of women or the non-existence of female executives at certain levels in some countries (USA, Belgium, Luxembourg, Netherlands and UK), where salaries are very high compared to the rest of the organisation, penalises the global ratio which aggregates more than 20 countries.

- In the last years the ratio of promotion for women managers has risen, which means that there are more women than before, who have moved from a level where they were at the top of the salary scale to a next level at entry-level positions, penalising the overall ratio.

- The BPO (Business Process Outsourcing) and BSA (Business Support & Advisory) units have a higher percentage of women than the rest of the units, in these areas there are not STEAM professionals being hired due to the activities that are required, and also, they are units where salaries on average are lower than in the consulting areas.

GENDER GAP	FY22	FY21	FY20
FORMER EVERIS	**4.2%**	4.6%	4.5%
NTT DATA EMEAL*	**4.8%**	-	-

Gender Gap = $(A-B)/A * 100$
A: men's hourly wage
B: women's hourly wage

The gender gap is calculated by dividing the gross annual salary by the number of full-time hours.

*The data obtained from **NTT DATA EMEAL** corresponds to the total integration of several companies in the EMEAL perimeter and, therefore, it is the first year that this global data is available that will be the starting point for observing its evolution in the coming years.

4.1
Professionals

NUMBER OF RECRUITMENTS

This last year, a total of **15,367 new contracts** were signed at the **NTT DATA EMEAL**, 3,622 contracts fewer than the previous year.

EVOLUTION OF CONTRACTS IN NTT DATA EMEAL

CONTRACTING	FY22	FY21
EUROPE	9,252	9,535
AMERICA	5,924	9,239
AFRICA	191	215
TOTAL	15,367	18,989

In Europe, 62% of the new contracts were in Spain (5,702); in America, the countries with the highest number of new contracts were Peru (2,050), Brazil (1,428) and Mexico (894).

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

DISTRIBUTION OF CONTRACT MODALITIES

Regarding the total number 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, as in the previous year.

CONTRACT TYPES (%) NTT DATA EMEAL

CONTRACT TYPES	% CONTRACTS FY22	% CONTRACTS FY21
INDEFINITE	92.0%	91.1%
TEMPORARY AND PARTIAL	8.0%	8.9%

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

4.1
Professionals

RETIREMENT

During FY22, there were 50 retirements (16 women and 34 men), distributed as follows: 38 in Germany, 2 in Spain, 1 in Portugal, 2 in Romania, 3 in Chile and 4 in Colombia.

The largest age group in **NTT DATA EMEAL** is the 21 to 30 range, with 36% of the total. 1.16% of employees are over 60 years old and 0.28% are under 20; the average age of the company's workers is 36.

NTT DATA EMEAL has no programs for the transition of retired employees. Some countries such as Mexico have a guide with information of interest to professionals wishing to retire through government pension schemes.

EMPLOYEE ATTRITION

In the current fiscal year, a total of 1,947 terminations were recorded in **NTT DATA EMEAL.** At the end of FY22 our professionals numbered 50,199 employees and attrition was 3.8%. Spain has the largest number of voluntary terminations, with 30% of the total.

Terminations are obtained from data on dismissals with just cause, unfair (without just cause), by mutual 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.**

ATTRITION

	FY21	FY22
	1.207	1.947

RETIREMENT

	FY21	FY22
	17	50
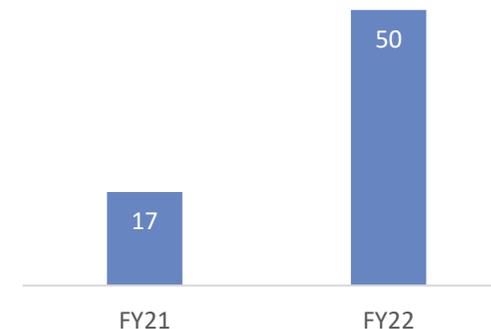
4.1
Professionals

TURNOVER OF PEOPLE

The overall turnover rate has decreased from 23% to 18% and is significantly higher for younger professionals between 26 and 30 years old (24.13%) and higher for men (19.84%) than for women (15.33%).

TURNOVER RATE

FY21: 23,11%
FY22: 18,47%
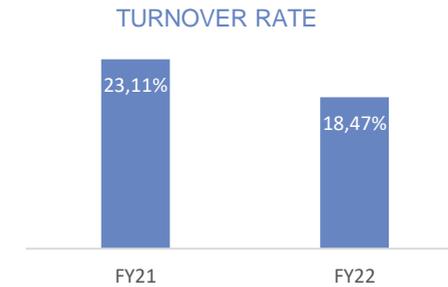
The following charts show the turnover rate by age and continent in **NTT DATA EMEAL:**

TURNOVER RATE (%) NTT DATA EMEAL FY22

Age group	Rate
18-25	20,83%
26-30	24,13%
31-35	20,40%
36-40	15,87%
41-45	12,98%
46-50	10,97%
51-55	10,15%
56-60	8,49%
>60	6,61%

Africa 17,03%
Europe 16,89%
America 20,64%
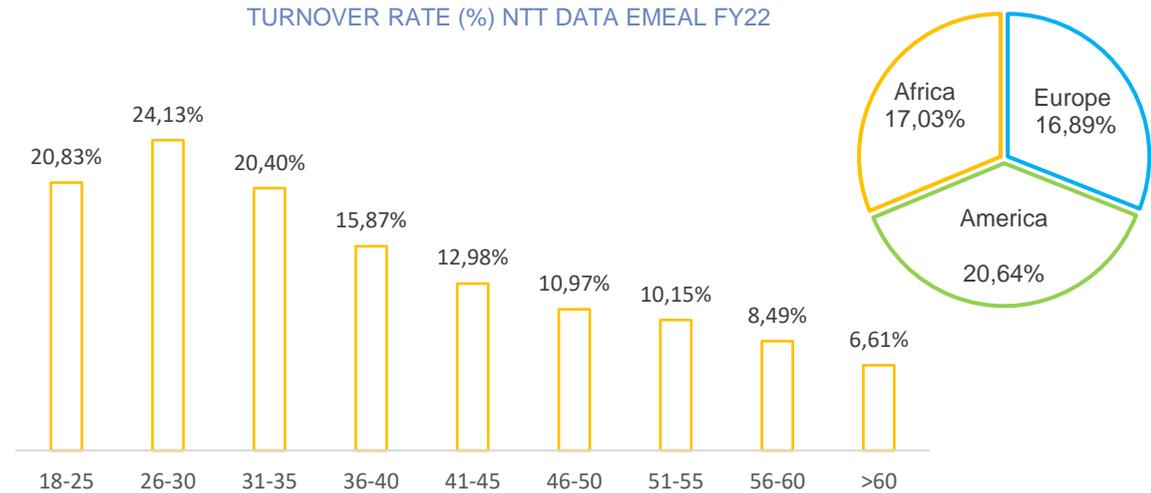
Turnover data is obtained from the voluntary leave and voluntary (unwanted) leave of absence.

The total number and turnover rate of staff during FY22, broken down by age group, gender and region, can be found in **Indicator 4.2 in Annex 3.**

4.1
Professionals

STAFF TURNOVER RATE (%) NTT DATA EMEAL

COUNTRY	FY22	FY21	FY20
EUROPE			
BELGIUM	17.66	27.73	12.35
DACH*	13.00	10.67	-
SPAIN	17.03	17.24	9.33
FRANCE	19.05	13.15	16.46
ITALY (FORMER EVERIS)	18.45	22.8	12.11
ITALY (FORMER NTT DATA EMEA)	13.46	14.58	-
GREECE	15.03	-	-
LUXEMBOURG	9.42	0	0
PORTUGAL	19.73	23.3	15.06
NETHERLANDS	14.62	26.93	0
UNITED KINGDOM (FORMER EVERIS)	20.28	24.11	13.02
UNITED KINGDOM (FORMER EMEAL)	16.13	21.73	-
ROMANIA*	25.38	26.07	-
ALL OTHER EMEA*	24.08	30.78	-
AMERICA			
ARGENTINA	23.03	41.01	37.19
BRAZIL	17.59	33.06	28.11
CHILE	15.91	27.97	22.4
COLOMBIA	20.93	28.42	17.87
MEXICO	23.40	30.53	15.41
PERU*	21.90	30.91	19.71
USA	17.69	20.91	0
AFRICA			
MOROCCO	17.03	19.95	13.54
GLOBAL NTT DATA EMEAL	18.47	23.11	14.81

*DACH** includes data from Germany, Austria and Switzerland (NTT DATA EMEA), **Italy and the UK** include aggregated data from former everis and former NTT DATA EMEA, **All other EMEA** includes Croatia, Genius (Germany) and Vietnam. **Romania** includes data from Romania, Serbia and Turkmenistan (NTT DATA EMEA). **Peru** shows the average turnover rate between Peru (24.07%) and Ecuador (19.74%).

4.1 Professionals

Percentage of employees covered by collective bargaining agreements by country

The table shows the percentage of employees covered by the agreement, broken down by country in accordance with the applicable regulations.

COUNTRY*	EMPLOYEES COVERED BY COLLECTIVE AGREEMENTS (%)	NAME OF COLLECTIVE AGREEMENT OR LAW
EUROPE		
GERMANY	98%	*Workers Council*
AUSTRIA	99%	*Workers Council*
BELGIUM	100%	CP 200
FRANCE	100%	SYNTEC (CP)
SPAIN	100%	• Collective agreement of the engineering company sector and technical studies departments • State collective agreement of consulting, market studies and public opinion firms • Collective Agreement at the state level in the *contact centre* sector (formerly *Telemarketing*) • *Naturgy* Group Collective Agreement • Arilion, S.L.U. Collective Agreement
ITALY	100%	• National Collective Agreement for workers of companies in the distribution and services tertiary sector • Contract for Tertiary Executives
LUXEMBOURG	100%	*Workers Council*
PORTUGAL	95%	• Collective Agreement NTT DATA PORTUGAL • Collective Agreement NTT DATE BPO/centres
ROMANIA	100%	Act 62/2011, Labor Code
AMERICA		
BRAZIL	100%	Sindp, Federacíon Y, Sindicatão Y, Sindeap.

Review of collective agreements, particularly in the field of occupational health and safety

In most countries where **NTT DATA EMEAL** conducts business, there are no collective agreements in the field of health and safety. However, Italy, Spain, Portugal, Brazil and Chile do have specific collective agreements.

NTT DATA EMEAL's activity is not unionised.
The only countries with trade unions are Mexico, called Sindicato blanco or Sindicato de protección (Federación Obrera Sindical – FOS-) and United Kingdom -*Union and prospect* -.

Occupational health and safety conditions

Management systems are audited every four years and include emergency plans, preventive measures to avoid risks, industrial hygiene, air quality, light, and work centre measurements, work ergonomics assessments (special attention to disability and pregnancy), work measurement, medical check-up campaigns, first aid training, leadership and emotional management workshops (emotional gymnasium: developing skills to be able to help psychosocial risks) as well as learning to manage frustrations.

In the Corporate University, pills are developed in other languages (covid, teleworking, etc.), risk information through the intranet in the *Health & Safety community* (information on risks of your job, preventive measures, administrative processes, digital disconnection, etc.). Initiatives are exported between countries so that those companies that have no H&S system can benefit from them.

4.1
Professionals

NUMBER OF ACCIDENTS

During the last financial year, the number of work-related accidents increased only slightly, although there was a significant increase in staff.

An accident at work is any event that causes an injury to a person that occurs during an occupational activity in working hours. That is, it harms the employee, occurs during their work activity and generates sick leave; for example, 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.

The number of occupational accidents and diseases broken down by gender and country can be found in **Indicator 6 in Annex 3.**

COUNTRY	FY22 ACCIDENTS	FY21 ACCIDENTS	FY20 ACCIDENTS
EUROPE			
GERMANY	7	7	-
AUSTRIA	0	-	-
BELGIUM	0	0	0
SPAIN	9	5	4
FRANCE	0	0	0
GREECE	0	-	-
ITALY	1	1	-
LUXEMBOURG	0	-	-
NETHERLANDS	0	-	-
PORTUGAL	6	6	1
UNITED KINGDOM*	-	0	0
ROMANIA	0	-	-
SERBIA	0	-	-
SWITZERLAND (BENELUX)	0	-	-
SWITZERLAND (DACH)	0	-	-
AMERICA			
ARGENTINA	0	0	0
BRAZIL	0	0	2
CHILE	2	0	1
COLOMBIA	0	0	0
MEXICO	0	-	-
PERU	0	-	-
USA	0	-	-
GLOBAL NTT DATA EMEAL	**25**	**19**	**8**

* UK data have not been included.

04

SOCIAL

4.2 Organisation of work

With Be Flex the company reinforces its commitment to flexible working models to keep our professionals' well-being at the centre of decision making.

Be flex

NTT DaTa

FUTURE
AT HEART

Hybrid and flexible work model

The company has consolidated a hybrid working model, which combines teleworking and office work.

Thus, each worker has freedom to be flexible and can decide to work remotely or in the office according to need.

This work model is called **Be Flex** and can adjust our workers' needs and service needs to ensure that both are satisfied.

In some countries, such as Germany, Austria and Switzerland, the company also offers conciliation facilities, which allow each worker to take off up to 40 unpaid days a year. Others, such as Argentina, allow a progressive return to work at the end of paternity and maternity leave.
Mexico offers free time to reconcile work and studies, while Brazil, Colombia and Peru grant free time spouses' and children' birthdays.

As part of the **Be Flex** model, workers are currently offered three types of flexible working arrangements to take advantage of the opportunities offered by teleworking and hyper-connectivity to improve their working conditions and work-life balance.

Teleworking and hybrid work have already become the company's basic work model. In this way, even those countries that are not yet governed by the *Be Flex* model, have been able to offer the workforce the option of teleworking thanks to the continuous improvement of the tools and our teams' capabilities to prepare themselves for an increasingly demanding and regulated environment.

Thanks to our *Be Flex* strategy, we can keep the person at the centre of decision-making.

This strategy contemplates the **existing modalities** for providing remote work and teleworking services in the company.

Whenever the characteristics of the activity allow it, the company is committed to a hybrid service-provision model of 60% in teleworking and 40% in person in a reference period of three months, to combine the advantages of both modalities.

Moreover, together with the *Be Flex* model, we have implemented **Flex Help** to respond to the changing circumstances facing the hybrid work model.

Be Flex model

Type of *Teleworking*, flexible models adapted to the current situation and the company we want to be

Consolidation of teleworking, and compliance with regulations

Compensation, evolution of our model, commitment to flexibility

4.2 Organisation of work

ABSENTEEISM

This aspect is not significant 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.

Absenteeism, calculated in this fiscal year, for the first time for all **NTT DATA EMEAL**, was 1,281,910 hours.
Since the number of professionals is 50,199 employees, absenteeism per employee per year corresponds to an average of 25 hours.

For the purposes of calculation, absenteeism is taken as the hours that have been charged by employees directly in **NTT DATA EMEAL's** time-management system as "*Sickness*" (absence due to illness, with or without justified medical leave), and does not include leaves of absence, justified medical leave, maternity and paternity leave, among others, or holidays and freely disposable hours.

WORKING DAY

In all countries where **NTT DATA EMEAL** is present, it operates in accordance with 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 intensive 7-hour working hours to allow employees to better reconcile their free time. Morocco also has a 43-hour working week except during the month of Ramadan and in summer, when the working week is 35 hours.

Country	Hours	Country	Hours
Germany	40 h/week	Romania	40 h/week
Argentina	40 h/week	Serbia	40 h/week
Austria	38.5 h/week	Luxembourg	40 h/week
Belgium	40 h/week	Switzerland	40 h/week
Spain	40 h/week	Brazil	40 h/week
France	39 h/week	Chile	45 h/week
Netherlands	40 h/week	Colombia	45 h/week
Italy	40 h/week	Peru	46-48 h/week
Mexico	40 h/week	United States	40 h/week
Portugal	40 h/week	Morocco	43 h/week
United Kingdom	40 h/week		

REGISTRO DE JORNADA
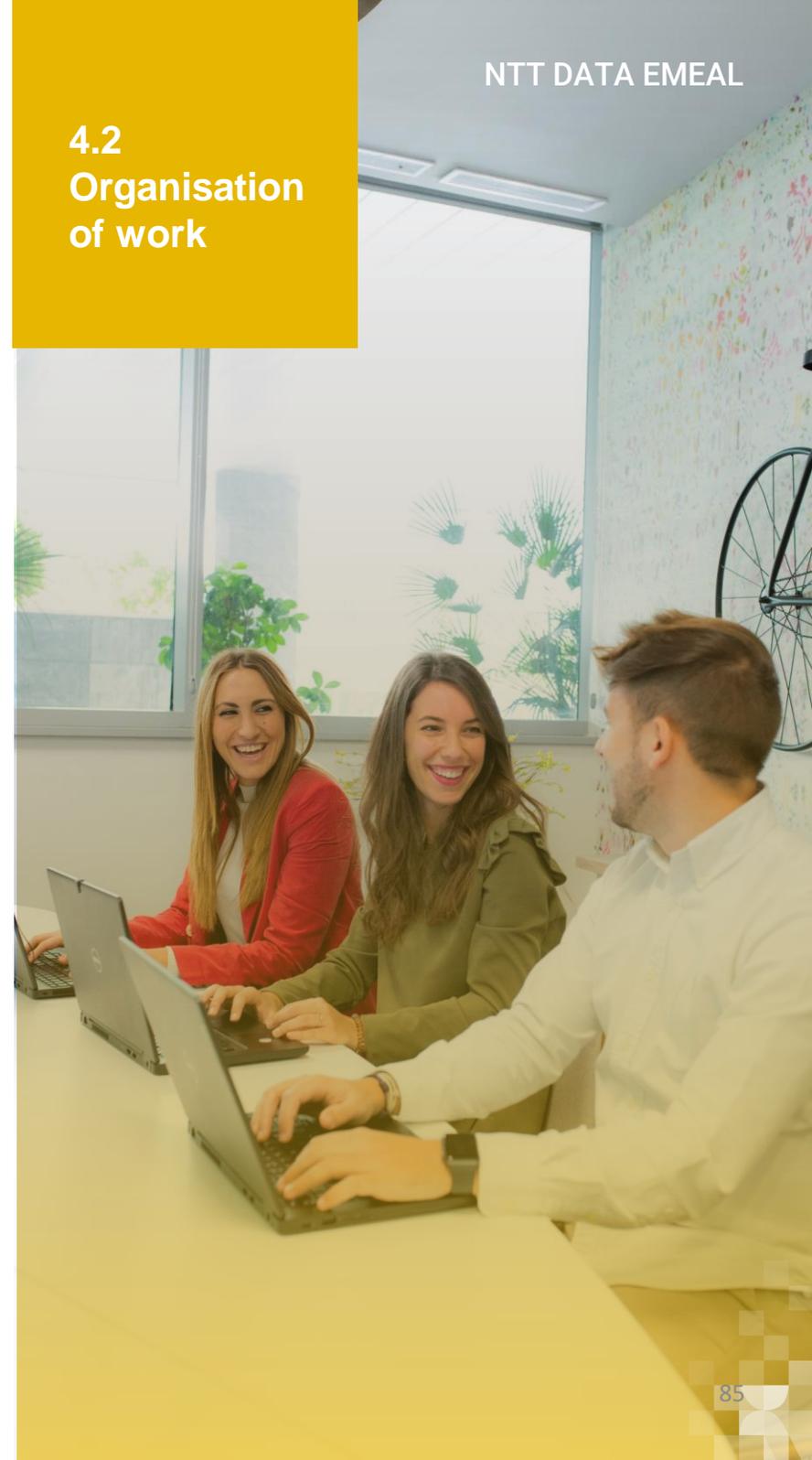
**4.2
Organisation
of work**

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 of professionals from the areas of Development and Talent, Employment Relations, and Systems to create a tool that respects the talent value proposition that is grounded/secured on a leadership of trust based on management by objectives.

Through the "mechanical" habit of recording the working day, professionals use this tool daily, 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.

OneERP, the corporate tool designed with these objectives in mind, is already implemented in the company's various centres.

DIGITAL DISCONNECTION

To guarantee this social 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 (start and end) during working hours.

Digitalisation and the advance of new technologies in recent decades have changed the way we relate to each other and, consequently, to labour relations. **NTT DATA EMEAL** recognises and considers that digital disconnection is a right, whose regulation, in addition to being necessary to make the reconciliation of personal and work life feasible, contributes to improving the health of workers.

4.2 Organisation of work

DIGITAL DISCONNECTION

COUNTRY	FY22
Germany	There is the right to uninterrupted rest of at least 11 hours after the end of the working day provided for in the Working Hours Act (*Arbeitszeitgesetz*).
Austria	There is the right to uninterrupted rest of at least 11 hours after the end of the working day provided for in the Working Hours Act (*Arbeitszeitgesetz*).
Brazil	*Equilibra* programme aiming at quality of life and disconnection from digital media.
Chile	Telework Act No. 21.220 of 26 March 2020, which establishes a right to disconnect of at least 12 continuous hours in a 24-hour period; the *Home Office* culture with good practices, ambassadors, disconnection initiatives and communities, which aims to promote flexibility, through our culture and values, specifically Responsible Freedom, which provides flexibility and at the same time requires responsibility for self-managing work, not only of working hours but also of where the work is done, where the development of working days is ruled by what is needed to meet the objectives. Home Office provides flexibility while requiring responsibility for self-managing work, not only of working hours but also of where the work is done, where the development of working days is ruled by what is needed to meet the objectives. "No matter where you are, we will always be close and connected."
Colombia	There is the Right to Disconnect from work regulated by Act 2191 of 2022.
Spain	Disconnection protocol; working hours and holidays procedure; flexibility.
Belgium	There is a right to disconnect in the *Be Flex* Policy since October 2022.
Greece	There is a right to disconnect in the *Be Flex* Policy.
France	There is a right to disconnect in the *Be Flex* Policy.
Italy	The worker is obliged to respect rest periods and to take not less than 11 consecutive hours' 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 the work performance. Operation in smart working mode must be carried out, also to ensure rest and switch-off times, within the time period between 8:00 and 20:00.
Switzerland (DACH)	There is the right to uninterrupted rest of at least 11 hours after the end of the working day provided for in the Working Hours Act (*Arbeitszeitgesetz*).
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 mealtimes" "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 in the process of regulating, a law to protect disconnection: employers must not contact employees outside working hours.
United Kingdom	*Annual Leave policy.*

**4.2
Organisation
of work**

INITIATIVES RELATED TO ORGANISING WORK

NEW WORK @ NTT DATA DACH 🇩🇪🇦🇹🇨🇭

The momentum of globalisation and digitisation caused by the COVID-19 pandemic has fundamentally changed the way we work and has transformed employees' requirements and needs and, therefore, the way work is organised in companies.

The *New Work @ NTT DATA* initiative aims to further empower employees and improve their experience and performance, providing and promoting new ways of working by strengthening open and inspiring leadership, sustainably increasing the value of cooperation and creating an attractive digital and face-to-face work environment and experience for our staff.

To address the challenges of the DACH employment market, *New Work @ NTT DATA* develops actions in 4 dimensions:

- *Leadership*, with workshops to train professionals towards the to strive for results.
- *Communication*, with exchange events that allow sharing experiences.
- *Collaboration*, with learning lunches or shorter meeting times.
- *Infrastructure*, creating and redesigning workspaces to adapt them to the future.

11

'Learning Lunches' launched

665

Attendees at the 'Learning Lunches'

04

SOCIAL
4.3 Conciliation, compensation and social benefits

The consolidation of teleworking and schedule flexibility as the main organisational model has been the company's main lever for effectively reconciling family and personal life. This is therefore one of the great benefits of working at NTT DATA EMEAL and is evident in our constant dialogue with employees.

4.3 Conciliation, compensation and social benefits

CONCILIATION, WELLBEING AND BENEFITS

Digitalisation and the advance of new technologies in recent decades have changed the way we relate to each other and, consequently, to labour relations.

NTT DATA EMEAL is a people-focused company. We put our professionals at the heart of our strategy, offering personalised, hybrid and flexible work policies that create unique work experiences that ensure reconciliation with family and personal life.

We are fully aware of the need to protect workers' health, guaranteeing their "rest time, leave and holidays", as well as protecting their "personal and family privacy".

Although the company takes a wide range of actions aimed at improving the health and well-being of **NTT DATA EMEAL's** employees, such as those that focus on work, family and personal conciliation; the countries launch local initiatives focused on the idiosyncrasy of each territory.

Belgium, France, Greece, Luxembourg, the Netherlands and Switzerland have *Energy Breaks* (wellness sessions every two weeks), mental health campaigns and *OpenUp*, an application that allows professionals to talk to a psychologist. In the Netherlands, there is also *Take 20*, a session held every two weeks at lunchtime to help people disconnect.
Switzerland also offers sports activities, such as yoga, *running*, football, etc.

Spain has measures aimed at improving the quality of employment, such as *SomosEnergy* (emotional, mental and physical health care)*,* Everbuy (discounts on products and services) and life, medical and accident insurance, among others. It also offers support measures to the families of employees, such as school aid, accumulation of breastfeeding time or choice of holidays in single-parent families.

Energyclubs are initiatives that seek the connection between professionals beyond the work environment. These are groups of professionals who share a hobby, such as groups of *energyrunning, energypadel, energyfutbol, energygaming,* etc.

Germany and Austria offer their workers physical well-being activities, such as yoga, running or football, in addition to placing at their disposal a company doctor.

Italy provides its all its workers with membership in *Gympass*, a network of gyms, studios and wellness apps**.**

Romania and Serbia also offer access to the gym to their workers.

Portugal has several programmes: *Wellbeing*, with remote or face-to-face exercise and nutrition activities. *Pulso*, through which it provides support in finance, legal matters and psychology, among others, through a team of specialised technicians available 24/7. And *Multicare Vitality*, an app connected to health insurance that generates money for workers based on the amount of exercise they perform.

Morocco offers its workers classes with a coach for specific health and welfare issues. The various regions organise activities such as yoga classes or excursions, among others.

Chile offers the *Teledoc* medicine portal, through which workers can make free consultations in general medicine, nutrition and psychology.

Colombia makes use of the *Energyclubs* where the workers carry out activities to disconnect oriented towards families and collaborators (cookery, activities for the family and children, bingos, development of artistic talents, etc.) and the *Off* meeting-Day, a space where workers can block their hours to prevent being convened to meetings. Workshops and specific talks on *well-being are also given,* such as those on managing *Burnout* and others for children and adolescents on computer security, managing emotions or *bullying* at school.

Mexico provides nutrition, medical and psychological emotional support services. In addition, it has the *Wellness program,* with talks on well-being, and the *runners'* club for workers.

Peru has a *Smart Doctor* for its workers, a free platform that provides support from professionals on psychology, nutrition and general medicine, as well as other mental and general health care programs.

4.3 Conciliation, compensation and social benefits

Regarding the compatibility of paternity / maternity with work, it is also a matter we intend to improve by promoting co-responsibility and improving the legal requirements of each country.

- In Argentina, the *NTT Family* Policy allows parents to progressively return to their jobs, as well as extended maternity and parental leave.

- In Brazil, employees who are parents are entitled to 20 consecutive calendar days of parental leave.

- In Spain, paternity benefit, a national entitlement, has been extended to 16 weeks to equate it with maternity. The company also extends the 15 statutory calendar days of lactation leave for an additional week.

- In Italy, parental leave increases to 10 days of compulsory leave plus 1 day of optional leave (if not used by the mother).

- In Peru, the policy of monitoring pregnant and breastfeeding employees has been implemented.

CONCILIATION INITIATIVES

THE PARENTHOOD EXPERIENCE   SPAIN

An example of our commitment to family reconciliation and the well-being of our employees are programs such as *The Parenthood Experience*, which offers a network of support to the company's parents. *The Parenthood Experience* understands this from a systemic perspective with an effect of the moment in life for the people with children and the teams in which they work. It extends our measures of flexibility and conciliation, which enhance a balanced combination between personal and professional life, favouring, when possible, remote work and flexibility in the exercise of functions.

872
Visualisations of the programme guides

246
Participants in the *Teams* community

GET A BALANCED LIFE MONTH   DACH

Coinciding with the 'month of balanced life', which is celebrated every year in January to encourage good habits, **NTT DATA DACH** encouraged employees to share images of how they reconcile work and personal life.

Get a balanced life month.

4.3 Conciliation, compensation and social benefits

SPORTS OFFERS

DACH

Throughout the year, **NTT DATA DACH** has organised on-site sports sessions to support the health and well-being of employees at its headquarters in Ettlingen, Karlsruhe, Munich, Stuttgart, Vienna, Wolfsburg and Zurich. Sports offerings included SUP, running, bouldering, cycling and badminton sessions.

23

Sports offers

144

Participating employees

VIRTUAL CHALLENGE

Through the United Heroes application, **NTT DATA EMEAL** has proposed a series of challenges and diverse activities that monitor the participants efforts and turns them into km. Thus, all the participants could join forces to achieve a common challenge: to go around the world (41,098 km) in 28 days.

97,000

Km travelled

2

Trips around the world

2,546

Participants

15

Corporate activities

PADDLE TOURNAMENT FOR NTT DATA EMPLOYEES

SPAIN

Madrid hosts the final of the **NTT DATA** paddle tournament, where the winners of each city compete for the number 1 position of the company.

15

Spanish cities

1,400

Participating employees

SPORTS SPONSORSHIPS

SPAIN

- We are official sponsors of the *World Paddle Tour*, the most important in the world of paddle and, in turn, we sponsor 8 professional players, of which 3 are competing for the world number 1 spot.
- We sponsor the Paralympic triathlon champion Susana Rodríguez

**4.3
Conciliation,
compensation
and social
benefits**

DIALOGUE WITH PROFESSIONALS

The importance of employee participation in company life, both through the legal representative bodies and other forms and channels of participation implemented by the Group itself, is understood by all **NTT DATA EMEAL** Group companies**.**

Therefore, and in keeping with the value of transparency that characterises **NTT DATA EMEAL**, the Group companies inform and consult the existing representative body and the workers themselves on all matters that may affect them, as well as on the company's situation and the evolution of employment. This information is provided on a regular and exceptional basis when circumstances require it, in the terms provided for in the applicable legislation in each country where **NTT DATA EMEAL** is present.

Noteworthy among the company's internal communication channels is *Doorways,* the access portal to all corporate applications and tools. Through our *Digital Workplace*, workers can keep up to date with the latest news as well as connect with people, share content, open debates on topics of general interest and discover '*communities*' from other areas in which to find information and use cases.

Its interactive search engine and its wide repertoire of documents provide all the information on the *Be Flex* process, office plans, ways of working, etc.

Doorways has also developed the ***Doorways Update*** application, an integrated solution that brings the *digital workplace* closer to the MS *Teams* collaboration application, transmitting messages to multiple teams and individuals through channel posts and chat messages.

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

Doorways
Publicado por everis
Versión 1.7.1

**4.3
Conciliation,
compensation
and social
benefits**

NTT DATA

ONE
NTT DATA
EMEAL

DIALOGUE WITH PROFESSIONALS

GET TO KNOW OUR CEOS

Who are the CEOs of **NTT DATA EMEAL**?

Through the *one EMEAL* community, our more than 50,000 employees of the organisation can learn more about the 5 CEOs of **NTT DATA EMEAL**, the contribution to the company of each of the regions they lead, and even about their tastes and hobbies.

The goal of all this is to achieve a greater understanding of the company's organisation, while showing the most accessible and personal side of senior executives.

+1,000

Visualisations of each video
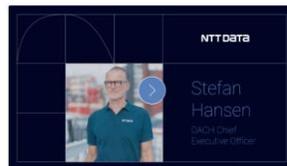
A FEW MINUTES WITH…

Who are our leaders at **NTT DATA EMEAL** and what is their vision?

Besides the CEOs there are other key figures in the organisation who have also had the opportunity to show themselves more closely to the workers. All this through videos in the *One EMEAL* community, in which they talk about both their vision of the sectors they manage and what they like to do outside work.

ALL HANDS

We have put the finishing touch to FY22 with a meeting that enabled us to share, communicate and promote our pride of belonging with the people who are part of **NTT DATA Spain**, demonstrating, once again, that we are a great team.

The event was broadcast *online* and different spaces in the offices were enabled to view the meeting in person. The session was recorded at "*The Kitchen Club*" and was energized by Miki Nadal, winner of the 6th edition of *Celebrity MasterChef*, who conducted several interviews with the participants to talk about the projects we are working on, the technological trends of the moment, the challenges for this new FY and our commitment to talent.

+2,700

Professionals followed the retransmission

4.3
Conciliation, compensation and social benefits

DIALOGUE WITH PROFESSIONALS

One Voice, the tool that **NTT DATA EMEAL** provides its employees, is a survey that is conducted globally, every two years, in all the companies of the **NTT DATA EMEAL** group, in which the internal perception of employees is valued, as is their degree of satisfaction and engagement. The survey was sent to a sample of the total number of workers between 14 November and 16 December 2022, obtaining responses from 2,212 employees.

Thanks to *One Voice*, not only is the level of engagement and commitment of professionals measured, but also a series of key factors for defining the company's medium- and long-term strategies and action plans.

92% ▲ +5% **Working environment and team**

83% ▲ +7% **Diversity and Inclusion**

68% ▲ +9% **Work-life balance**

87% ▲ +7% **Internal image of NTT DATA**

71% ▲ +6% **NTT DATA Global Culture**

76% +2% **Positive commitment**

Participation in the survey during this fiscal year was 53%, giving us an overview and identifying those areas we need to focus on to improve our business.
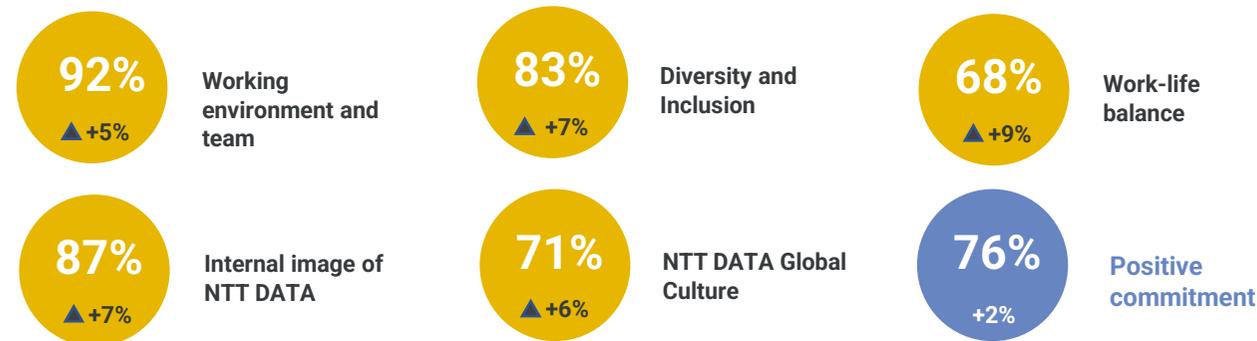
The key indicators that have improved include the following:

68% of employees consider that there is a good balance between life and work; 84% consider that gender inclusion and diversity are well promoted; 82% believe the same of culture or ethnicity; and 94% of employees value positively that the company is a globally active group. 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 and business unit managers define specific action plans to address the issues that need improving in each area.

4.3 Conciliation, compensation and social benefits

All the buildings where **NTT DATA EMEAL** offices are located comply with current accessibility regulations. As for the private spaces of **NTT DATA EMEAL** within those buildings, all the regulations relating to building and OHS are observed.

ACCESSIBILITY

As far as possible, all countries are trying to facilitate access to offices for workers with disabilities.

The buildings of our Spanish offices comply with the legislation on accessibility, OHS and suitability of workstations, with ramps and lifts, automatic doors, accessible services, leisure areas and accessible workstations, as well as ergonomic furniture and tables of variable height for wheelchairs. In the main centres there are exclusive parking spaces and in those in which the offices occupy shared buildings, there is a surveillance procedure from the building area, and nearby spaces are rented.

In accordance with regulations, the OHS area analyses the suitability and sufficiency of the emergency and evacuation devices is according to the needs of the people assigned to the building.

Other countries such as Germany, Italy, Portugal, Romania, Switzerland, Mexico and Peru have additional measures such as elevator buttons in braille format.

In Brazil, there is a specific floor adapted for visually impaired employees. A physiotherapist advises on adapting teleworking position, a measure also implemented in Colombia.

Among the measures taken by **NTT DATA Spain** is the offer of parking space, workplace adaption, teleworking options and support from specialised personnel for people with disabilities when the professional requests it.

04

SOCIAL
4.4 Digital training and education

This year, we have again promoted training programs so that our employees can continue to develop their full potential, while supporting the training of people outside the organisation to help reduce the digital divide associated with technology.

4.4 Digital training and education

INVESTMENT IN TRAINING

During FY22, **NTT DATA EMEAL** invested €25 million in training the company's internal talent, which is €4 million more than the previous year. In Spain, we invested €15 million, one million more than the previous year.

The number of **NTT DATA EMEAL** training hours increased over the previous year, reaching over 900,000 hours. In Spain, training hours significantly increased thanks to the wide range of courses and their internal dissemination through emails.

All professional categories at former everis took a training course during the year, with an average of 6.7 courses per person, higher than the previous year (5.4 per person). This is a key indicator of commitment to SDG 4 on Quality Education.

The most in demand courses are Privacy by Design and Default (PbD), Workshop: Scope Management, Workshop: Risk Management, Business Privacy and Mentoring First-Steps

TRAINING HOURS

COUNTRY	FY22	FY21	FY20
Europe			
Belgium	1,810	1,195	2,722
DACH	89,214	-	-
Spain	408,870*	343,074	446,700
France	441	273	196
Greece	740	-	-
Italy	10,850	197,233	19,575
Luxembourg	225	136	194
Netherlands	1,065	601	925
Portugal	21,077	37,608	15,996
United Kingdom	2,422	2,459	3,222
Romania	63,134	1,783	-
Serbia	5,491	0.5	-
Switzerland	109	22	82
America			
Argentina	11,029	13,180	8,758
Brazil	132,059	121,924	106,554
Chile	23,644	20,047	38,878
Colombia	42,287	17,100	12,197
Mexico	35,471	24,789	15,966
Peru	51,676*	43,847	46,383
USA	458	292	395
Africa			
Morocco	2,701	1,570	764
Global	**904,773**	**827,134**	**719,906**

*Spain provides its training hour data (408,860) plus the training hours of Andorra (10). **Peru** includes data on its training hours (50,378) plus training hours from Ecuador (1,298).

Indicator 5 in Annex 3 shows the number of training hours by category.

4.4 Digital training and education

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

University has designed a training courses catalogue organised by subject.

Moreover, thanks to the *Ulearn* **platform,** workers can easily manage their courses, whether face-to-face or on-line courses.

The channel has over 6,000 followers (2,000 more than the previous year).

University Spain has also designed training plans that meet the staff's needs regarding competencies and productivity .

- **Methodology & Certifications.** *MethodSquare* was created by *Global Delivery Network (GDN)* and *University* to constitute a new, more agile channel for accessing knowledge on methodologies.

- **Skills.** Space containing all the training courses on skills.

- **Units & sectors.** It offers training courses organised by company units and sectors.

- **Language Area.** With a great training offer and the possibility of studying one or more at the same time.

- **NTT DATA assets.** It offers 3 training itineraries: Welcome, Basics and Tools.

- *University Spain* offers 2 initiatives to facilitate learning to all Company members:

  - **Learning Bites.** With the premise of offering an *agile training,* they make available to the professional videos, podcasts, infographics... selecting the best format to facilitate learning.

  - **My Plan.** Tailored to each professional, it quickly personalises a plan, and offers the plans available to the team. Some of the training plans that can be found in 'My Plan' are:

    - *League of Learning*: training plan aimed at young, inexperienced talent with a focus on developing the consultancy profession.

    - *Univerflix:* a training plan aimed at young talent with experience focused on the continuous development of their professional career based on their growth expectations.

NTT DATA EMEAL takes the integration of its employees very seriously. That is why it provides support and training programmes from the beginning and throughout their career in the company.

**4.4
Digital training and education**

WELCOME TO NTT DATA!

The *ONBOARDING* community provides new workers with facilities for starting their professional career in the company.

It contains access to the main communities, videos and user guides of tools and applications, useful mainly during the first days of the **new incorporations.**

The **People** community holds the *WEEK OF WELCOME,* where a series of 30-minute courses are held to which all new workers attend remotely.

These courses are aimed at using **the corporate tools** and knowledge of company **policies**, **initiatives** and **communities** on which they can rely throughout their career.

4.4
Digital training and education

e-learning to stop any gap

Given that information and communication technologies have become the new paradigm of the 21st century that underpins the material basis of our lives, work and social relations, **NTT DATA EMEAL** is committed to *e-learning* as a tool to face new learning and training processes and, ultimately, to promote quality education that brings the most vulnerable groups closer to full equality of opportunities.

4.4
**Digital training
and education**

DIGITAL EDUCATION INITIATIVES

ALLIANCE WITH *TECHNOVATION GIRL*

Nineteen **NTT DATA EMEA**L teams took part in the new edition of *Technovation Girls*, the international competition that promotes *STEAM* talent in girls by developing applications with social or environmental purpose.

15
Countries represented

19
Teams

179
Enrolled:

73 Girls
67 Mentor
39 Judges

Technovation Girls 2023 - YouTube

NTT DATA EMEAL

4.4 Digital training and education

SECURITY NINJA
ITALY

Through '*Security Ninja*', **NTT DATA Italia**'s security experts raise awareness among children and their families about the main risks they may face when using the Internet, social networks, chats and on-line games. Using a simple and attractive teaching method, our experts explain the basics of correct on-line behaviour and how to have fun on-line safely.

67

Meetings

+1,300

Students*

272

Teaching hours

40

Teachers

49

Educational centres

TALENT CAMPS
ARGENTINA

In Argentina, the *Talent Camp* integrated training itineraries which, in collaboration with the National Technological University of Buenos Aires, provided technical training in *.NET Initial*, *FullStack* and *Java* to people who are pursuing university careers in technology-related areas, accompanied by significant members of the university technology staff.

After a selection process, students were hired as part of our staff while they are trained on programming languages (*JAVA*, *.NET*, *Fullstack*) in collaboration with leading lecturers from the Technological University of Buenos Aires (UTN), and other less technical skills (*soft skills*), with the support of the *University* of **NTT DATA EMEAL**.

68

People participating in the programme

PROFESSIONAL PRACTICES
ARGENTINA

This year we signed an Agreement with the Government of the City of Buenos Aires to make **NTT DATA Argentina** is one of the private organisations that provides professional educational practices to 5th year students. This alliance reinforces our commitment to quality education, providing learning and professional development opportunities to young people.

16

Work experience students

UTN.BA
UNIVERSIDAD TECNOLÓGICA NACIONAL
FACULTAD REGIONAL BUENOS AIRES
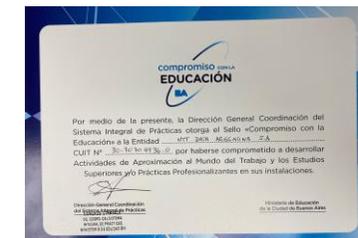
*Number calculated with an estimated average of 20 students per meeting.

**4.4
Digital
training and
education**

COACH AND EDUO PROJECTS

For yet another year, **NTT DATA EMEAL** returned to participate in the *Coach* Project and the *eDuo* Project of the *Éxit* Foundation, two programs that aim to help young people in situations of social vulnerability, motivating them, inspiring them and showing them the opportunities and outlets in the professional framework to avoid school dropout and youth unemployment.

46

Participants

23

Young people

23

Volunteers

4

Cities

Madrid · Barcelona ·
Seville · Zaragoza

BLUE ROAD ACADEMY

DACH

Blue Road Academy's mission is to create a more diverse, inclusive and integrated community of technical professionals who provide under-represented groups, such as refugees, with *Salesforce* training to help them enter the job market. Thanks to the agreement with this *partner*, the company plans to hire several of these students as junior professionals over the next two years.

3

Volunteers

6

Cities

25k

Investment

04

SOCIAL
4.5 Diversity, Equity and Inclusion (DEI)

At NTT DATA EMEAL we believe that each person is unique and together we can deliver a more diverse and inclusive future where the next generation can be who they want to be. This is why we continue to promote projects that guarantee equal opportunities and integration of people regardless of their race, culture, sexual orientation, religion, age, gender, disability or any other dimension of diversity.

4.5 Diversity, equity and inclusion (DEI)

NTT DATA EMEAL has developed a Global DEI Strategy for the period 2023-2025 as part of the company's Diversity, Equity and Inclusion Policy. Its purpose is to align the organisation with an approach to diversity that has a positive effect on the lives of the people who are part of the company and the society around us.

We are a leading technological company in the consulting sector focused on people, working for their integral wellbeing, the development of their talent and quality of life. In this context, we understand Diversity, Equity and Inclusion as basic pillars. Based on the belief that all professionals are unique, and that their diversity is an asset, we aim to promote an inclusive culture, where each person feels a part because of who they are and where a safe environment is developed between everyone in which people can contribute the best of themselves.

In this sense, NTT DATA EMEAL has a Diversity, Equity and Inclusion Policy in which a global strategy and framework for action from 2019 is based, valuing the contribution of each one from their uniqueness and their strengths. **Uniqueness** is our commitment to guarantee the freedom to exercise and show singularity, creating a psychologically safe place and offering equal and fair opportunities, as well as measures for the best balance between work, personal and family life.

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

- We aim to create an organisation in which every employee is treated fairly and is committed to their role, focusing on all aspects of diversity.

- We value our employees' uniqueness, and we connect the new perspectives and ideas created by members of our global team to provide services to a wide range of clients.

- We foster an inclusive environment where employees can bring their true selves to work, harmonising social demands and building an advanced country and a responsible company that contributes to local and global communities.

The main indicators for **NTT DATA EMEAL** to measure diversity, equity and inclusion are:

- Percentage of women in the workforce
- Percentage of women Top Executive
- Number of people with disabilities

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

The DEI Global Strategy (2023/2025) is based on these guidelines:

- Awareness
- Special focus on key processes: recruitment and promotion
- University | Training
- Gender equity
- People with disabilities | Accessibility
- Race, ethnicity and nationality
- Generational diversity
- LGBTQI+ Community
- Drive and align local actions
- Communication

And the two priority objectives for the company in this area are: to increase the presence of women in the executive layer, balancing the number of women at all levels of the organisation and to favour the inclusion of people with disabilities.

4.5 Diversity, equity and inclusion (DEI)

The proportion of women in the workforce at the end of FY22 in **NTT DATA EMEAL** was 31.48%. The distribution of women by professional category in the overall workforce is shown in the table:

GENDER EQUALITY

Our challenge in gender diversity is **to be Europe's best company for IT women.** We are aware of the magnitude of the challenge of achieving equity in senior management, attracting all the new talent possible while taking care of developing that of the women who are part of the company. We have been working for years to change this lack of equity in management positions, and we are now increasing our efforts to remove possible barriers and biases and reviewing our processes because they were not achieving the equal- opportunity ecosystem that we need. We set to work by focussing on a plan that would help us evolve our mentality and understand our reality, enabling us to influence it.

CATEGORY (FORMER EVERIS)	% WOMEN IN WORKFORCE FY22	% WOMEN IN WORKFORCE FY21	% WOMEN IN WORKFORCE FY20
PARTNER	10.22%	10.85%	10.73%
EXECUTIVE DIRECTOR	20.87%	22.45%	25.35%
DIRECTOR	21.45%	18.60%	16.15%
MANAGER	30.87%	30.01%	28.09%
LEADER	30.08%	29.63%	29.31%
STAFF	32.04%	29.70%	29.13%

FORMER NTT DATA EMEA	% WOMEN IN WORKFORCE FY22
TOP EXECUTIVE	9.55%
EXECUTIVE	24.54%
MIDDLE MANAGEMENT	24.11%
PROFESSIONAL	36.73%
JUNIOR	33.30%

NTT DATA former EMEA has updated the professional categories during the last fiscal year, so its evolution cannot be compared nor is it comparable with the former everis categories. We are working to standardise the systems in all countries and unify the data.

On the Board of Directors, 23% are women and 77% are men. All its members are over 50 years old, except for two people in the 30-50 age range.

The diversity indicator is also tracked in *OneVoice*. In 2022, the employee satisfaction rate with **NTT DATA EMEAL**'s management of diversity was 83%.

FORMER EVERIS	FY22	FY21	FY20
WOMEN ON THE WORKFORCE	31.30%	29.40%	28.80%
WOMEN TOP* EXECUTIVE	13.82%	14.50%	14.50%

*Includes Partner and Executive Director data.

FORMER NTT DATA EMEA	FY22	FY21
WOMEN ON THE WORKFORCE	32.25%	31.70%
WOMEN TOP** EXECUTIVE	9.55%	12.20%

**Includes data from the Top Executive category.

NTT DATA EMEAL	FY22	FY21
N° EMPLOYEES WITH DISABILITIES	509*	555

* UK data have not been included.

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

4.5 Diversity, equity and inclusion (DEI)

Spain has a 2022-2026 Equality Plan with objectives related to the inclusion of women in the workforce through recruitment, development, training, work-life balance, communication, remuneration and prevention of harassment.

EQUALITY PLAN

NTT DATA EMEAL promotes equal opportunities for men and women in terms of access to employment, training, promotion and working conditions. All **NTT DATA EMEAL's** professionals have the right to a suitable working environment, free from bullying and to have the means to ensure that anyone who is bullied is helped. We have established the appropriate disciplinary and corrective measures to prevent the recurrence of any such situations.

That is why **NTT DATA EMEAL** works to be a benchmark in the field of equal opportunities, to maintain a balanced gender distribution in the workforce as a whole and to guarantee non-discrimination on the grounds of gender.

In Spain, all companies are working on an Equality Plan to comply with the Organic Law 3/2007 of 22 March, for the effective equality of women and men.

In all other countries **NTT DATA EMEAL** operates in accordance with current legislation, although many 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.
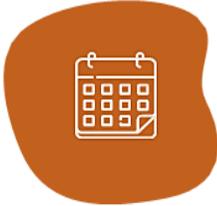
Work-life balance

- Promote the dissemination of rights regarding the conciliation of personal and family life.

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, equity and inclusion (DEI)

DIVERSITY, EQUITY AND INCLUSION INITIATIVES

NTT DATA EMEAL focuses on promoting inclusion and diversity in cultural and generational issues, supporting the presence of women in all positions, as well as measures on professional profiles and measures that promote the inclusion of the LGBTQI+ collective in all its offices and for all its employees.

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

BRAZIL

In Brazil, thanks to the company's effort to implement DEI actions, **NTT DATA** began the fiscal year by winning the Award for the 3rd best company with an *Employer Branding* strategy allied with inclusion and diversity, the adhesion to the Business Initiative for Racial Equality, the incorporation to UN Women and REIS (Business Network for Social Inclusion). We also participated in the annual *Women in Data Science Worldwide* conference, we were on the diversity stand at *Better Together*, and sponsored the *Hackaton Lab*.

In July, we launched *DiversiNews* and participated in the creation and presentation of the first '*Trans In Tech*'. We launched mandatory training on racial literacy, created the Diversity Committee, the *Talks Days*, the *Diversity Bootcamps*, and we participated in the *Women Together Americas* with tutoring for 22 women executives from Brazil. We launched the *PodcastNov* series, which consists of mandatory training on accessibility; we updated our ethno-racial statement, launched and restructured the Assistance Workshop where a large part of the *marketing* gifts are prepared internally by people with disabilities.

**4.5
Diversity,
equity
and inclusion
(DEI)**

DEI TRAINING

DACH

In **NTT DATA DACH**, we have identified the continuous training needs of the company's professionals in matters of diversity, equity and inclusion and specific modules have been developed.

16

Training attendees 'Professional interviews - without prejudice '

545

Training attendees 'Mentality, Culture and Leadership – DEI ', as part of the Welcome Days for new recruits

35

Training attendees 'Intercultural communication I and II'

68

Training attendees 'Inclusive Leadership', as part of the Leadership Programme

2,332

Training attendees 'General Law on Equal Treatment'

CONTINUING LEADERSHIP ACADEMY

ARGENTINA

The *Continuing Leadership Academy* is structured in short modules, which are presented once a month and cover different themes, repeating themselves throughout the year. It was designed to enhance different skills that provide company's professionals more tools when leading their teams, deepen their knowledge of the business, manage diversity or train negotiation skills, among other subjects.

61

Training attendees 'Inclusive leadership and diversity management'

4.5
Diversity, equity and inclusion (DEI)

GENDER EQUALITY INITIATIVES

INTERNATIONAL WOMEN'S DAY

On March, the 8th at **NTT DATA EMEAL,** we launched a global action to commemorate each woman's uniqueness. Local actions were also taken to raise awareness of the current and long-standing problems that limit the growth of women in society and at work, and the initiatives that bring them recognition. On this day, many activities are organised to acknowledge women in their different roles and to give visibility to gender inequality.

NTT DATA EMEAL also celebrates **Women and Science Day,** as well as the **International Girls in ICT** Day, with initiatives that aim to break down any gaps and empower girls to achieve their dreams.

ROMANIA

In Romania, **NTT DATA EMEAL** professionals commemorated International Women's Day by associating it with the Mărțișor, a tradition that is celebrated in March at the beginning of spring. To this end, they delivered 640 mărțișoare, bracelets that carried a double implicit message: *#EmbracingSprint* and *#EmbraceEquity*.

Besides this campaign, which made flower murals at some strategic places such as Unirii Square in the heart of Cluj-Napoca, the CFR Cluj stadium or the Cluj International Airport, 425 colleagues participated in the CelebratingUs events, organised simultaneously in the 6 subsidiaries (Brasov, Bucharest, Novi Sad (Serbia), Iasi, Sibiu and Timisoara) and the **NTT DATA EMEAL** headquarters.

4.5 Diversity, equity and inclusion (DEI)

INTERNATIONAL WOMEN'S DAY

BRAZIL

In March, Brazil also commemorated International Women's Day with a talk by Brazilian presenter and journalist Mari Palma and continued throughout the month with the launch of mentorships for women leaders and the Women and Technology meeting.

ARGENTINA

In Argentina, Sandra Bruno, Director of Human Resources at Crowe, which specialises in consulting and talent management with a gender perspective, made the attendees reflect on key concepts of diversity and equity as a path to equality.

147

Attendees

4.5
Diversity, equity and inclusion (DEI)

GIRLSGONNA

EMEAL

Girlsgonna is a global initiative for **NTT DATA EMEAL** that aims to reduce gender bias in technology and transform the world through science, technology and innovation.

This year we again broke stereotypes and eliminated the gender gap in *STEAM* fields transforming the world through science, technology, innovation and sustainability, with our '*girlsgonna*' educational initiative.

+ 260

Participants, children, teachers and volunteers

80

Families attended the workshops

Workshops held within the *Girlsgonna initiative*:

Girls in ICT

45-minute workshop on technology and *Ada Lovelace* for schools near the Zaragoza office.

50 Boys/girls attendees and teachers

Sustainability Workshop

Practical 1-hour workshop on ESG issues and social progress for participants and mentors of the *Technovation Girls* program in Spain.

60 Girls and volunteers' attendees

Women's Day in Science

Inspiring 30-minute talk in classrooms from 3rd grade to 3rd grade of ESO on diversity and gender equality.

Sustainable Christmas

Two practical 45-minute workshops on sustainability, with special emphasis on environmental protection.

50 Participating families

Friends and Family Day ISDI

1-hour workshop for families on Artificial Intelligence organised for the ISDI

30 Participating families

Technology and gaps

45-minute workshop on programming, accessibility and gender gap reduction within the framework of the Technology Olympics of the *NTT Europe & LatAm Foundation.*

150 Participating boys and girls

#girlsgonna_

DIVERSITY TALKS

Through '*Diversity Talks*', the company focuses on generating awareness and consistency about the different diversities that make it up, and expanding the inclusive culture by generating internal knowledge. In **NTT DATA EMEAL** we believe that the first step towards promoting Diversity, Equity and Inclusion is raising awareness of the circumstances that can cause conscious or unconscious discrimination and the privileges of some groups.

Therefore, we invest in specific activities together with benchmark entities and professionals that sensitise and impact us. In face-to-face, virtual and mixed formats we talk with external professionals and debate internally, which are also a springboard to show our diverse talent. We conduct at least 6 events a year, some of them coinciding with the reference months and global communication campaigns.

+10,000

Participants

53

Talks

7

Countries

Benelux / Brazil / Chile / Colombia / DACH / Italy / Peru

DACH

In February, **NTT DATA** Ensō, a space for creative people dedicated to subjects around diversity, equity and inclusion, brought 50 people together in a *networking* session with Esra Himmel, Chief Operating Officer at *goetzpartners*. Esra dealt with issues such as women and leadership or family and career by sharing her own experience after becoming COO (*Chief Operating Officer*) at the age of 36, just 5 months after giving birth to her first child, despite her difficult past and social standing as an immigrant.

50   Attendees

SPAIN

As part of International Women's Day, **Laia Arcones**, an expert on women's leadership and visibility, discussed essential concepts of gender equity.

30   Face-to-face attendees

+245   On-line attendees across Spain

Tokyo paralympic champion **Susana Rodriguez** delighted attendees with a lesson on leadership framed by her own narrative.

+60   Attendees

Diversity Talk: The Gender Challenge

22 de marzo
12:30h a 14h
Zona Polivalente
(Torre B, Planta 0, Moncloa)

Laia Arcones
Experta en Liderazgo y Visibilidad Femenina
Autora del libro Mamallosa

¿Ya te has apuntado?

5 GENDER EQUALITY

**4.5
Diversity, equity and inclusion (DEI)**

NTT DATA EMEAL

4.5 Diversity, equity and inclusion (DEI)

PULSAR PROGRAMME

In Portugal and Brazil, aware of the need to contribute to reducing the gender gap, they have implemented 'Pulsar', a program originating from the **NTT DATA Europe & LatAm Foundation** aimed at adolescent girls with high potential who, for different reasons, have limited options for achieving their life goals.

In this way, through individual mentors, women leaders in different fields act as professional role models so that, as a team, girls can discover and/or enhance their talent and continue their training path (higher education) with the help of technology.

The programme has just been recognised by 'INCODE 2030', a Portuguese government programme for promoting digital skills.

Mentoras ProgramaPúlsar

PORTUGAL 🇵🇹   **BRAZIL** 🇧🇷

9 Students

104 Students
(453 students since the start of the programme)

1 School
(António Padre Vieira Secondary School)

146 Mentoring hours

9 Mentors

2 Mentors

4 Godmothers

6 Editions

uma ação
PORTUGAL
:INCoDe. 2030

4 QUALITY EDUCATION | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS

INSPIRING GIRLS

SPAIN

Thanks to the empowerment program for girls and adolescents led by *Inspiring Girls* throughout different sessions and with the help of reference speakers, we have overcome unconscious gender biases and limiting beliefs in the participating girls, enhancing their integral development and helping them reflect on their life and professional future.

25
Girls

12
Volunteers

WOMEN TOGETHER

EMEAL

Women Together is designed to empower and guide women in the management category on their way to becoming senior executives, while developing a more open and inclusive mindset in today's senior executives.

103
Participants

3
Editions

7
Countries

**4.5
Diversity,
equity
and inclusion
(DEI)**

JURY IN THE '*GENDER AND AI CHALLENGE*'

USA

In our journey to boost female talent in *STEAM* careers we have participated as a jury of the *IDB Lab challenge* 'Gender and Artificial Intelligence', an initiative of the Inter-American Development Bank (IDB) that supports AI-based solutions that address gender inequality gaps in Latin America and the Caribbean in the areas of AI, entrepreneurship, business and social impact.

IDB Inter-American Development Bank

4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS

66

Proposals received

11

Selected solutions

Programmes started on November, the 24th until March 24th.

4.5 Diversity, equity and inclusion (DEI)

DISABILITY INCLUSION

NTT DATA EMEAL complies with the requirements expressed in RDL 1/2013, of November 29 and its compliance methodology is expressed in the table for **NTT DATA** companies in Spain, where this Royal Decree Law is mandatory.

With a more global perspective, we are also prominently promoting the *Hidden Talents* Inclusion Plan for People with Disabilities, in which we are also achieving great results, in the last year we have doubled the number of people with disabilities joining the company. We are also working on programmes and strategies that address other diversities such as the *Allies* LGTBIQA+ network (a group of over 200 allied people who coordinate activities, publications, networking round tables, etc.).

** NTT DATA Spain Technological Solutions does not justify alternative measures until the year of the certificate, 30/09/2023

*** Average number of employees in FY22, number of people with disabilities hired at 31/03/2023

**** Average number of employees since commencement of activity 01.10.2022, number of people with disabilities recruited at 31/03/2023

SPAIN COMPANIES	AVERAGE EMPLOYEES	EMPLOYEES WITH DISABILITIES	2% QUOTA	DIFFERENCE ABSOLUTE VALUE	QUOTA COMPLIANCE (%)	OBLIGATORY ALTERNATIVE MEASURES IN EUROS	ACTUAL	POSITIVE DIFFERENCE*
NTT DATA Spain Technological Solutions **	434	7	8	1	87.50	N/A		
NTT DATA Spain BPO	2,061	19	41	22	46.34	425,965.98	530,501.84	-104,535.86
NTT Data Spain	8,283	54	165	111	32.73	2,149,191.99	4,140,068.83	-1,990,876.84
NTT DATA Spain Centers	3,394	38	67	29	56.72	561,500.61	756,028.94	-194,528.33
NTT DATA Spain Infrastructures Engineering	868	7	17	10	40.32	203,364.00	207,145.83	-3,781.83
NTT DATA Spain Infrastructures Operations	501	3	10	7	29.94	146,399.42	370,873.92	-224,474.50
NTT DATA Europe & LatAm Green Engineering, S.L.U. ***	140	4	2	-2	100	N/A		
everis Aerospace***	65	1	1	0	100	N/A		
Lean Grids Services, S.L.	144	12	2	-10	100	N/A		
UTE Línea Madrid****	456	15	9	-6	100	N/A		

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

4.5 Diversity, equity and inclusion (DEI)

DISABILITY INCLUSION

The table shows the number of employees and percentage of disability in Spanish companies, at the end of the fiscal year:

SPAIN COMPANIES*	TOTAL NUMBER OF EMPLOYEES**	EMPLOYEES WITH DISABILITIES	DISABILITY PERCENTAGE		
			FROM 33% TO 65%	FROM 33% TO 65% WITH ASSISTANCE	EQUAL TO OR ABOVE 65%
NTT DATA Spain Technological Solutions, S.L.U.	447	7	5	1	1
NTT DATA Spain BPO, S.L.U.	2639	28	24	1	3
NTT DATA Spain	9683	86	68	4	14
NTT DATA Spain Centers	4379	56	42	8	6
NTT DATA Spain Infrastructures Engineering	1011	12	9	1	2
NTT DATA Spain Infrastructures Operations	624	4	4	0	0
NTT DATA Europe & LatAm Green Engineering, S.L.U.	149	4	2	2	0
everis Areroespacial	90	1	0	1	0
Lean Grids Services, S.L.	139	12	7	2	3
UTE Línea Madrid	509	15	15	0	0

*Spanish companies subject to Royal Legislative Decree 1/2013, of November 29th, 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 March 31st, 2023. It does not include employees of companies with fewer than 50 workers.

4.5
Diversity, equity and inclusion (DEI)

DISABILITY INCLUSION

Germany applies Act *154 SGB IX* with a quota of 5%. There are 43 employees with disabilities on the payroll, to compensate for the employees who fall short of the quota (71) annual payments of €174,000 are made to the employment office.

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 percentage of 5 per cent represents 254 people. Currently, the number of people with disabilities in Brazil is 166.

France applies the "*loi handicap*" Act in companies with over 20 employees, the quota is 6%; at the end of FY22 there are 51 total employees, none have disabilities.

Italy applies the specific Act L.68/1999 that requires a quota of 7%, which means 397 employees. Since the number of employees with disabilities is 28, compensation measures are applied to meet 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 **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 minimum quota, 4 people with disabilities are hired.

In **Portugal**, where the company has over 250 employees, it must have a quota of 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. Currently, there are 10 employees with disabilities, exceeding the requirements. 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.

Romania applies Acts Lg 448 / 2006 and Lg 53/2003 with a quota of 4%, and the number of employees with disabilities is 6. 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 of 4%. In the absence of employees with disabilities, alternative compensation measures are applied in this country.

In **Peru**, Act 29973, the General Act on Persons with Disabilities and its Regulations, approved by Supreme Decree No. 002-2014-MIMP of 07/Apr/2014, which establishes the obligation of private employers with more than 50 workers to hire people with disabilities in a proportion of no less than 3% of a total staff of 149 people. The number of people with disabilities in the company (7) is far from complying with the regulations, so specific action plans are being developed.

Chile, in application of Act 21.015, a 1% must be meet, it should be the numerical quota of 10 people in Santiago and 6 in Centro. Currently, the number of employees with disabilities in Santiago are 11, meeting the quota, and 4 in Centro, which is 2 employees with disabilities short of 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.

In **Mexico** there is the General Law for the Inclusion of People 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. However, Mexico has 2 employees with disabilities in the workforce.

4.5 Diversity, equity and inclusion (DEI)

DISABILITY INCLUSION

The table below shows the countries where **NTT DATA EMEAL** has companies with contracted profiles with disabilities, although they do not have a legal requirement regarding the obligation to include them. In these companies, **NTT DATA EMEAL** had 660 employees with disabilities at the end of FY22, which is 1.31% of the total.

COUNTRY	PERCENTAGE QUOTA REQUIRED BY LAW	N° EMPLOYEES WITH DISABILITY FY22	N° EMPLOYEES WITH DISABILITY FY21	N° EMPLOYEES WITH DISABILITY FY20
Europe				
Germany	5%	43	39	-
Austria	4%	0	0	-
Belgium	-	1	1	
Spain	2%	225	139	115
France	6%	1	0	-
Greece	8%	0		
Italy	7%	179	177	25
Luxembourg	2-4%	0	0	
Netherlands	-	0	0	
Portugal	2%	10	6	3
United Kingdom*			10	
Romania	4%	6	5	
Serbia	2%	0	0	
Switzerland	-	0	0	
America				
Argentina	-	0	0	2
Brazil	5%	166	148	55
Chile	1%	15	18	6
Colombia	-	4	7	0
Mexico	-	2	0	
Peru	3%	7	5	7
USA	-		0	
Africa				
Morocco	-	1	0	

* UK data have not been included.

4.5 Diversity, equity and inclusion (DEI)

DISABILITY INCLUSION INITIATIVES

UNIQUECAMP

SPAIN

Uniquecamp is **NTT DATA EMEAL's** first digital bootcamp specifically for people with disabilities; in collaboration with *Eurofirms* and F5 Factory. After a selection process in which 270 people with a disability equal to or greater than 33% initially participated, 25 candidates finally joined the first edition of the pilot project launched in Spain. The training of 850 hours over six months (from February to September 2022) has been focused on FullStack Web Development. After a second edition *of* Uniquecamp, with 15 participants, 28 of the students who passed the final evaluation have joined the company's workforce as web developers.

850
Training hours

2
Editions

40
Cities

8
Cities

28
Contracting

4.5
Diversity, equity and inclusion (DEI)

TEAM ESPADA

NTT DATA EMEAL, in its commitment to Diversity and Social Inclusion and its support of Women in Science continues to dye the streets of Madrid blue with the runners and volunteers who accompany in the Marathon Carlos García Espada, Partner Director of the company affected by ALS and leader of the Team Espada running team, together with Susana Rodríguez, the best Paralympic triathlete in the world and gold medallist in Tokyo, as well as one of the first visually-impaired doctors in the world.

150
Runners

+60
Volunteers

II CHARITY PADDLE TOURNAMENT AGAINST ALS

Last October we sponsored the paddle tournament at the Somontes Sports Club in Madrid, to the benefit of adELA, the Spanish Association of Amyotrophic Lateral Sclerosis focused on giving a better quality of life and opportunities to people affected by ALS and other motor neurone diseases. Two pairs of **NTT DATA EMEAL** players participated in the tournament and our partner and ambassador of diversity of inclusion, Carlos García Espada, added value to the day with his life testimony.

2
NTT DATA Player Couples

+700
People came to the event

123   123

04

SOCIAL
4.6 Social commitment

This year we have further strengthened our goal of transforming people's lives by developing a line of actions aimed at reducing social inequalities in the territories where we are present.

Moreover, *NTT DATA Europe & LatAm Foundation* and the global *Sustainability & ESG* area have strengthened this commitment by encouraging the participation of many company's professionals as volunteers.

04

SOCIAL
4.6 Social commitment

4.6.1 **NTT DATA EMEAL social commitment**

To contribute to achieving SDG 10 to reduce social inequalities, NTT DATA EMEAL has many third sector partners through which it develops initiatives focused largely on reducing the digital divide in the most vulnerable groups, female empowerment, the development of *STEAM* talent or the support of technology for the fulfilment of human rights.

One of these valuable partners is the *Teaming* Foundation, of which NTT DATA is the founding patron and since its creation, Teaming has raised more than €42 million for implementing thousands of solidarity initiatives.

At the same time, the entire volunteer offer of the company and the NTT DATA *Europe & LatAm Foundation* is channelled through '*The Blue Wave*', the NTT DATA EMEAL volunteer portal.

4.6.1 NTT DATA EMEAL's Social Commitment

THE BLUE WAVE VOLUNTEER PORTAL

EMEAL

The Blue Wave is the online platform for managing volunteer activities of **NTT DATA EMEAL.** It is driven by the strength, diverse talent and teamwork of all the company's professionals to create a better world. It is a space designed for employees where they can find all the information on the initiatives that **NTT DATA EMEAL** is promoting **to help build a better world through diverse talent and responsible technology**, in order to favour vulnerable groups and collaborate on conserving the environment.

Work is currently underway to extend coverage of activities to European countries, and to translate it into Brazilian Portuguese.

8,814

Visitors

783

Registered Users

36

Volunteering activities published since the launch of the portal

648

Participating Volunteers

Teaming

4.6.1 NTT DATA EMEAL's Social Commitment

Europe

TEAMING

Teaming, an initiative founded and supported by **NTT DATA EMEAL**, is the largest on-line micro-donation platform in Spain. It raised €8.7 million in 2022 and has an annual growth of 13%. The initiative helps free of charge -with the tool and training- over 9,000 entities to finance and make sustainable essential projects with 'S' for Social, which improve people's lives. In *Teaming* anyone, regardless of their economic situation, can help a cause with €1 per month and at the same time, non-profit entities can have a free online tool and training to connect with new donors.

€8.7 M

Raised in FY22

13%

Increase in collection in 2022

9,697

Solidarity Projects

359,506

Active Teamers

+€42 M

Raised since inception

94,364

New *Teamers* in Fiscal Year 22

127

4.6.1 NTT DATA EMEAL's Social Commitment

MY GRANDFATHER IS A HACKER   SPAIN

This year we have collaborated with the 'Adopt a Grandparent' association participating in recreational activities that help reduce the existing digital divide among older people.

+40

Participants

+20

Volunteers

+20

Older people

2

Cities (Madrid and Seville)

ALLIANCE WITH *UNITED WAY*   SPAIN

Thanks to our alliance with *United Way*, we continue to collaborate on initiatives that reduce school dropout by orientating students to the TECH professions.

Programmes carried out:
- *Mujeres TECH* (10 volunteers): where women engineers share their experience in the *STEAM* world. MUJERES TECH
- *Tech4Change* (11 volunteers): prevent high school dropouts using technology. TECH 4CHANGE
- *Finance4Change* (5 volunteers): where students can learn from other references in the business world. FINANCE4CHANGE
- Introduction to Computational Thinking (6 volunteers): where students learn that technology can change lives and become an educational and work opportunity. INITIATION TO COMPUTATIONAL THINKING
- Professions Fair (23 volunteers and + of 120 engineering students): where students learn to find their vocation by making educational decisions. PROFESSIONS FAIR

127

High school students

55

Registered Volunteers

4.6.1 NTT DATA EMEAL's Social Commitment

Programa mais impacto

10 REDUÇÃO DAS DESIGUALDADES

O **Programa Mais Impacto** é um programa multi-tecnologia que pretende dar ferramentas a organizações sem fins lucrativos para que estas possam **atingir de forma mais eficiente os seus objetivos e aumentar o seu impacto.**

PORTUGAL

'MAIS IMPACTO'

In Portugal, since 2020, the *Mais Impacto* programme has reduced digital inequalities by providing technological tools to non-profit organisations so that they can become more efficient in achieving their goals and increasing their impact. It is about democratising technology to help improve management of NGOs and thereby increase their effectiveness on the causes for which they work.

5

Programs implemented in NGOs since the start of the project

€150,000

Value of resources used since the start of the project

25

Employees involved in carrying out projects since the start of the project

4 QUALITY EDUCATION | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS

'LAB2MARKET'

We continue to partner with IST and i-Deals to promote 'Lab2Market', an initiative to support research teams as they develop their projects and patents, transforming them into products that can be put on the market as a way of contributing real value to society. Since its inception in 2014, **NTT DATA EMEAL** has supported around 40 projects.

4

Projects supported

4

Teams

€25,000

Value of resources used

4

NTT DATA mentors

4 QUALITY EDUCATION | 8 DECENT WORK AND ECONOMIC GROWTH | 17 PARTNERSHIPS FOR THE GOALS

'ESCOLA 42'

NTT DATA EMEAL continues to support the development of *STEAM* talent in Portugal through 'Lisbon 42', an educational institution with an innovative pedagogical model dedicated to training talent in information technologies. It is presented as a 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.

€25,000

Donation

NTT DATA E 42 LISBOA ASSINAM PARCERIA
PARA PROMOVER FORMAÇÃO DE TALENTO

4 QUALITY EDUCATION | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS

4.6.1 NTT DATA EMEAL's Social Commitment

DACH 🇩🇪 🇦🇹 ➕

ENROLMENT IN GERMAN BONE MARROW DONOR DATABASE

We take advantage of the summer events at our DACH headquarters to draw attention to the important issue of bone marrow donations, because every 12 minutes a person in Germany receives the devastating diagnosis of blood cancer, which remains the most common cause of childhood cancer-related death. Many patients cannot survive without a life-saving stem cell donation, and finding suitable donors is always a race against time. A total of 91 **NTT DATA DACH** professionals were registered in the German database.

91

Enrolled

AUGUSTINUM COOPERATION

In relation to the Diversity and Inclusion strategy and, with the aim of keeping people with mental disabilities active in society, in Germany **NTT DATA EMEAL** has supported the "*Heilpädagogisches Centrum Augustinum*" for over 20 years. This is a rehabilitation centre that offers care services to young people and adults with mental and multiple disabilities and offers comprehensive advice and guidance to family members. Thus, every three weeks, 6 people from the *Augustinum* come to the Munich office.

6

Participants

DACH 🇩🇪 🇦🇹 ✚

VISIT TO THE *SAMUEL HEINICKE* SECONDARY SCHOOL

The DACH CX CRM team visited *Samuel Heinicke* Secondary School, a German school for students with hearing impairments. During the day, the company's professionals created a shelter for bees and insects and a children's park, which can also be used as an outdoor green classroom. They also taught courses to prepare children for their first job interviews and explained the role of IT professionals in the company.

100

Students

5

Augustinum Gardeners

'*ARTHELPS*' CHARITY ART EXHIBITION

In Germany, **NTT DATA EMEAL** has collaborated with the art charity exhibition organised by 'ARTHELP', a non-profit company of artists and creative people who help people in need through art. ARTHELP has created a platform where users can unleash their creative potential. By exhibiting and selling their creations and products, people's personal hopes and fears are made public. Revenues generated by exhibitions, campaigns or even books are directly invested in new social projects, in places such as Ukraine, Iraq, Brazil and some African countries.
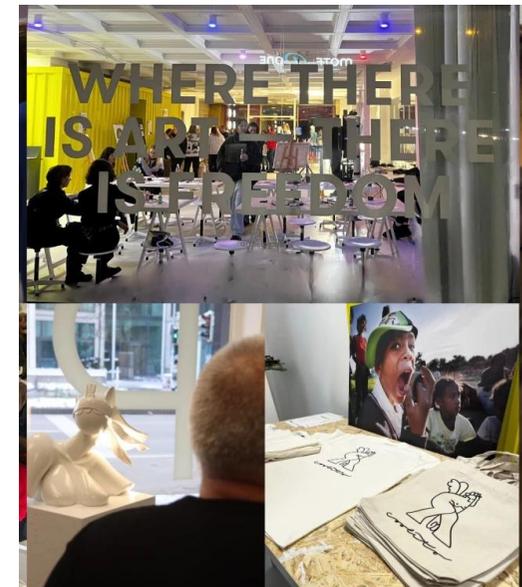
4.6.1 NTT DATA EMEAL's Social Commitment

'*HOT MEAL*' PROJECT

In a communal kitchen in a space provided by the Cluj-Napoca City Council, 250 hot meals are prepared daily to feed children assisted by a number of local NGOs, residents of the Emergency Social Centre for adults and vulnerable homeless people who come to *Cipariu Square* at 3 p.m. In February, seventeen colleagues from **NTT DATA Romania** collaborated by preparing the daily menus.

10 REDUCED INEQUALITIES

17

Volunteers

NTT DATA EMEAL CHRISTMAS

Again, at **Christmas**, **NTT DATA EMEAL** professionals have tried to fulfil the wishes of the people who need their solidarity most. The most disadvantaged children and non-profit organisations working with vulnerable groups have benefited from our actions, such as the global Christmas campaign that donated a total of **€25,000** to organisations in all EMEAL countries.

1ST SOLIDARITY CHRISTMAS MARKET

SPAIN

45 NGOs participated and benefited from the funds raised in the '**1st NTT DATA EMEAL Solidarity Market**', organised in our Spanish offices.

45
NGOs

List of participating NGOs
AECC Alicante / AECC A Coruña / AECC Bilbao / Asociación Libertad / Asmun / Anilia / Asociación Anda / Aspali / ASPA / Anfaco / Artefíos / Agaela / Aga Ucraina / Ambulancia del Deseo / APNABI / AMES /APTACAN / APSA / Bokatas / Baloncesto sin rasgo / Calcuta/ Coopera ONG / Colores de Itwillbe.org / Conexion Felina / Comercio Justo Valladolid (Oxfam Intermón) / Defensa Animal Laguna / Down Sevilla / Down Valladolid / Defensa Felina / Fundació Portolà / Fundació Roure / Fundació Ared / Fundación Lukas / Fundación Prodis / Fundación 14KM / Fundación Alas / Fundació Verón / Juntos por la vida / Karuna Social Programme / Mujeres Burkina / Prometeo / Princesa RETT / Sueño de Vicky / Vida Útil / VoluntaRY.

4.6.1 NTT DATA EMEAL's Social Commitment

NTT DATA EMEAL CHRISTMAS

REAL WISE MEN

SPAIN

This is a non-profit project in which hundreds of people collaborate in a selfless way to return the hope and enthusiasm to children, the elderly and the most vulnerable people through a **gift from the Wise Men**. Through this initiative we were able to deliver anonymous letters to our professionals so that they could become Melchor, Gaspar and Balthazar for a day and anonymously send the gifts desired by the recipients.

817

Volunteers

GIFT SHOWER

DACH

Every Christmas for 15 years, **NTT DATA DACH** employees have helped organisations that support children from difficult social backgrounds by fulfilling their wishes with gifts, vacations for their families or donations to non-profit organisations that provide children's kitchens and educational support.

119

Wishes fulfilled

15

Editions

SOLIDARITY CAREERS

This year, **NTT DATA EMEAL** has continued to promote sport to promote professionals' well-being and strengthen the team spirit and pride of belonging to the organisation while supporting social causes that have affected many disadvantaged groups.

Thus, as well as the *Team* Espada challenge, this fiscal year **1,936 NTT DATA EMEAL** professionals have added kilometres to the solidarity races.

 ROMANIA

INTERNATIONAL SIBIU MARATHON

On 4 June 2022, 25 colleagues from **NTT DATA Romania** participated in the Sibiu marathon, a philanthropic competition where different NGOs present solidarity projects that runners can choose to support with their participation fee, as well as mobilise a group of sympathisers who share the same desire.

26

Runners from NTT DATA ROMANIA

4,636

Participants in the race

BRASOV HEROES

On 3 September, 18 **NTT DATA** teammates from Romania participated in the *Brasov Heroes* obstacle course in *Lake Noua* where, like the Sibiu Marathon, runners choose a cause to compete for.

18

Runners from NTT DATA ROMANIA

1,601

Participants in the race

4.6.1 NTT DATA EMEAL's Social Commitment

AMERICA

DIGITAL LOVERS RUN FOR THE SDGS

This year, nearly 2,000 **NTT DATA EMEAL** professionals joined the global challenge of running 7,700,000,000 seconds, one for each inhabitant of the planet, to draw attention to the need to carry out actions that contribute to achieving the 17 Sustainable Development Goals.

1,722

Runners

21,200,000

Seconds run

8 countries

Argentina, Brazil, Chile, Mexico, Peru, USA, Ecuador, Colombia.

DACH

TURN THE WORLD BLUE AND RACE FOR WOMEN

We continue to promote sport to support social causes with the participation of DACH professionals in 2 charity races: the "*Turn the World Blue*" race in November 2022, to raise awareness of the dramatic situation of many children around the world and support their well-being through the United Nations Children's Fund; and the "Women's Day Race", in March 2023, to support different charities in favour of women and girls with difficult life circumstances.

154

Km run in '*Turn the world blue*'

20

Runners in total

60

Km run in the "Women's Day" race

SPAIN

YOUR MILES MAKE US FEEL ALIVE

NTT DATA EMEAL continues to support the SEHOP Foundation since its inception through "Your Kilometres give us Life", a solidarity race for the fight against childhood cancer that this year has celebrated its 10th edition in Seville.

04

SOCIAL
4.6 Social commitment

4.6.2 NTT DATA Europe & Latam Foundation

The NTT DATA Europe & Latam Foundation, which is 100% funded by the company, aims to stimulate entrepreneurship and promote the development of digital skills in adults, children and adolescents. Thanks to the altruistic commitment of volunteers, they make technology an essential tool to generate value in all the countries where we are present.

Technology serving society

COMMITTED TO ENTREPRENEURSHIP AND DIGITAL EDUCATION

4.6.2 NTT DATA Europe & Latam Foundation

PLAY AND MAKE IT
NTT DATA FOUNDATION

eAWARDS & YOUR SOCIAL AWARDS

Support for entrepreneurs with innovative, scalable and sustainable technological proposals.

(See section 2.7.3)

TECHNOLOGY OLYMPICS

Under the premise of "*Play and Make it*", the **NTT DATA *Europe & Latam Foundation*** promotes initiatives to reduce the digital divide, promote computational thinking and bring children and young people closer to programming and technology not only as consumers, but also as creators.

An example of this is the International Technology Olympics, an on-line programming competition that allows children and adolescents to create and design their own video games through a learning platform.
The project has just been recognised in Portugal by INCODE 2030, an initiative of the Portuguese government to promote digital skills.

+1.600
Participants

5
Languages

+300
Volunteers

10
Countries

50
Educational centres

SCHOOL OF DIGITAL TALENT

As the gap between the demand and the supply of the labour market in basic programming work continues to increase worldwide, the
NTT DATA *Europe & Latam Foundation* has created a free, employability-focussed, on-line programming **bootcamp** to train people without previous knowledge in the most in-demand programming work.

uma ação
PORTUGAL
INCoDe.2030

+ 6.700
Applicants

90
Participants

6
Countries

75
Mentors

04

SOCIAL
4.6 Social commitment

4.6.3 Donations

Another way in which NTT DATA EMEAL provides support to society is through economic and in-kind donations that positively contribute to non-profit organisations that channel them to support vulnerable groups, both in their daily work and part of their business name, and in specific humanitarian emergency situations in which a rapid response is required.

4.6.3
Donations

In fiscal year 22, **NTT DATA EMEAL** donated 728,299€ to non-profit organisations working on causes aligned to the company's ESG strategy. In Spain, the company has donated almost 200 computers, over 110 monitors and 20 televisions and projectors, to 10 beneficiary entities that have been able to continue with the development of their social work.

When donating, the selection criteria of the beneficiary entities is closely related to the alignment of their corporate purpose with the company's main ESG impact areas, as well as with the 9 strategic SDGs. At the same time, this selection criteria is also influenced by our main *stakeholders*, since both employees and customers usually have the opportunity to actively participate in the final decision to contribute donations.

04

SOCIAL
4.7 Economic growth

Once again, we have continued contributing to local development creating quality employment, supporting both our suppliers and entrepreneurs and meeting our clients' expectations.

04

SOCIAL
4.7 Economic growth

4.7.1 **Clients**

4.7.1
Clients

NTT DATA EMEAL's policy with clients is based on two fundamental aspects: proximity and innovative, comprehensive and high-quality solutions. To this end, each client is assigned to a manager responsible for all the activities that affect them, from the identification of needs to the execution of the projects.

To find out the degree of client satisfaction with respect to the quality of service provided by **NTT DATA EMEAL**, various communication channels have been articulated with them:

- **Client satisfaction survey.** As every year, we prepare a report that compiles the answers our clients have given in our surveys. The objective is to measure the degree of customer satisfaction with the quality of the service we provide, for which detailed questions are posed. Every year satisfaction has always been higher than 7.7 points out of 10, with a trend of improvement. In FY22 we obtained an annual client satisfaction score of 8.6, maintaining the positive trend of previous years.

The methodology used consisted of conducting on-line interviews with 417 contacts, on 531 projects, representing 8.4% of the total project accounts with works executed during the year. This assessment represents 45.7% of strategic clients surveyed.

Among the aspects most valued by clients, the "Quality of the professionals" (with 17.1% of responses), "Responsibility and Commitment" (16.5%), followed by "Relationship with the client" (15.5%), stand out. Areas for improvement include "Turnover" (15.6%) and "Management capacity" (14.6%)".

- **Client Management.** Each of our clients has a *Client Manager*, who is responsible for directly addressing any concerns or worries that might be raised to the client and leads the associated action plan to resolve potential contingencies.

- **Claims Management.** This process is under the responsibility of the Legal area of **NTT DATA Spain** which periodically sends to the Quality area any Complaints or Claims from clients they have received from the project. By Complaint or Claim is meant all pre-contentious, contentious, litigation or conflicts related to the quality of the project. No legal claims have been reported by our customers during FY22.

- These claims are recorded for control and subsequent analysis in case any lessons learned could be obtained to include it in the methodology or define some action at the corporate level to improve the deliverable.

- Before it becomes a complaint and it reaches the Legal department, the company has an escalation mechanism that the project managers follow so the non-conforming situation can be evaluated, and the necessary solutions and responses can be provided to meet the client's expectations and thus maintain their levels of satisfaction. This scaling mechanism includes those responsible for accounts, business units and sectors.

- Information on the communications received through social networks related to Quality and Environment is periodically requested from the *Brand and Communications* area.

FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
7,9	8,0	8,1	7,7	8,1	8,1	8,2	8,5	8,5	8,6
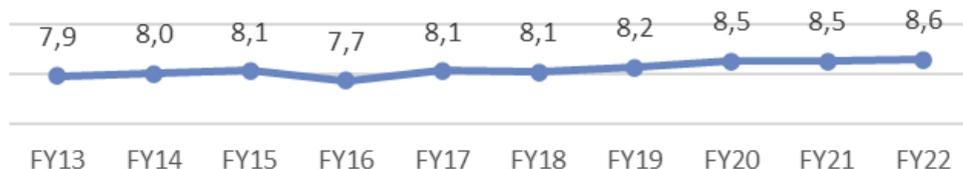
**4.7.1
Clients**

The contracts signed by **NTT DATA EMEAL** provide the client with systems and services that meet those offered and stipulated.

NTT DATA EMEAL signs appropriate contracts with clients, providing systems and services as offered and stipulated.

As part of its commitment to confidentiality, it manages customer information in accordance with contracts and the relevant laws and regulations relating to personal data protection, establishing, in addition to the surveys, the following channels of dialogue:

- Business proposals and their follow-up

- Business development activities

- Events: congresses and conferences

- Satisfaction surveys

- Annual sustainability report

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4.7.1 Clients

BBVA implements a comprehensive solution in the cloud for the automated management of its environmental data

CLIENT SUCCESS STORIES

SUSTAINABLE BANKING

Sustainability in financial sector companies is increasingly positioned as one of the transforming pillars. That is why **NTT DATA EMEAL** works with large banks, offering them services aligned with sustainability through projects related to consumer-based financing and green mortgages, the development of tools for calculating the carbon footprint, consultancy services for green financial operations, etc.

BBVA specifically applies sustainability as a strategic priority in all its areas of action, including the management and improvement of its work centres.

The company is committed to solutions that lead to a sustainable green transition, and, under this premise, has implemented Salesforce Net Zero Cloud, a Cloud development for the integral management of environmental data of its corporate buildings. With this initiative, the entity will optimise its processes for measuring its carbon footprint and eliminate manual procedures.

BBVA has chosen **NTT DATA EMEAL,** specialised in system integration, to integrate this solution.

NET ZERO CLOUD FOR GREATER SUSTAINABILITY

The solution developed by **NTT DATA EMEAL** proposes a system that uses *Salesforce Net Zero Cloud to* automate the entry of data and calculations, help to obtain a granular and transversal analysis of the consumption of BBVA properties at a global level and define alerts in the key indicators.

This comprehensive cloud solution will allow the financial institution to simplify the process of sending and validating information, providing carbon footprint indicators and emission-reduction monitoring figures.

Benefits for the organisation include:

- Ability to monitor the evolution of the main environmental indicators of its corporate buildings and its commercial network of offices in the countries where it operates.

- Generation of different scenarios to analyse the evolution of its indicators in relation to its environmental commitments.

RECOGNITION

SALESFORCE PARTNER INNOVATION AWARD

NTT DATA EMEAL has won the *Salesforce Partner Innovation Award* in the "*Net Zero*" category, which recognises the best initiatives aimed at improving the sustainability of companies.

This award recognises **NTT DATA EMEAL's** ability to advise its clients in the responsibility of aligning their business plans with the fulfilment of the Sustainable Development Goals. Salesforce's Executive Vice President of Partnerships and Channels said that the winners of this award, such as **NTT DATA EMEAL**, help customers grow faster and go further in this new digital economy.

The solution will allow BBVA to employ an active and data-driven management of its sustainability policies.

4.7.1
Clients

CLIENT SUCCESS STORIES

ENERGY TRANSITION

The Inter-American Development Bank (IDB) is a financial institution that supports development in Latin America and the Caribbean, promoting economic growth and improving the quality of life. Since 2018, the IDB has been a key player in promoting decarbonisation, energy transition and the development of hydrogen technologies in Costa Rica.

Therefore, the IDB commissioned **NTT DATA EMEAL** to develop a National Green Hydrogen Strategy to identify the opportunities, gaps and action plan necessary to develop the green hydrogen market in Costa Rica.

COSTA RICA NATIONAL HYDROGEN STRATEGY

Costa Rica's National Green Hydrogen Strategy was based on multiple pre-existing IDB-funded studies on the potential for green hydrogen production and adoption in the country, and focused on developing initiatives, a line of critical actions and identifying key actors to materialise the country's opportunities around this new energy vector.

In response to the need for hydrogen integration in Costa Rica, **NTT DATA**'s focus was on reviewing previous studies, including market analysis assessing hydrogen production costs, identifying priority applications aligned with decarbonisation objectives. Regulatory facilitators, incentives and international references for the production, storage, transport and use of hydrogen were also analysed.

The scenarios were prepared using nationally available renewable energy sources to produce hydrogen over time, with the long-term goal of achieving Costa Rica's carbon neutrality by 2050.

The efforts made aimed to lay the foundation for a sustainable and integrated hydrogen economy in Costa Rica, including aspects such as diversity, equity and inclusion (DEI) in the Green Hydrogen Value Chain.

RESULTS EXPECTED FOR 2030

18,000

Full-time jobs created by the hydrogen industry

1,900

$ millions of expected investment

+400,000

Tons of CO_2 and avoided per year by adopting hydrogen

**CLIENT SUCCESS
STORIES**

FOOD SUSTAINABILITY

Moving towards a more sustainable food system is one of the priorities for achieving a climate-neutral Europe by 2050 while protecting the environment and preserving biodiversity (*Farm to Fork* strategy). To this end, the role played by organic farming is essential, as it encourages the adoption of production techniques that respect the environment, circularity and animal welfare.

In this context, the aim of the European Union's food quality policy is to protect the names of specific products in order to promote their unique characteristics linked to their geographical origin and traditional know-how. However, given their undeniable value, these quality-labelled food products are often prone to adulteration and fraud through misuse and falsification of labels, which poses a major problem for producers and consumers.

THEROS PROJECT

This is how *THEROS* arose, a project that aims to end this type of food fraud by implementing a new integrated toolkit capable of verifying the labels of organic food and their geographical origin. Specifically, it will devise low-cost, digital and scalable solutions that are based on Earth observation, photonics, the Internet of Things (IoT) and DNA authenticity methods, combined with advanced analytics, machine learning and artificial intelligence.

This is a 3-year project funded by the European Union, in which 17 partners from different countries participate, including **NTT DATA EMEAL**.

NTT DATA EMEAL's participation in *THEROS* consists of developing *BlockChain* traceability by integrating four different IoT technologies that provide information on the composition, origin and quality of agri-food products, as well as the final verification provided by the participating certification agencies.

4.7.1
Clients

**Co-funded by
the European Union**

CASE STUDY

GALICIAN MUSSELS

Four pilot projects will be carried out to guarantee the origin and quality of different products to implement a multi-technological system capable of providing a "Digital Product Passport". In Spain, it will focus on products with a protected designation of origin (PDO).

The PDO *Mexillón de Galicia* is the official body in charge of protecting the production and trade of the Galician mussel, a product which, due to the combination of the harvested species (*Mytilus galloprovincialis*) and the environment in which it is grown, has been recognised as a product of very high value, with the PDO that ensures its origin and quality according to EU standards.

The role of **NTT DATA EMEAL** will consist of managing the traceability of the stakeholders in the mussel supply chain, using a DNA authenticity kit as a verification technique to verify the origin.

An integrated toolbox for improved verification and prevention of adulterations and non-compliances in organic and geographical indications food supply chain

4.7.1
Clients

CLIENT SUCCESS STORIES

SUSTAINABLE MOBILITY

Sustainable mobility is a concept that is gaining more and more weight in our society, and that relates to the change in the way we move, moving from traditional transport models, such as the private vehicle and fossil fuels, to others based on renewable sources and with lower CO_2 emissions. Sustainable mobility is also concerned with inclusion and access to mobility, regardless of users' income or location.

In line with all this, **NTT DATA EMEAL** carries out projects related to ticketing and information services in public transport, management of low-emission zones in cities, management of recharging of electric vehicles, collection and processing of mobility-related data to allow sustainable mobility, urban mobility planning, and many more.
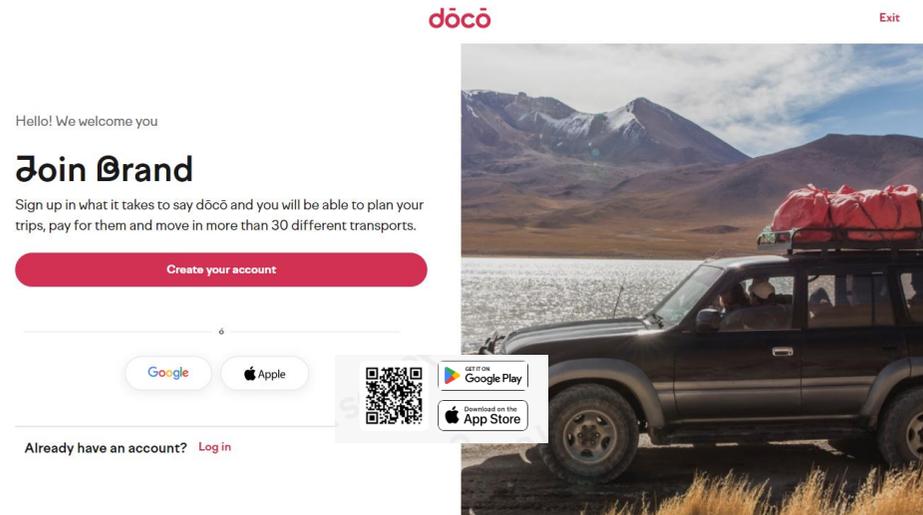
CASE STUDY

DEVELOPMENT OF THE DŌCŌ PLATFORM AND APPLICATION

In the last year, in addition to the services, **NTT DATA EMEAL** together with *Siemens Mobility* has developed a comprehensive mobility application for the Spanish rail transport company Renfe.

This is dōcō, a mobility application designed to answer the questions "where do I go?" and "how do I go?" offering users the multiple options for their trip, since in dōcō you can combine train, motorcycle, taxi, VTC or scooter.

Whether for day-to-day or leisure travel, dōcō allows you to specify your travel preferences, giving you the option to choose between the cheapest, fastest or greenest routes. The application also encourages the use of collective transport, offering the most sustainable routes possible.
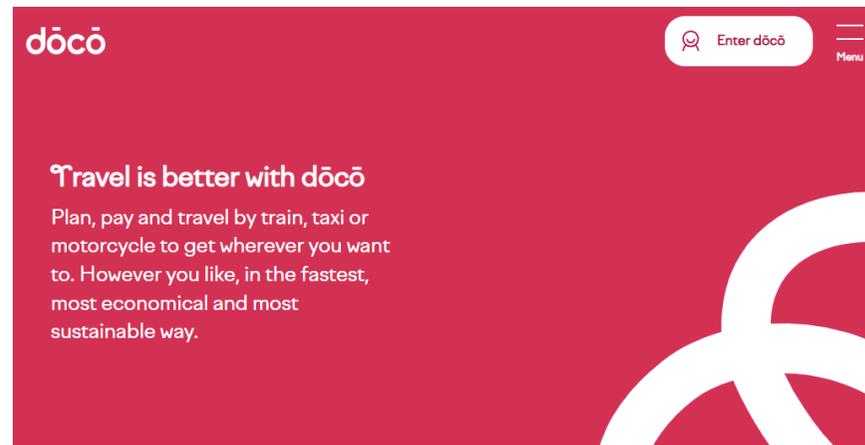
4.7.1 Clients

CLIENT SUCCESS STORIES

Besides the projects already mentioned, **NTT DATA EMEAL** develops many digital solutions related to sustainability, some of them being used by clients and the company itself.

CLIMATE CHANGE, ENVIRONMENT AND SUSTAINABILITY

- **Meet Zero**. This is an infrastructure in which carbon credit transactions can be managed and which provides a management and control environment for reducing emissions, using *blockchain* technology.

- **Swalert**. This is an IoT-software platform that allows the monitoring and early warning of contamination or variations in water quality through the technique of surrogate parameters.

- **allWaste.** A low-cost solution designed to control and manage the waste collection and road cleaning service. It is based on a system of content-level sensors inside all containers, on-board telemetry equipment in all fleet vehicles and, portable devices to assist the operations of field personnel and supervisors.

- **Ambit**. An essential tool to manage the risks and opportunities associated with climate change and align the banking strategy accordingly. This solution allows a rationalised analysis of the scenarios related to the climate of the credit portfolios, helps reallocate capital and responds to the new expectations of the regulatory bodies in the matter.

- **Umbiombu** is a specialised tool that allows companies to manage their Corporate Social Responsibility (CSR) strategies and projects by defining a hierarchy of objectives, programmes, projects and tasks to be monitored, mapping them to the UN Sustainable Development Goals (SDGs). It contains three additional modules: Carbon footprint measurement (Scope 1 and 2), Volunteer Portal and Reporting on key indicators (based on GRI standards, *Global Reporting Initiative*).

CONTROL OF THE SUPPLY CHAIN

- **IoTrace** is a solution based on *blockchain* technology that generates a comprehensive traceability of the product throughout its life cycle.

- **Blokeep** is a blockchain-based environmental certification tool for managing the Corporate Social Responsibility (CSR) certification processes, including all the related data and documentation.

- **Zoomlo Tracker** is a shipment tracking and asset-management platform structured to ensure reliable monitoring and management of goods throughout their life cycles, which favours compliance with environmental standards applicable to certain products and promotes the sustainability of the process.

MOBILITY

- **NTT DATA LEZ Solution** is a comprehensive solution for managing *Low Emission Zones* (LEZ) in urban environments.

- **CharLot.** A platform for managing the recharging of electric vehicles as an interoperable network.

- **Moverick** is configured as a set of solutions and systems to integrate mobility and road safety management in urban environments under the same platform, facilitating digital transformation and public-private collaboration through innovative technologies and the integration of services in the city.

04

SOCIAL
4.7 Economic growth

4.7.2 **Suppliers**

4.7.2 Suppliers

NTT DATA EMEAL seeks to promote the development and sustainability of all the communities in which it operates. For this reason, it actively collaborates with other actors in society, supporting and promoting initiatives that have a favourable effects on the population and the environment, especially through initiatives and projects of entrepreneurship, innovation and social action.

LOCAL PURCHASING

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

By sourcing procurement in local suppliers **NTT DATA EMEAL** contributes to the development and growth of the business fabric of its communities. In 2022, in former everis and NTT, 85.5% 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 implementation in April 2022 of a new corporate tool, **SAP Ariba**, for managing purchases with suppliers is noteworthy.

After implementation in the former everis countries, in FY23 Q1 it will be deployed in Italy as a former EMEA country. The planned roadmap for the rest of the countries is UK - FY23 H2, DACH & ROMANIA - FY24.

During FY23, the *SAP Ariba Supplier Risk* tool will be implemented, a solution that helps eliminate the challenge of supplier risk management, monitoring the aspects of supplier life cycle management in four main risk dimensions**:** **financial**, **operational, environmental and social, and regulatory and legal.**

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

Procurement

Ariba Services

4.7.2
Suppliers

PERCENTAGE OF LOCAL PURCHASES NTT DATA EMEAL

	% LOCAL PURCHASES FY22	% LOCAL PURCHASES FY21	% LOCAL PURCHASES FY20
EUROPE			
GERMANY	75%	67%	-
AUSTRIA	98%	25%	-
BELGIUM	70%	47%	44%
SPAIN	84%	89%	87%
FRANCE	86%	100%	100%
GREECE	99%	-	-
ITALY	87%	94%*	88%
		86%**	-
LUXEMBOURG	75%	35%	75%
NETHERLANDS	75%	51%	93%
SWITZERLAND (BENELUX)	90%	70%	90%
UNITED KINGDOM	83%	73%*	74%
		88%**	-
ROMANIA	94%	95%	-
SERBIA	75%	89%	-
SWITZERLAND*	99%	20%*	82%
AMERICA			
ARGENTINA	88%	81%	96%
BRAZIL	99%	75%	98%
CHILE	91%	93%	93%
COLOMBIA	96%	95%	92%
MEXICO	92%	93%	96%
PERU	83%	88%	91%
USA	93%	88%	96%
AFRICA			
MOROCCO	100%	69%	100%
TOTAL	**85%**	**85%**	**89%**

*Data from former everis
** Data from former NTT DATA EMEA

4.7.2
Suppliers

PURCHASING POLICY

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

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

NTT DATA EMEAL is working on incorporating environmental and social issues and gender equality into its supplier evaluation and approval processes in FY23.

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

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

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 regarding safety, prevention of occupational hazards, environmental and energy policies, GDPR, etc., as well as the general contractual conditions.

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. It checks that the supplier meets expectations in terms of the agreed execution and delivery times, and the quality of the products and services contracted.

4.7.2 Suppliers

SUPERVISION OF SUPPLIERS

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

- **A level playing field between them**. Three proposals from different companies are always evaluated to compare criteria and budgets.

- **Transparency in each proposal received**. The internal customer has at his 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.**

Finally, it should be noted that **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, to this end, the following dialogue channels:

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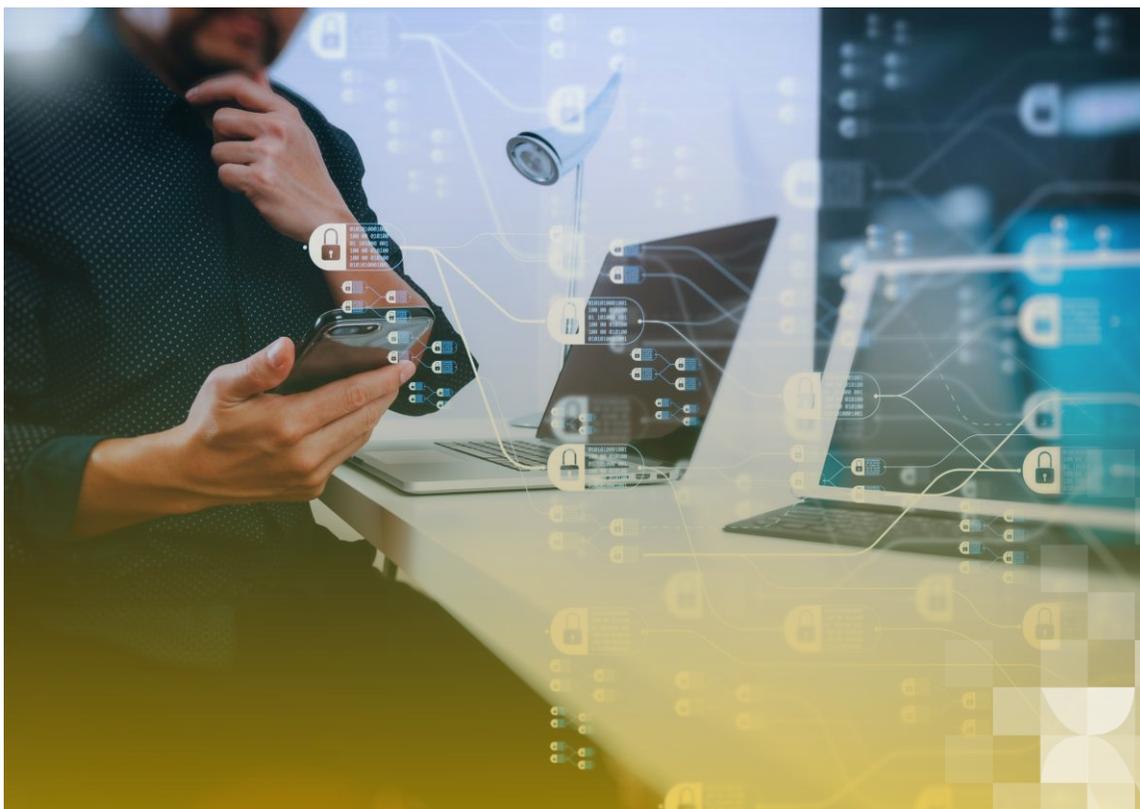
ONBOARDING POLICIES FOR SUBCONTRACTORS

Additionally, policies are defined with suppliers so that outsourced personnel work with the same tools. They indicate that **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, which will require the utmost respect for the fundamental rights of each person; the promotion of a work environment suitable for personal, social and business development; the effective application of the principles of equality, meritocracy and non-discrimination in the hiring of employees; the commitment to quality, innovation, training and transparent information; the elimination of 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.

On the other hand, 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.

04

SOCIAL
4.7 Economic growth

4.7.3 Entrepreneurs

4.7.3. Entrepreneurs

eAWARDS: A SEAL OF QUALITY FOR ENTREPRENEURIAL PROJECTS

By NTT DATA *Europe & LatAm Foundation*

EMEAL

One of the models of contribution to economic growth is the continuous support to entrepreneurship through *eAwards*. These **NTT DATA *Europe & LATAM Foundation* awards** seek technological proposals that are innovative, scalable, sustainable, contribute to improving the quality of life and provide solutions to environmental problems.

This is an international competition in which the winners of each country, besides winning the local prize, compete for the global grand prize endowed with €100,000 and an acceleration program by **NTT DATA EMEAL**. The national winners also participate in the ***NTT DATA INNOVATION WEEK***, a meeting dedicated to promoting entrepreneurship and promoting networking where the Foundation places tools, methodologies and contacts with investors and ecosystem experts at the disposal of entrepreneurs to respond to specific needs of their ideas, projects and startups.

PERU

As an example of the ***eAwards***, the winner in Peru, awarded with an economic contribution of USD 10,000 that will serve to contribute to the development and launch of the project, was the company *GreenDeal*, which develops utility products, created by recycling waste electrical and electronic equipment.

+1,900
Registered projects

13
Countries

1
International Winner

80
Registration

52
Participants

AWARDS
NTT DATA FOUNDATION

4.7.3. Entrepreneurs

YOUR SOCIAL AWARDS

By NTT DATA *Europe & LatAm Foundation*

EMEAL

This **NTT DATA Foundation** program seeks to recognise the company's professionals who lead technological and innovative projects with a clear socially and environmentally responsible component that generate a transformative impact on the places in which they are developed. In February, the winners of the last 3 editions (2020, 2021 and 2022) travelled to Tokyo to learn about **NTT DATA**'s innovative culture.

21

Projects presented

6

Editions

Your Social Awards

Apoyamos tus ideas para mejorar la sociedad

Participa

Your Social Awards

NTT DATA FOUNDATION

05

GOVERNANCE

Our Governance model integrates competencies that go beyond those defined by traditional governance frameworks to ensure our corporate purpose, promote dialogue with our stakeholders and validate our social license to operate.

05

GOVERNANCE

5.1 **Governing bodies**
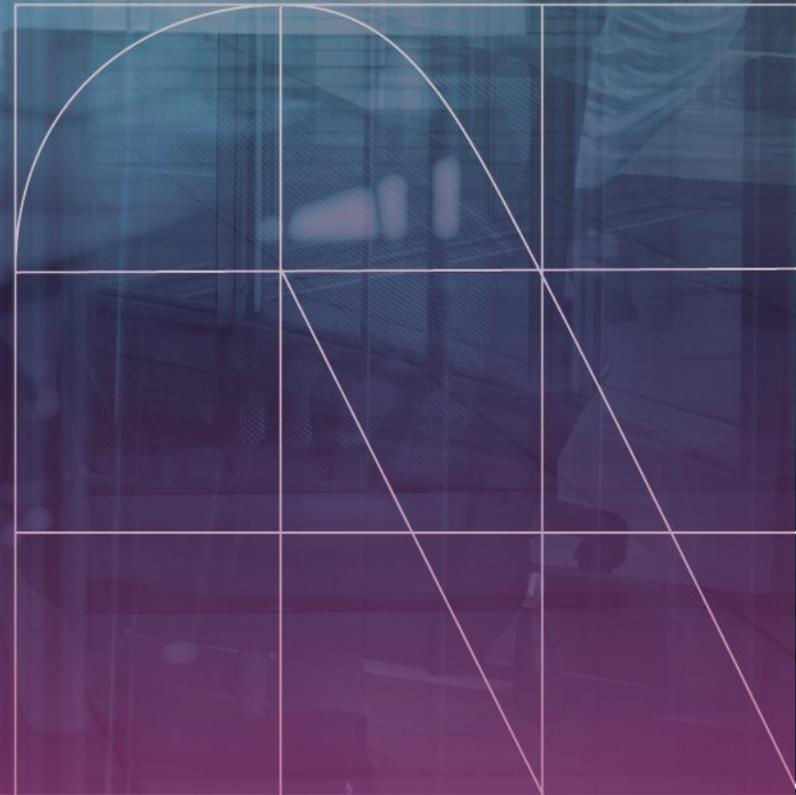
5.1 Governing bodies

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

BOARD OF DIRECTORS

The Board of Directors is **NTT DATA EMEAL's** highest decision-making body, and its main mission is to govern the company through direct, manage and represent it in the activities that make its corporate purpose possible.

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-CHAIR	Tsunehisa Okuno
NTT DATA EMEAL GROUP CEO	Chieri Kimura
INDEPENDENT DIRECTORS	Pedro Luis Uriarte Santamarina (2nd Vice chairman)
	Pilar Zulueta de Oya
	Alejandro Ferreiro Yazigi*
	Mónica de Oriol Icaza
NTT DATA GROUP PROPRIETARY DIRECTORS	Robb Rasmussen
	Patrizio Mapelli
	Kei Anzai
	Miyuki Ide
EXECUTIVE DIRECTOR	Félix Bonmati Fernández
SECRETARY TO THE BOARD	Antonio Gómez Jarillo

*In August 2022, it was announced that Alejandro Ferreiro Yazigi was appointed as a new member of the Board for NTT DATA, Inc.

5.1 Governing bodies

The Board of Directors (the highest governing body) of the **NTT Group's parent company, EMEAL**, 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, promoted by the Audit & Regulatory Compliance Committee.

As part of the Company's FY22 integration process with a new Operating Company (**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*) on whether there are specific material risks at regional level, other than those identified by the parent company of the **NTT DATA** Group, and to comply with the risk assessment standards required under the J-SOX regulations. 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.

Each fiscal year, the Chief Risk Officer reports to the Audit & Compliance Committee its global risk assessment (Annual Risk Assessment), in coordination with the other Company areas involved.

Risks reports are submitted 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 the 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 the measures (planned or not) and their evaluation, and any assumptions detected by the Internal Audit area are reported.

- **Report for the end of the FY:** A final assessment of the identified material risks is submitted containing the degree of implementation of the prevention and/or mitigation measures taken, as well as the measures estimated to be continued or adopted, as appropriate, in the next FY.

This Matrix used for the Annual Risk Assessment incorporates the risks according to a specific methodology that considers 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 one.

5.1 Governing bodies

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

The Audit & Regulatory Compliance Committee submits to the Board, in its regular report of each meeting, and specifically at the end of each fiscal year, its conclusions about the work in the Internal Audit area and on the risk assessment, as required by the Internal Audit Plan.

In the risk management procedures, the information that has been obtained through channels that the Company has institutionalised is also analysed, such as those linked to advisors and other suppliers that may intervene in risk management (Insurance Broker) as well as other deriving from its membership of business associations and its participation in opinion forums related to the Company's activities.

The function of the Board of Directors of **NTT DATA EMEAL**, the Group's parent company, in evaluating the effectiveness of risk management processes in the organisation's economic, environmental and social matters is also that of ultimate guarantor, since the evaluation of the effectiveness of the processes is carried out, by delegation, through the Audit & Regulatory Compliance Committee as described 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.

The Board of Directors evaluates economic, environmental and social issues and their impacts, risks and opportunities periodically each fiscal year at least every two years.

5.1 Governing bodies

DELEGATED COMMITTEES

In the exercise of its organisational duties, the Board formally established two delegated committees: the Audit and Compliance Committee and the Appointments and Remuneration Committee. It has also decided to set up an Advisory Committee, called the Transformation Advisory Committee, to monitor and supervise in detail all the activities related to the integration generated by the new **NTT DATA EMEAL** organisation.

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

In accordance with the principles of transparency and good corporate governance, the Regulation of **NTT DATA EMEAL's** Board of Directors aims to determine the rules of organisation and operation of the Board of Directors of **NTT DATA** *Europe & LatAm*, S.L.U.

The current members at the closing date of this FY22:

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
	Kei Anzai	Kei Anzai
	Miyuki Ide	Miyuki Ide
	Chieri Kimura	Chieri Kimura
	Mónica de Oriol Icaza	
SECRETARY	Antonio Gómez Jarillo	Antonio Gómez Jarillo
PERMANENT OBSERVERS	Ichiro Tanaka	Eduardo de Aranzadi Rotondo, Shoji Nitta, Gerhard Lübke and Emilio Castillo García

05

GOVERNANCE

5.2 Measures to prevent corruption and bribery

5.2 Measures to prevent corruption and bribery

After successfully completing the integration process in the EMEAL region, which has led to the internal approval of a new Compliance & Risk Management operating model, at Group level, there has been no evidence of conduct of any kind that can be linked to corruption or bribery in FY22 and in the development of our business activities. Therefore, the financial statements have not been affected or altered as a result of such an incident.

In accordance with the effective implementation of principles of good corporate governance and internal control and aligned with the guidelines provided by our controlling shareholder, **NTT DATA EMEAL** has continued to define and design the new Compliance & Risk Management Programme, applicable in the EMEAL Group. This Programme maintains the continuous reinforcement of previous years and incorporates new initiatives and measures that aim to prevent any possible corruption or bribery in the organisation, promoting a clear message of zero tolerance towards this kind of conduct.

New in FY22 is the implementation of a single, **global complaints channel**, applicable to the entire EMEAL Group (Whistleblowing System). This channel has been effective and operational since May 1st , 2022 and currently covers the entities within the perimeter of the EMEAL Group. This channel has meant expanding the scope of the complaints channel to all subsidiaries that have already been integrated.

Any Group employee or professional and any third party who interacts with our Group can use this channel, to communicate complaints confidentially and anonymously, keeping the information within the proper parameters of privacy and confidentiality, as well as security and encryption.

During FY22, no complaint was received through this new complaints channel that may be associated with alleged acts of corruption, bribery or acts that may have led to a possible breach of the legislation applicable in this area. There were no communication through other internal channels of such acts in the organisation through any other than the complaint channel.
No complaints regarding employment or in any other human rights field were reported.

In FY22, 76 complaints were received through the new single channel implemented (in the previous year, 22 complaints were reported). As happened the previous year, many of these communications were linked to the People (Labour) area, as they involved alleged incidents in people management, in the projects area, and without specific connection with Compliance issues. These communications were managed internally, following the applicable procedures, and redirected to the competent HR units for investigation and adoption, where appropriate, the necessary disciplinary measures, within the legal framework in force.

A significant number of the complaints received during the FY were linked to the Group's subsidiary domiciled in Brazil, and after investigation, many of them showed a concerted action, aimed at an improper use of the channel by a former employee, and were baseless.

5.2
Measures to prevent corruption and bribery

In the last fiscal year, and within the framework of the corporate risk management activity carried out periodically by the Group's Chief Risk Officer (CRO), no material risk was identified at the global level related to possible corruption or bribery, so it was not necessary to implement additional or specific prevention and/or mitigation measures.

Consequently, in this FY the CRO did not need to report any event of this kind 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). This also applies to the Group Chief Compliance Officer (CCO), who is directly supported by the global Compliance area, who did not report any incident or latent risk of corruption or bribery to the Commission, nor to the Compliance Committee of the EMEAL Group, recently created in accordance with the new Compliance & Risk Management model implemented after the integration process.

Regarding disputes, the Group has open cases of litigation from FY22, linked to its own activity, although none associated with the area of corruption or bribery, nor are they material.

At the date of drafting this Report, in this year, as reported in the previous year, the appeal in the contentious-administrative jurisdiction that the entity of the **NTT DATA Spain**, S.L.U. Group has filed against the Resolution (neither final nor definitive) of the National Markets and Competition Commission (CNMC), for the alleged responsibility, mitigated and incidental, in alleged anti-competitive practices, is still pending ruling by the Court (Audiencia Nacional).

The **NTT DATA EMEAL** Group continues to promote best practices in the business environment, as well as strengthening the culture of Compliance and risk prevention and internal control, carrying out awareness-raising/training actions, among others, aimed at avoiding anti-competitive practices of any kind, with a special focus on the public sector, and also in terms of preventing conflicts of interest and incompatibilities in the contracting of collaborations or support in its activities.

5.2 Measures to prevent corruption and bribery

In FY22, the **NTT DATA EMEAL** Group maintained the same version of the global Compliance course that it launched in FY21, as the integration is very recent and the updating and unifying the systems at Group level is still in the progress. However, the global Compliance area prepared new training materials that will be duly launched at the beginning of FY23, on a new, internal platform, which requires adequate parametrisation to provide single and suitable access to all employees in the organisation. This new training material is aligned with and follows the Compliance guidelines and criteria conveyed by the Japanese parent company. It focuses on essential issues for the EMEAL Group, including the prevention of corruption and bribery, and the promotion of the use of the Whistleblowing Channel for communicating of possible breaches of regulations (also in the field of corruption and bribery), and addresses the external regulations that apply to the Group and the internal regulations that it voluntarily assumes. As in the previous year, this new training will cover all levels and job categories.

During the FY, senior management, the Group's Chief Compliance Officer and the Compliance teams, at global and local level, clearly prioritised and promoted the message of zero tolerance towards crime in the organisation, with special focus on Anti-Corruption matters, strengthening initiatives aimed at prevention. As in the previous FY, awareness-raising and training on existing internal Anti-Corruption policies continued. Specifically, in FY22, the **NTT DATA EMEAL** Group focused on training and awareness-raising actions in the important Compliance-related issues:

NTT DATA GROUP CODE OF CONDUCT

On 12 May 2022, the Japanese parent company of the **NTT DATA EMEAL** Group published a new version of the **NTT DATA Group** Code of Conduct, applicable to all the **NTT DATA Group** Operating Companies domiciled in Japan and abroad. This Code therefore also applies to the **NTT DATA EMEAL Group**, as a reference framework and guide for the new Global Compliance Programme being designed.

The Code includes the **NTT DATA Group's** principles, values and behavioural guidelines for all employees. It also promotes ethical and responsible business. Its most relevant aspects are:

- Prohibition of corruption and bribery.
- Respect for human rights.
- Promotion of diversity, equity and inclusion.
- Protection of the environment, worldwide.
- Responsible supply chain.
- Occupational Health and Safety.
- Appropriate treatment of corporate and third-party assets.
- Relationships with customers and other business partners in business operations.
- Regulation of potential conflicts of interest.
- Reporting of possible regulatory breaches of external and internal regulations.

This Code is public and can be consulted on the **NTT DATA Group** corporate website, in the "About Us" and "Our Way" sections (https://www.nttdata.com/global/en/).

NTT DATA EMEAL GROUP CODE OF CONDUCT

The **NTT DATA EMEAL** Group's global Chief Compliance Officer and global Compliance team are working on a new Code of Conduct for the EMEAL region, fully aligned with the **NTT DATA** Group Code of Conduct, but also regulating peculiarities specific to the region.

The new Code will be pragmatic, especially for the Business Units and the Company's stakeholders; it will adapt to the specific activity of the region and combine and integrate the most relevant aspects that affect all subsidiaries inside the EMEAL perimeter. This will involve restructuring its content, unifying terminology to standardise concepts, and/or redrafting the content published by the integrated companies. In any case, this new Code will comply with certain Compliance regulations and standards recently published or in progress, such as:

- ISO 37000, on Governance of Organisations.
- ISO 37301, on Compliance Management Systems.
- Act 2/2023, of 20 February, regulating the protection of persons who report on regulatory and anti-corruption violations and the Directive that transposes the Law.
- Draft Directive of the European Parliament and of the Council on corporate sustainability due diligence and its amending Directive (EU) 2019/1937.

All this aim to foster regulatory compliance in all jurisdictions in which the Group is present and promote adequate business ethics, and the principles of integrity and transparency.

Violation of its provisions may constitute a breach of the organisation's internal rules and may result in disciplinary measures and/or the appropriate legal actions.

**5.2
Measures to
prevent
corruption
and bribery**

NTT DATA EMEAL

GLOBAL GIFT & HOSPITALITY POLICY

This Policy is progressing with respect to FY21 because the Chief Compliance Officer of the **NTT DATA EMEAL** Group, with the support of the global Compliance team, is preparing a new version of the Policy, which will be applied in a standardised and unified way in all Group entities.

This new practical Policy will be very clear about the Group's position in this area as a way of preventing anything that might be allegedly linked to corruption or bribery, including actions that might be considered "perceived bribery" in the market and, in any case, exert an undue or inappropriate influence, or attempt to obtain favourable treatment.

Until the publication of this new Policy, which is imminent, the Group Gifts & Hospitality Policies in force continue to apply. These include specific guidelines on the subject, to be complied with relations with the public sector and in the private sector and within the organisation. In the public sector, it is expressly forbidden to give or offer any gift or hospitality expense, directly or indirectly, to public officials, regardless of their amount or value or whether a tender is in progress in which a Group entity might eventually be the successful bidder, to avoid any irregular conduct aimed at obtaining influence or favourable treatment. As a general criterion in the organisation, gifts and hospitality expenses are adjusted to a scenario of adequate need, justification, record-keeping and full accommodation to local customary business practices, and in all cases, compliance with applicable regulations.

GLOBAL ANTI-CORRUPTION POLICY

As with the future new Policy on Gifts & Hospitality, the **NTT DATA EMEAL** Group is developing a new Anti-Corruption Policy, which is in progress, and which is part of the new package of Policies that the Group will launch to ensure that its scope covers criminal prevention in all the companies in its perimeter in a standardised and consistent manner. We expect this Policy to be published and communicated to all Group employees during FY23.

Existing policies continue to promote zero-tolerance for corruption in any form and facilitate guidelines, explicitly mentioning compliance with the anti-corruption regulations of the United States, the United Kingdom and Japan, specifically the Foreign Corrupt Practices Act (FCPA) of the United States, the UK Bribery Act (UKBA) of the United Kingdom and the Japanese Unfair Competition Prevention Act, Japan. Also, in international, European or domestic anti-bribery and money laundering matters, they refer to compliance with the regulations.

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, also continues to be encouraged.

Actions to ensure that these Policies are considered continue to be promoted in all areas of the organisation and must be fully implemented and complied with.

SPECIFIC AWARENESS-RAISING, TRAINING AND COMMUNICATION ACTIONS:

In FY22, the **NTT DATA EMEAL** Group continued to train people in anti-corruption, anti-bribery and anti-money laundering through face-to-face or remote awareness-raising actions, and with specific advice in this field, which is carried out by the Compliance teams and specialised collaborators, both globally and locally (Cluster and/or country), seeking to prevent and avoid any risk of criminal or administrative infraction.

Likewise, the mandatory, global and general training material, already prepared in during the FY, the new Compliance course will be launched at the beginning of FY23 throughout the organisation on a single integrated platform, puts special emphasis on criminal prevention and, in particular, on Anti-Corruption and Anti-Bribery measures.

GLOBAL COMPLIANCE COURSE

As already noted, in FY22 the previous year's annual global Compliance course, which is mandatory for all Group employees, still remains in force, at the express request of **NTT DATA Corporation**. It is monitored by the Global Chief Compliance Officer and the Global Compliance area, together with other areas of the organisation involved, including the Digital University, the People or HR area and the Brand & Communications area. All new company members must complete this course to ensure they comply with adequate parameters from the beginning of their employment relationship.

During the fiscal year, the global Compliance area prepared a new Compliance course for the Group; it is aligned with the criteria and guidelines of the Group's Japanese parent company that is mandatory for all employees of the organisation.

The new feature of this year respect to the previous one is that it this annual training will be comprehensively and effectively launched on a single platform and a first pilot of the course has already been published.

The new course will incorporate a new artificial intelligence system to ensure effective learning.

The structure of the content will focus on Compliance issues the Group wishes to emphasise, following **NTT DATA Corporation's** guidelines**.** The course focuses on:

• Each employee's key contribution to the Compliance function.
• Using the **NTT DATA** Group Code of Conduct as a reference guide.
• Criminal prevention, highlighting the Anti-Corruption and Anti-Bribery measures.
• The promotion of best practices in Competition matters.
• Disseminating the organisation's existing reporting channels and promoting their use.

At the end of the course is a test to evaluate what each employee has learned.

**5.2
Measures to prevent corruption and bribery**

5.2
Measures to prevent corruption and bribery

The Global Compliance Risk Matrix identifies suspected breaches of regulations and/or offences, associated, with corruption, bribery or money laundering, amongst others, and specific measures for their prevention or avoidance.

GLOBAL COMPLIANCE RISK MATRIX

This Matrix identifies the criminal risks that can be directly linked to the Group's activity, based on the probability of occurrence and their consequences. In FY22, the prioritisation of possible crimes that may be associated with this activity and the categorisation of risk according to a scale of 1 to 5, considering the categories 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 types of 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, Damage, Bribery and Trading in Influences.

In FY22, we contracted an expert external supplier in Compliance and Criminal Law, to help draft a new global Criminal or Crime Prevention Policy that covers the entire **NTT DATA EMEAL** Group. This Policy will involve conducting a new risk assessment that covers the crimes that may be committed in each jurisdiction in which the Group is present. This new year will begin in accordance with Spanish legislation (the Group's parent holding company is domiciled in Spain), but will also incorporate, in successive phases, comparisons with the corresponding local legislation that may be applicable.

CONTROL, CORRECTIVE, MONITORING AND AUDIT ACTIONS

The actions are taken by the Group's Chief Compliance Officer, the global Compliance area and the global Internal Audit area. They aim to implement effective measures to detect, monitor and correct, where appropriate, infringing behaviour that involve crimes or Compliance risks involving corruption and related behaviour in the organisation. The coordination and collaboration of Compliance teams at the local level (Cluster and/or country) is also essential in developing these actions.

ANTI-CORRUPTION COMMITMENT

As in the previous year, this commitment continues to be included 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 in the "Global Anti-Corruption Policy" section are also included.

One of the short-term actions that the Group's global Compliance area has identified is to prepare a revised version of the Anti-Corruption commitment model to be applied in a standard manner throughout **NTT DATA EMEAL** Group, notwithstanding the need for any local adjustment, due to specific legislation.

5.2
Measures to prevent corruption and bribery

WHISTLEBLOWING CHANNELS OR SYSTEMS

As announced in this section, the outstanding new feature of FY22 was the **NTT DATA EMEAL** Group's single, global complaints channel, or Whistleblowing System. It is confidential and anonymous (if the whistleblower so wishes), available on the corporate website (https://es.nttdata.com) and accessible to all Group employees and third parties (customers, suppliers, etc.) who act on behalf of the Group or who interact or collaborate with the Group in any way.

This channel has been operational since 1 May 2022, and was adequately communicated to all the organisation's employees. This statement was accompanied by a simple guide providing useful information on the channel about where it can be accessed to lodge the complaint and what can be reported, to promote its use. Access to the Group's Whistleblowing Channel, and to the guide, is also available on the existing internal portals.

It is also worth highlighting the objectivity of this channel, whose operation is outsourced and managed by a prestigious law firm. 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.

The final version of the internal procedure that regulates the operation of this channel is ready, pending review, which is already in process, to adjust it to Act 2/2023, of 20 February, regulating the protection of persons who report on regulatory violations and the fight against corruption, and which transposes the EU Directive in this area. Once this procedure has been published throughout the organisation, it will be available on the global corporate intranet.

Group employees may also use the **NTT DATA Corporation** Whistleblowing Reporting Line, applicable to all **NTT DATA Group** Operating Companies (including the **NTT DATA EMEAL** Group), at the email address that has been distributed internally.

During FY22, communication actions were carried out in line with those of the previous FY:

- 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 regularly receive specific anti-corruption training, and the new global Compliance course will be launched at the beginning of FY23.

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GOVERNANCE

5.3 Combating money laundering

5.3 Combating money laundering

During this fiscal year, we continue with the same measures as in the previous year to combat money laundering, making contributions to foundations and non-profit organisations that are relevant to our Group. These measures are summarised below:

- **Compliance:** Global Penal Policy.

- **Compliance:** Global Anti-Corruption Policy.

- **Compliance:** Global Gifts & Hospitality Policy.

- **Compliance:** Global Compliance Risk Matrix.

- **Financial:** Financial and treasury controls in accordance with international and local regulations.

- **Internal Audit:** Internal Audit Controls.

- **Internal control and corporate governance:** Group Authority Matrix GAM.

Additionally, linked to the **NTT DATA EMEAL** Group's good governance actions is an internal control and a validation and corporate governance process, through the GAM *(*Group Authority Matrix*)* and the EMEAL Regional Authority Matrix (ERAM), as well as the Investments and Contractual Approval Process (ICAP), which ensure the organisation complies with the corporate governance criteria in alignment with the Group's Japanese parent company, and with internal and external audit requirements. These Matrices define the authorisation and decision-making processes in the Group, depending on the activities performed.

In the FY, no material contributions were made to Foundations or non-profit organisations linked to the Company's *pro-bono* activities, which, in any case, would have been controlled by the measures indicated above, preventing any improper use of funds or conflict of interest.

The materiality threshold applied is in line with the auditing standards of the accounts, and in this case, is well below 1% of our consolidated turnover.

05

GOVERNANCE
5.4 **Risk management**

Under its principles of good governance and internal control, **NTT DATA EMEAL** has a global Risk Management and Insurance area, led and managed by the Chief Risk Officer (CRO). Within their Risk Management functions, in coordination with the Audit and Compliance Committee, the CRO identifies and evaluates corporate risks. These risks are included in the EMEAL Risk Catalogue, based on the Global Risk Catalogue provided by its Japanese parent company (**NTT DATA Corporation**), which includes all those related to the activities of the **NTT DATA** Group, as well as others related to EMEAL's specific business areas and processes for FY22.

5.4 Risk management

The action aims to demonstrate the company's ability to govern its own risks, considering various alternatives, such as eliminating the source of risk, acting on the probability or consequences of the event, sharing the risk (for example, through contracts, purchase of insurance, etc.), until retaining the risk by informed decision.

The risk factors in EMEAL's Risk Catalogue, and actions to prevent, mitigate or monitor these risks, were reviewed and defined by the CRO in FY22, with the collaboration of other areas involved in the organisation, to check whether it needed adjusting due to the evolution of the Group's activities and the appearance of new external factors or circumstances affecting the Group.

NTT DATA EMEAL's approach to risk assessment includes calculating inherent risk (resulting from the probability of past or future occurrence of a risk factor and its repercussions, which may be financial, reputational, operational or legal) and residual risk (which considers existing control for that risk factor, mitigating the effects or preventing the event from occurring and harming the company).

Having a value for the "inherent risk" differentiated from the value for the "residual risk" means we can decide where and how to monitor and control (for example, for risks with a high inherent risk but a low residual risk) and where to plan new actions (for example, when the difference between the inherent risk and the residual risk is low or zero).

The risk management process aims to identify the areas that need intervention and give the related actions a priority based on the level of risk. All risks are addressed and managed at EMEAL, with a graduation of "risk-based" efforts and resources. The actions can be of any type, depending on the specific risk factor.

NTT DATA EMEAL's risk assessment activity for the fiscal year, which was managed and coordinated by the Chief Risk Officer, did not identify additional and specific risks applicable at regional level and different from the risks included in the Global Risk Catalogue provided by **NTT DATA Corporation**. No risks were classified as material (high probability and high impact) for the Company.

5.4 Risk management

The following figure shows a summary of the company's internal risk control system *:
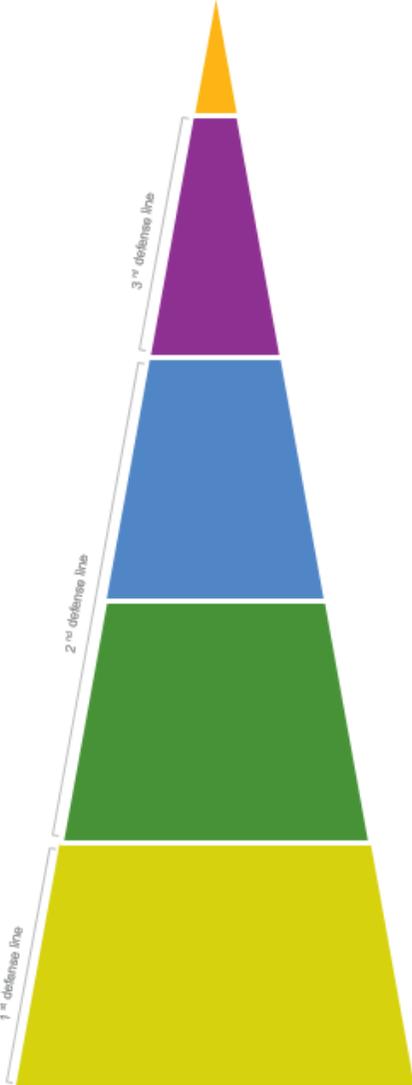
RISK CONTROL METHODOLOGY

Each fiscal year, the CRO submits its Annual Risk Assessment to the Audit & Compliance Committee in coordination with the other areas involved in the Company in three phases:

- Phase 1: Risk assessment. At the beginning of the financial year, we assess the risks, identifying the material or most critical risks, and define the measures deemed appropriate for the current financial year, with the aim of preventing them and/or reducing their impact.

- Phase 2: Interim evaluation. Halfway through the corresponding year, a report is submitted on the status of implementation of the measures (planned or not), the incidents that have occurred in the same risk areas and an evaluation of their repercussions.

- **Phase 3**: Final evaluation. At the end of the financial year, we assess the progress of the measures taken for their prevention and/or mitigation, the measures that are expected to be continued or adopted in the next fiscal year, and the incidents that occurred and their evaluation.

*In H2 of FY23 a new computer tool will be implanted to manage this 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.

3 rd defense line

2 nd defense line

1 st defense line

The global Risk Management process involves all EMEAL entities; the risk assessment, mid-term evaluation and final evaluation are carried out at country/cluster level, and the results are combined to provide an overview of the EMEAL situation and report it to **NTT DATA Corporation.**

Corporate security

PRIVACY

NTT Data's data protection office has continuous improvement projects on data protection, implementing procedures and technologies that improve data protection effectiveness, as well as awareness and continuous training on privacy and personal data security.

During FY 2022, a sanctioning procedure was carried out by the control authority regarding an isolated error in the configuration of an information system in contravention of the personal data processing information-security instructions and policies that our company applies in its work teams. This was resolved by paying the proposed sanction without express recognition of responsibility.

On the other hand, we identified 3 data breaches, of a minor nature, which we managed jointly with our clients.

Regarding training, there are several specific courses on privacy, and we send monthly pills 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.

CYBERSECURITY

In cybersecurity, we continue to improve our teams' tools and capabilities to prepare ourselves for an increasingly demanding and regulated environment, in which the number and sophistication of cyber-attacks are increasing significantly every year.

Despite this increase in the number of cyberattacks, and thanks to the measures implemented in **NTT DATA**, all the attacks in the fiscal year were stopped and there has been no relevant incidents or any repercussions on the corporate infrastructure.

Regarding security training, awareness campaigns are reported every 2 months, which include awareness cards, games, a series with episodes, etc.
All employees must complete a basic and mandatory security course, which reached 92% participation in FY22.

Hacking – Security Office

, On 20 June, **the NTT Data EMEAL Security Department Hacking team** ran a **phishing awareness campaign was** in which you took part.

- **Sender:** SharePoint Online
- **Subject:** A SharePoint document has been shared with you
- **Body of mail:** It contained the following information:

Security is everyone's business!
Security Office Hacking Center
hacking.security.corporate@nttdata.com

At least once a year, each user receives a phishing simulation email to ascertain the percentage of users who detect these emails as fraudulent, compared to those who do not.

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.

5.4 Risk management

The ISO 27001, ENS and TISAX international standards define the requirements for companies' information-security management systems

Locations	ISO/IEC 27001:2017	ENS (Registration)	TISAX	ISAE*
Germany (8 centres) • **Hamburg, Wolfsburg, Köln, Frankfurt, Stuttgart, Ettlingen, Ingolstad, Erfurt**	X			
Brazil	X			
Spain				
• **Madrid**	X	X	X	
• **Barcelona**	X	X	X	
• **Murcia**	X	X	X	
• **Seville (2 centres)**	X	X	X	
• **Cantabria**	X			
• **Ciudad Real**	X	X		
• **Alicante (2 centres)**	X	X	X	X
• **Valencia**		X		
Italy (4 centres) • **Milan (2 centres), Naples, Rome**	X			
Morocco			X	
Peru	X	X		
United Kingdom (3 centres) • **London (2 centres), Birmingham**	X			
Romania (6 centres) • **Cluj-Napoca (3 centres), Brasov, Iasi, Timisoara**	X			

The **NTT DATA Spain** business group is certified within the framework of a corporate Information Security Management System (ISMS) based on ISO 27001 and ENS (National Security Scheme) high-level standards 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 the Company and its clients.

• Awareness. Provide internal awareness on Information Security issues, to ensure that the actors 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 client information.

• Prioritised Investments. Prioritise investments in security controls according to the value they bring to the service and the level of security customers require. For services:

  • Infrastructure services: Hosting, Housing, Systems Technology, Operation and Monitoring/Observability; and in the services previously provided in the cloud.

  • Application development and maintenance services.

  • Business Process Outsourcing.

* ISAE (International Standard on Assurance Engagements) This is an international standard on warranty commitments for clients, which does not evaluate physical security controls, except for the existence of the documentary body (for example, access management to CPDs), so it does not apply to any specific location.

05

GOVERNANCE

5.5 **Human Rights**

5.5 Human rights

IMPLEMENTATION OF HUMAN RIGHTS DUE DILIGENCE PROCEDURES

As already announced in the previous FY, and previously in this Report, in FY22 the Japanese parent company, **NTT DATA Corporation** published a new version of the **NTT DATA** Group Code of Conduct, which applies to all Group's Operating Companies, and enhances the defence and protection of Human Rights in the organisation and in any interactions of the Group with third parties.

This Code devotes a specific section to respect for human rights, fully supporting the NTT Group Policy (to which the **NTT DATA** Group belongs) in this area (the NTT Group Global Human Rights Policy).

At the request of our Japanese parent company, the document called "*NTT Group's Human Rights Charter*" continues to be published on the corporate Global Intranet, so that all our employees can read it.

This last year, the **NTT DATA EMEAL** group was subject to a specific Human Rights due diligence review, promoted by the Sustainability Department/Human Rights Office of the Japanese parent company, as part of **NTT DATA** Group's continuous improvement initiatives in this field and the importance that the Group gives to the matter.

In FY22, within the framework of strengthening the actions related to supplier management in the **NTT DATA** Group, a Code of Conduct for sustainability in the supply chain (NTT DATA Group Guidelines for Supply Chain Sustainability) was prepared. The **NTT DATA EMEAL** group is now reviewing it to see whether it requires adjustments at regional level, considering the future European Directive on due diligence in business sustainability.

This Code of Conduct for Supply Chain Sustainability reflects the principles and guidelines on Sustainability, Human Rights, Labour and Environmental Protection, which must be followed by all Group suppliers, and whose purpose is to ensure ethical and responsible purchasing processes.

When developing its activities, the **NTT DATA EMEAL** Group, seeks to avoid causing negative consequences in the field of Human Rights and prohibits forced labour and child labour.

**5.5
Human
rights**

**PREVENTION OF RISKS 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 its 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 our corporate Protocol against sexual and moral harassment, the Equality Plans, our many conciliation policies, etc.

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 required by this type of worker.

The **NTT DATA Spain** Group of companies complies with the legal measures in the field of 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 it is present, 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 they apply to the rest of the perimeter, are being adjusted so that they are identical across the board.

The **NTT DATA Spain** Business Group considers that all professionals must be treated with respect and dignity, avoiding discrimination on grounds of race, sex, ideology, nationality, religion, sexual orientation, disability or any other condition. Therefore, **NTT DATA Spain** is committed to maintaining and protecting a working environment where dignity and fundamental labour rights are respected and will use all available measures to do so.

5.5 Human rights

The extraordinary repercussions of **Artificial Intelligence (AI)** in all economic sectors is generating 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.

The proposed legislation, known as the Artificial Intelligence Act, focuses primarily on strengthening rules on data quality, transparency, human oversight and accountability over this technology. It also addresses ethical issues and implementation challenges in several sectors.

The Company is aware that *SERES Foundation* has created a laboratory to develop action frameworks to help researchers, executives, and citizens in general, understand and address in practical terms 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 that are aligned with the ethical guidelines established by the European Commission for trustworthy Artificial Intelligence.
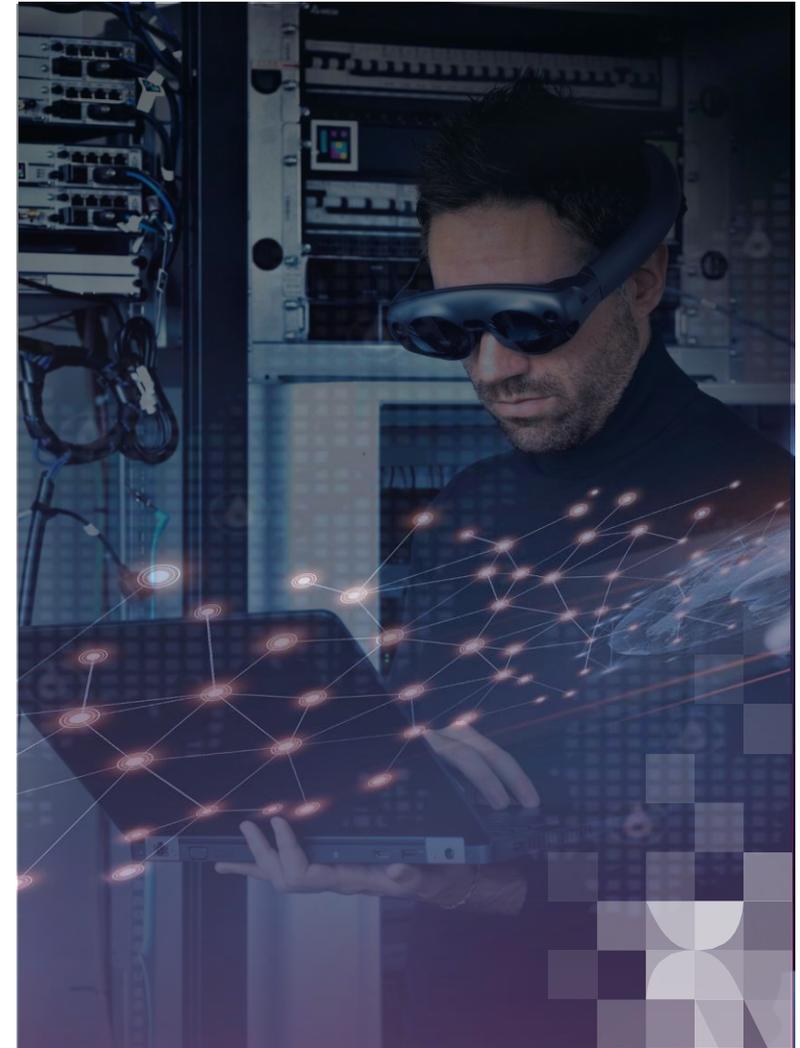
Digital technology is also fundamental to the European Green Deal.

05

GOVERNANCE

5.6 Prevention of harassment

5.6 Prevention of harassment

While all countries abide by the principles of the company's code of ethics, some additionally incorporate specific protocols and policies to prevent harassment. Also, specific measures for the prevention of bullying are shown in the table.

INTERNAL PROTOCOL ON THE PREVENTION, RESPONSE AND PENALISATION OF HARASSMENT AT WORK

Through the People and Personnel Administration areas, the **NTT DATA EMEAL** group has a specific internal action protocol to prevent and penalise moral and gender-based harassment at work, to solve a discriminatory situation and minimise its consequences, guaranteeing people's rights. This protocol has the corresponding management procedures and the collaboration of the mediator and control and prevention commission. To this end, the **NTT DATA EMEAL** group places at the disposal of professionals and third parties the Whistleblowing Alert System for notifying and reporting these cases anonymously. 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 THE PREVENTION OF HARASSMENT
BRAZIL	Code of Ethics, "*Assédio Não!*" Campaign, information pills on harassment, Reporting Channel
CHILE	Campaign against Sexual and Workplace Harassment March 2023, Mailing Campaign against Sexual Harassment, Whistleblower Channel
SPAIN	Equality Plan, Protocol against Sexual or Gender-Based Harassment, and Protocol against Moral Harassment in the Workplace
MEXICO	Code of Ethics – Internal Work Regulations, sexual harassment reporting mailboxes. NOM 035 - mechanisms to identify psychosocial risks to identify and channel them properly
PERU	Act No. 27942 on the Prevention and Punishment of Sexual Harassment and Supreme Decree No. 014-2019-MIMP. Corporate Protocol Against Sexual and Moral Harassment. Evaluation Committee for cases of workplace and sexual harassment
PORTUGAL	Code of Ethics
UNITED KINGDOM	NTT DATA Harassment and Bullying Policy
ROMANIA	Compliance with dignity at work policy and Rules of Procedure - Rules on compliance with the principle of non-discrimination and elimination of any form of violation of dignity
UNITED STATES	Measures in the Employee Handbook

05

GOVERNANCE
5.7 Responsible taxation

5.7 Responsible taxation

NTT DATA EMEAL's Tax Policy is developed with the purpose of supporting the group's business strategies by complying with tax obligations and reducing tax risks.

The **NTT DATA EMEAL** group is aware of the importance of transparency and good governance in managing tax matters.

The Board of Directors of **NTT DATA EMEAL** approved, effective 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 where it is present. This policy is published on the corporate website.

In accordance with the provisions of this Fiscal Policy, the Board of Directors must consider the possible fiscal consequences of operations and investments that are subject to its approval.

The Tax Policy is aligned with the corporate mission, as indicated in its third section, to ensure responsible management of the business, protect the value provided to shareholders and consider other stakeholder interests. The following is an excerpt from the Fiscal Policy:

"This Tax Policy establishes principles and guidelines to define the NTT DATA EMEAL Group's approach to tax matters worldwide and in accordance with the legislation applicable in the countries and territories in which it operates. These principles are also in line with the NTT Group Tax Policy and the NTT DATA Global Tax Principles.

The NTT DATA EMEAL Group also has its Internal Tax Control Framework, which sets out the principles and structure of the control and management of tax risks framework, in accordance with this Tax Policy ".

The Audit and Compliance Committee is responsible for periodically reviewing tax policy. This body is also responsible for periodically informing the Board of Directors of the degree of compliance with the Fiscal Policy and for monitoring the Group's Fiscal Control Framework.

The principles that govern the management of **NTT DATA**'s tax affairs are:

- Proactivity
- Transparency
- Good governance

The priority guidelines for action in managing tax matters are:

- Compliance with international and local legislation, tax obligations, reporting and information obligations resulting from its activities, reasonably interpreting the regulations while preserving our right to go to court when we consider the legislation has been erroneously interpreted.
- Manage tax risks diligently and proactively.
- Information to the Board of Directors on all significant transactions in accordance with the provisions of the Spanish Companies Act.
- Maintain a professional and transparent relationship with the Tax Administrations of the jurisdictions where **NTT DATA EMEAL** is present.
- Measure related-party transactions at market value.
- The Group does not operate in non-cooperative jurisdictions or use opaque processes or systems for evasive purposes.
- Develop and maintain appropriate professional relationships with tax authorities when complying with tax obligations and responding to requirements transparently and professionally, in accordance with the Code of Ethics and Professional Conduct of the **NTT DATA EMEAL** group.

5.7 Responsible taxation

As indicated above, the **NTT DATA EMEAL** Tax Policy aims to continue the promotion of best practices of good corporate tax governance for tax risk management.

On 1 December 2022, **NTT DATA EMEAL's** Board of Directors approved the new Tax Control Framework Standard that applies to all EMEAL countries and defines the main roles and responsibilities for management and control of the Group's tax risks, taking a three-lines-of-defence model as a reference.

First line of defence: Tax Governance & Advisory area, the so-called Local Tax Connectors and other areas directly involved in tax processes. They are responsible for executing controls and reporting to the second line of defence those situations that may represent an area of fiscal uncertainty.

The second line of defence: Group's Tax Governance & Advisory area, which is responsible for the tax control framework, and the CRO corporate risk manager. Its role is to promote the establishment and updating of controls in relation to areas of fiscal risk, as well as to define measures to mitigate them.
The CFO EMEAL (Chief Financial Officer) assisted by the CFOs of the Clusters, supervises the implementation and compliance with the Fiscal Principles established in the Fiscal Policy and helps develop the Fiscal Control Framework in all the geographies of the **NTT DATA EMEAL** group.

Third line of defence: Internal Audit verifies 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.

The group uses the Tax Risk Control and Management Cycle to manage and monitor tax risks. **NTT DATA EMEAL's** methodology for assessing tax risks is based on assessing inherent risk and residual risk.

Tax risks are identified by the person responsible for controls who completes self-assessment questionnaires and in complaints received through the **NTT DATA EMEAL** Whistleblowing Channel where external and internal stakeholders may lodge tax-related complaints. The Whistleblowing Channel also serves to collect information on the opinions and concerns of stakeholders regarding tax.

The company participates in actions related to managing stakeholders regarding tax concerns, such as sectoral forums.

Action plans are developed to mitigate tax risks in the framework of the Fiscal Risk Management and Control Cycle. Compliance with the action plans of previous years is monitored by the Audit and Compliance Committee.

Based on the Cycle, the Tax Governance & Advisory area prepares the annual Tax report for the Audit and Compliance Committee and the Board of Directors on the management of tax matters and the operation of the Group's Tax Control Framework during the year.

During FY22, the Audit Committee took note of and approved the activities of the tax function for FY21 included in the above-mentioned Annual Report, as well as the following milestones related to the implementation process of the Tax Risk Management and Control Cycle.

5.7 Responsible taxation

PROFITS OBTAINED IN 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.

COUNTRY	PRE-TAX PROFITS FY22 (€)	PROFIT OBTAINED AFTER TAX FY22 (€)	PROFITS BEFORE TAXES FY21 (€)	PROFITS AFTER TAXES FY21 (€)	PROFITS BEFORE TAXES FY20 (€)	PROFITS AFTER TAXES FY20 (€)
EUROPE	38,005,999	18946073	16941715	25987082		
BELGIUM	6,939,702	4,206,475	8,809,994	6,021,363	12,845,348	10,101,487
DACH	17290244	10751487	7055550	3066904	-	-
SPAIN	-34,333,785	-31,327,589	-13,417,847	-1,600,011	-154,642,198	-151,622,904
FRANCE	-109,663	-198,199	228,228	182,084	-1,712,732	-1,709,675
GREECE	402,423	313,888	-	-	-	-
ITALY	34,569,301	25,022,236	20,109,465	18,589,581	17,773,435	15,656,875
LUXEMBOURG	113,432	113,432	4,710	4,710	-1,002,690	-1,002,690
NETHERLANDS	2,482,927	1,755,595	4,573,387	3,231,776	21,897,194	20,849,279
PORTUGAL	-761,329	-1,228,610	3,271,385	2,267,841	651,173	-768225
UNITED KINGDOM	10,096,089	8,733,598	-13,250,497	-5,066,909	-190	5,632,864
ROMANIA	1,218,749	742,023	-1,847,004	-1,750,723	-	-
CROATIA	72,070	59,200	50,332	45,395	-	-
ANDORRA	-75,796	-75,796	22,914	22,914	-	-
SERBIA	125,221	101,920	5,354	5,552	-	-
POLAND	-23,587	-23,587	-	-	-	-
AMERICA	48,016,889	29,741,139	45,753,898	27,789,514		
ARGENTINA	-80,403	-1,472,594	3,917,360	2,228,953	-5,118,606	-2,768,191
BRAZIL	30,172,023	16,835,169	22,581,998	14,517,807	12,087,387	10,904,669
CHILE	5,398,915	3,914,916	12,415,244	9,935,693	-20,697,580	-15,472,846
COLOMBIA	-1,457,843	-2,268,813	584,463	-71,504	-418,006	-788,786
MEXICO	7,917,448	7,725,487	2,915,067	382,108	2,838,899	1,500,284
PERU	4,456,910	3852424	3921919	1265146	6786121	1261398
USA	1609839	1154550	-582153	-468687	11054659	10446909
AFRICA	444,309	289,710	382,405	192,683		
MOROCCO	444,309	289,710	417,512	227,789	-3,876,256	-3,876,256
SOUTH AFRICA	0	0	-35,107	-35,107		
GLOBAL	86,467,197	48,976,923	63,078,018	53,969,279	-90,006,792	-95,113,817

5.7 Responsible taxation

TAX PAID ON PROFITS

The following table shows the payments of taxes paid on profits and public subsidies received.

Information on refunds is included in this fiscal year.

COUNTRY	INCOME TAX PAID FY22 (€)	TAX REFUNDS ON PROFITS FY22 (€)	TAX PAID ON PROFITS FY21 (€)	TAX PAID ON PROFITS FY20 (€)
EUROPE			17,008,164	
BELGIUM	5,188,685	-802,419	1,621,360	693,424
DACH*	453,945	0	411,428	
SPAIN	998,114	-105,225	5,602,959	74,604
FRANCE	0	0	1,406	808,383
GREECE	0	0		
ITALY	3,657,453	0	4,490,431	0
LUXEMBOURG	389,520	-35,812	389,537	
NETHERLANDS	3,191,832	-784,759	971,836	
PORTUGAL	9,906	-56,224	1,965,687	755,586
UNITED KINGDOM	1,872,394	0	1,317,880	256,089
ROMANIA	212,811	-165,511	213,120	
CROATIA	600	0	3,870	
Rest of EMEA*	3,651,323	0		
SERBIA	0	0		
AMERICA			15,954,873	
ARGENTINA	0	0	0	0
BRAZIL	4,787,411	0	7,084,009	41,923
CHILE	1,311,792	-2,267,337	3,324,806	910,417
COLOMBIA	476,219	-1,926,250	484,180	354,699
MEXICO	2,612,763	0	724,254	1,310,448
PERU	3,286,309	0	4260653	5319335
USA	511149	-19742	76970	2165035
AFRICA			23,018	
MOROCCO	88,065	0	23,018	0
GLOBAL	32,700,288	-6,163,279	32,986,056	15,411,554

*DACH includes data from Germany, Austria and Switzerland. Rest of EMEA countries include Vietnam.

5.7 Responsible taxation

PUBLIC SUBSIDIES RECEIVED

This table shows in the first column the public subsidies received and in the second column the returns due to these subsidies.

COUNTRY	COLLECTIONS FOR PUBLIC SUBSIDIES RECEIVED FY22(€)	RETURNS FY22 (€)	COLLECTIONS FOR PUBLIC SUBSIDIES RECEIVED FY21(€)	COLLECTIONS FOR PUBLIC SUBSIDIES RECEIVED FY20 (€)
EUROPE			2,098,056	
BELGIUM	86,222		495,117	623,603
DACH				
SPAIN	986,345		1,380,306	1,643,139
FRANCE				
ITALY	362,986			
LUXEMBOURG				
NETHERLANDS				
PORTUGAL				
UNITED KINGDOM				
ROMANIA	409,187		222,633	
CROATIA				
SERBIA				
AMERICA			165,888	
ARGENTINA				
BRAZIL				
CHILE			165,888	
COLOMBIA				
MEXICO				
PERU				
USA				
AFRICA				
MOROCCO				
GLOBAL	1,844,740		2,263,944	2,266,743

05

GOVERNANCE

5.8 **Certifications**

5.8 Certifications

Certifications and quality seals

NTT DATA EMEAL is committed to information transparency and to disseminating its information under European or international standards in different areas, with the aim of facilitating the comparison of information and improving the excellence of our service.

GLOBAL CERTIFICATIONS	
ISO 14064:2018 Carbon Footprint	**NTT DATA EMEAL** reports the Carbon Footprint by country, and is externally verified by AENOR
ECOVADIS SILVER 2022 ecovadis Sustainability Rating	**NTT DATA EMEAL** was distinguished for its commitment to sustainability and Corporate Social Responsibility with the EcoVadis *Silver* Medal
CDP GOLD ACCREDITED PROVIDER 2022 CDP SUPPLY CHAIN MEMBER PREMIUM CDP DISCLOSURE INSIGHT ACTION A LIST 2022 CLIMATE *Carbon Disclosure Project*	**NTT DATA EMEAL** reports its environmental data to the parent group **NTT DATA,** to participate in the annual questionnaire. Thanks to its performance and good governance in the fight against climate change, during FY22 **NTT DATA** entered category A of climate change reporting and was also recognised as a *Gold Member* by the CDP Organisation and Supply Chain Premium Member. Further information: Companies scores - CDP
Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA ESG Score Result 84 *Dow Jones Sustaiable Index*	**NTT DATA** obtained a score of 84 out of 100 for its performance. Further information: https://www.spglobal.com/esg/scores/results?cid=4217583

**5.8
Certifications**

Certifications and quality seals

LOCAL CERTIFICATIONS			
ISO 14001 Environmental Management System	Spain (Madrid, Seville, Ciudad Real, Huesca), United Kingdom (London, Birmingham), Portugal (Lisbon), Italy (Milan), Romania (Cluj-Napoca, Brasov, Bucharest, Lasi, Sibiu, Timisoara), Chile (Santiago de Chile), Brazil (Sao Paulo)	ISO 9001:2015 Quality Management Systems	Spain (Madrid, A Coruña, Alicante, Barcelona, Bilbao, Las Palmas de Gran Canaria, Murcia, Salamanca, Seville, Valencia, Valladolid, Zaragoza), Argentina (Buenos Aires), Brazil (Sao Paulo, Granja Marileusa Uberlândia), Belgium (Brussels), Chile (Santiago de Chile, Temuco), Colombia (Bogotá), United Kingdom (London, Glasgow), Morocco (Martil), Mexico (Mexico City), Peru (Lima, Trujillo), Portugal (Lisbon), United States.
ISO 50001 Energy Management System	Spain (Madrid)		
Sustainability in buildings: BREEAM	Spain and Romania (Bucharest, Cluj-Napoca)		
Sustainability in buildings: LEED	Spain (Barcelona, Bilbao, Madrid, Seville), Germany (Munich), Italy (Milan, Rome), Romania (Brasov, Iasi, Timisoara), Colombia (Bogota), Mexico (Mexico City), Brazil (Sao Paulo), Peru (Lima)	ISO 45001 Occupational health and safety management systems	Germany (Munich, Hamburg, Wolfsburg, Köln, Frankfurt am Main, Stuttgart, Ettlingen, Ingolstadt, Erfurt), Austria (Vienna), Switzerland (Bern, Zurich)
Sustainability in buildings: WELL	Spain (Madrid)	ISO 27001 Information Security Management Systems	Spain (Madrid, Barcelona, Murcia, Seville (2 centres), Cantabria, Ciudad Real, Alicante (2 centres), and Valencia; Morocco, Peru, Brazil, United Kingdom (London (2 centres) and Birmingham; Italy (Milan (2 centres), Naples and Rome; Romania (Cluj-Napoca (3 centres), Brasov, Iasi and Timisoara) and Germany (Hamburg, Wolfsburg, Köln, Frankfurt, Stuttgart, Ettlingen, Ingolstad and Erfurt).
ESR label Responsible Enterprise label® 2023 Awarded by the *Centro Mexicano para la Filantropía*, A.C. (Cemefi)	Mexico (Mexico city)		
Certificate SA8000:2014 Commitment to human rights at work	Italy (Milan, Rome, Naples, Turin, Pisa)		

06

NTT DATA EMEAL AWARDS AND RECOGNITIONS

**6.
Awards and
Recognition**

"Great tech needs great people like you"

AWARDS AND ACKNOWLEDGMENTS IN THE FIELD OF PEOPLE MANAGEMENT

NTT DATA has received the *Top Employer* award in **12 countries** in 2023.

In 2023, *Top Employer Institute* acknowledged 2,053 organizations in 121 countries/regions as being one of the **best companies to work for**.

NTT DATA received this important recognition in 12 countries, some for the first time and, others, in which the award has been won for several consecutive years.

The countries in which we were acknowledged are:

IBERIA
- **Spain.** Awarded for the eighth consecutive year.
- **Portugal**. Awarded for the second consecutive year.

BELGIUM
- **Belgium.** Awarded for the first time.

DACH
- **Germany.** Awarded for the seventh consecutive year.

ITALY & ROMANIA
- **Italy.** Awarded for the second consecutive year.
- **Romania**. Awarded for the first time.

AMERICAS
- **Brazil.** Awarded for the eighth consecutive year.
- **Chile.** Awarded for the second consecutive year.
- **Mexico**. Awarded for the first time.
- **Peru**. Awarded for the first time.
- **Colombia**. Awarded for the first time.
- **Argentina.** Awarded for the first time.

6. Awards and Recognition

6. Awards and Recognition

AWARDS AND ACKNOWLEDGMENTS IN THE FIELD OF PEOPLE MANAGEMENT

GPTW National *Ranking*: 9th position (2022-Brazil)

GPTW IT *Ranking:* 10th position (2022-Brazil)
GPTW *Certified* Peru 2022

6th place in the TOP 62 best company to work for *FirstJob* (2022-Chile)

DIO Global Transformation in the work area 2021 - Top First Employment Employer (2022-Brazil)

Top 100 Catalyst for Best Employer voted by People's Choice (2022-Romania)

Revelo Awards 2022 - *Top Company Consulting*, First Place - Company with the highest number of hires and 2nd position as Technology Employer Brand (2022- Brazil)

"Flexibility at work" by the HR *Information Institute* (2022-Portugal)

AWARDS AND ACKNOWLEDGMENTS IN THE FIELD OF COMMUNICATION AND MARKETING

2022 (Spain) Dircom Ramón del Corral Awards for *Future at Heart,* our communication campaign for the rebranding and integration of everis and NTT DATA

Employer Brand - Best Employer and Brand Strategy allied with D&I (2022-Brazil)

AWARDS AND ACKNOWLEDGMENTS IN THE FIELD OF DIVERSITY, EQUITY AND INCLUSION

Leader in Diversity by the *Financial Times* (2022-UK)

Award to Carlos García Espada, Partner, Director and Diversity Ambassador of NTT DATA EMEAL, member of Team Espada and ALS patient, for his "Inspiring Commitment and Leadership" of the Randstad Foundation (17th edition, Spain)

AWARDS AND ACKNOWLEDGMENTS IN THE FIELD OF SOCIAL COMMITMENT

"100 best ideas of Spain" Award in the category of Sustainability of Economic Actuality. Award-winning Initiative: *Tech for Sustainability*, the first crowdfunding platform to make visible non-profit initiatives that have an impact on the environment and the most needy groups (Spain)

"Best Sustainability Actions 2022" by CSR Commitment (Spain)

AWARDS AND ACKNOWLEDGMENTS AS PARTNERS OF REFERENCE IN THE IT SECTOR

blueprism

Global Innovation Partner Excellence Awards 2022

MuleSoft

2 MuleSoft Mentor & 1 MuleSoft Ambassador in Spain Delivery & GTM Champions

Adobe

2022 Digital Experience- Solution Partner of the Year (UK & Ireland)

outsystems

Innovation Award Winner 2022 – Social Impact First Partner Globally with +1000 Outsystems certifications

servicenow

2022 Highest growing Partner of the year (Spain)

IBM

2022 Partner of the year Public Cloud (Spain)

Ui Path™

NTT DATA is UiPath Certified USN Partner

AUTOMATION ANYWHERE

2022 Partner of the year Growth Partner

Informatica

Delivery Channel Partner 2022 awards

Microsoft

Prizes and awards:

- NTT Data UK 2022. Winner of the *Microsoft Government Partner of the Year*

- NTT Data Peru, 2022. Winner of *Microsoft Cloud Native App Development Partner of the Year*

- More than 10 *Partner of the Year* awards in previous years worldwide

salesforce

Awards and Recognitions:

- *Global Salesforce* Award to the BBVA Net Zero project carried out by NTT DATA Spain in 2022

SAP

Awards and Recognitions:

- 2022 *Best Cloud Revenue Growth*

- 2022 SAP *Partner Excellence Award*

- 2022 SAP *Pinnacle* Award Winner

- 2022 SAP *Innovation* Award

AWARDS AND PRIZES IN THE FIELD OF DIGITAL EDUCATION AND TRAINING

uma ação
PORTUGAL iNCoDe.2030

2023 Award of the Technology Olympics and the Pulsar Programme by 'INCODE 2030', an initiative of the Portuguese government to promote digital skills (Portugal)

EMPRESA GANADORA
TOP LATAM TECH FEMALE EMPLOYER
MÁS DE 1001 COLABORADORES
LITA «Laboratoria»

2022 One of the LatAm companies with the largest incorporation of women in the technology area, Laboratoria

07

ANNEXES

07

ANNEXES
Annex 1. **Organization chart**

ANNEX 1
Organization chart

NTT DATA EMEAL GROUP CHART APRIL 2023

1 Branch in Netherlands (NTT DATA Spain)
1 Branch in Luxembourg (NTT DATA Spain)
1 Branch in Belgium (NTT DATA Spain)
1 Branch in France (NTT DATA Spain)
1 Branch in Colombia (NTT DATA Spain)
1 Branch in Switzerland (NTT DATA Spain)

NTT DATA, Inc

100%

100%

NTT DATA Europe & Latam, S.L.U.

100%

NTT DATA EMEA, LTD.

Subsidiaries: See page 2

100%

NTT DATA Europe & Latam Finance, S.L.U.

100%

NTT DATA Spain, S.L.U.

100%

100%

Fit Inversión en Talento, S.A.U.

NTT DATA Spain BPO, S.L.U.

1 Branch in Perú (NTT Spain BPO)

NTT DATA Europe & Latam Centers

Everis Initiatives, S.L.U.

Everis **Polonia**, Sp.z.o.o.
Dormant company

NTT DATA Spain Sistemas de Seguridad, S.L.U.

NTT DATA Portugal, S.A.

NTT DATA Portugal Outsourcing de Processos, Sociedade Unipessoal, LDA

NTT DATA Europe & Latam, Branch in USA, INC

Everisconsultancy, Limited

NTT DATA Spain Soluciones Tecnológicas S.L.U.

Everis Panamá, INC *Dormant company*

Everis South África, (PTY) LTD *Dormant company*

NTT DATA Spain Infrastructures Operations, S.L.U.

Everis Androrra Consulting IT Services, S.L.U.

NTT DATA Spain Infrastructures Engineering, S.L.U.

NTT DATA Belgique, SRL

1 Branch in Greece (NTT DATA Belguique)

NTT DATA Europe & Latam Green Engineering, S.L.U.

Palo Biofarma, S.L. — 12,51%

Irisbond Crowdbonding, S.L. — 18,69%

Playstark Games, S.L. — 19,15%

Oncostellae, S.L. — 7,86%

Licencias proyectos seguridad y salud, S.L. — 20%

Futuna Blue España, S.L. — 41,498%

Iobulders Blockchain Tech & Ventures, S.L. — 32,58%

Mmpocket Holding, S.L. — 9,99%

9.63% — Booboo Red de optimización, S.L.

5% — Ahimas Lux S.à.r.l.

26,06% — Inversiones Colectivas en Red, S.L.

6,39% — Medibiofarma, S.L.

9,15% — Ability Pharmaceuticals S.A.

5,30% — The Social Coin, S.L.

8,59% — Boxmotions, S.L.

17,70% — Internet Laboratory Digital, S.L.

3,56% — Frontwave Imaging, S.L.

1 Branch in Ecuador (NTT DATA Perú)

99,999966% — NTT DATA Perú, S.A.C. — 0,000034%

99,99% — NTT DATA Perú BPO, S.A.C. — 0,01%

99,97% — NTT DATA México, S. de R.L. de C.V. — 0,03%

98,00% — NTT DATA México BPO, S. de R.L. de C.V. — 2,00%

84,97% — Lean Grids Services, S.L.

100% — Lean Grids Services Chile, SPA

98,81% — NTT DATA Argentina, S.A. — 0,92%

0,27%

99,999893% — NTT DATA Colombia, S.A.S. — 0,000107%

99,99858% — NTT DATA Colombia BPO, S.A.S. — 0,00142%

1,00% — NTT DATA Morocco Centers, S.A.R.L. — 99%

NTT DATA Brasil Consultoría de Negocios e Tecnologia da Informaçao, Ltda.

0,01% — NTT DATA Latam Centers, Limitada — 99,99%

0,01%

0,01% — NTT DATA Chile Centers, Limitada — 99,99%

5 Branches in Brazil (NTT DATA Brasil)

99,99%

2 Branches in Brazil (NTT Data Brasil Operações)

99,99% — NTT DATA BRASIL Operações, LTDA. — 0,01%

5% — Fachin & Hauagge Incorporações e Participações S.A.

NTT DATA Chile, S.A. — 0,01%

99,99% — NTT DATA Chile Training, Limitada — 0,01%

99,99% — NTT DATA Chile BPO Servicios Profesionales, Técnicos y Tecnológicos, Limitada — 0,01%

100% — NTT DATA Spain Centers, S.L.U.

100% — NTT DATA Portugal Centers Unipessoal, Lda.

Everis Aeroespacial y Defensa, S.L.U.

75,00% — Sistemas de control Remoto, S.L.

100%

Everis Mobile, S.L.U.

Everpross, S.L.U.

Cetel Ingeniería de Sistemas, S.L.U.

BILLIB, S.L.U.

Legend:
- 100% Investment
- Affiliate (Equity method)
- Branch office
- Majority investment
- Minority Investment

ANNEX 1
Organization chart

Subsidiares: See page 1

NTT DATA Inc
(Japan)

NTT DATA Europe & Latam, S.L.U. NOTE 1

Consolidated in EMEA's legal reporting package

NTT DATA Spain, S.L.U. (Spain)

NTT DATA EMEA Ltd. (UK)

(EMEA)

99,997% — **NTT DATA Romania S.A.** (RO) (NTT DE 0,003%) NOTE 2 NOTE 3

100% — **NTT DATA UK Ltd.** (UK) (DUKs) NOTE 4

19,19% 80,81% — **NTT DATA Italia SpA** (IT)

100% — **NTT DATA Deutschland AG** (DE) NOTE 5

100% — **Keane Pension Trustees Ltd.** (UK)

100% — **NTT DATA Italia Gov & Tech S.R.L.** (IT)

99,9017% — **NTT DATA VDS, Company Limited** (VIET) (NTTD Japan 0,0983%)

100% — **NTT DATA Croatia** (HR)

10% — **Tolemaica Srl**

100% — **gen-ius dms GmbH** (DE)

100%

NOTE 1
September 14, 2021: EMEA entire shareholding transferred from NTT DATA Corp. to Everis PartIcipaciones S.L.U. (rebranded in **NTT DATA Europe & Latam S.L.U.**)

NOTE 2
BRANCH in SERBIA

NOTE 3
SMART FACTORY ASSOCIATION (legal entity) 20% stake

NOTE 4
BRANCHES in IRELAND and NETHERLAND

NOTE 5
BRANCHES in SWITZERLAND (Zurich and Bern) and AUSTRIA (Vienna)

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ANNEXES

Annex 2. **Contribution to the 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. The company is making a major contribution to 9 Sustainable Development Goals (SDGs 3, 4, 5, 8, 9, 10, 11, 13 and 17).

The following table also shows the GRI (Global Reporting Initiative) indicators that enable **NTT DATA EMEAL** to measure the results obtained. These indicators are standardized 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		SDG 3 Ensure a healthy life and promote well-being for all ages	**NTT DATA EMEAL** promotes the well-being of its employees with initiatives and programs 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	3-3	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 considers 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 organization with the diversity approach to ensure equity and inclusion of our professionals, while becoming a positive activist within our community.
JOB CREATION	2-7	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 46,478 to 50,199 professionals. Moreover, a total of 15.367 new contracts were signed globally. This commitment to job creation means economic growth in the Communities in which the company is present.
ECONOMIC SUSTAINABILITY			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	2-19		
VOLUNTEERING AND ENTREPRENEURSHIP		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 revitalize the global partnership for sustainable development	We generate alliances with different organizations such as Technovation, Forética, Fundación Luzón and Fundación ONCE to work together to contribute to the achievement of the SDGs by doing what we do best.
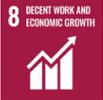
ANNEX 2
Contribution to the Sustainable Development Goals (SDGs)

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 for our professionals.
ENVIRONMENTAL POLICIES AND CERTIFICATIONS	ISO 9.001, ISO 14.001, ISO 50.001, BREEAM	SDG 13 Take measures to combat climate change and its effects	From **NTT DATA EMEAL** we are committed to preserving the environment through an Environmental and Energy Policy that serves as a reference framework to minimize, reverse or end the possible damage that nature may suffer.
CLIMATE CHANGE. CARBON FOOTPRINT	305-1, 305-2, 305-3, 305-4, 305-5, H.C.		With the intention of demonstrating with data and facts the environmental commitment acquired with our surroundings, each year the consolidated Carbon Footprint by country is calculated, this year being 11,339 tCO2e, which is equivalent to 0.23 tCO$_2$/employee, based on a market approach and emission offsets.
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 FY22 the Novus Building has accounted for 18% of the electrical energy consumed by the company in Spain, 21% of the renewable electrical energy with Guarantee of Origin (GoO), consumen by the company in Spain, and 74% of the total consumption of natural gas by the company in Spain.
CIRCULAR ECONOMY	ISO 14.001, ISO 50.001, BREAAM, Ecovadis. 301-1, 301-2, 301-3, 303-5, 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 device's 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			
SUPPLIERS	308-1, 308-2, 414-1		
TRANSPARENCY OF INFORMATION			
REGULATORY COMPLIANCE PREVENTION OF CORRUPTION AND BRIBERY	205-2		
INFORMATION SECURITY AND DATA PROTECTION	418-1		
REPUTATION AND IMAGE			
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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Annex 3. **Breakdown of non-financial indicators**

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ANNEXES

Annex 3. **Breakdown of non-financial indicators**

INDICATOR 1

Staff distribution by country

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

(At end of fiscal year)

🇧🇪 BELGIUM

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	1	0	1
TOTAL PARTNER		1	0	1
DIRECTOR	51-60	0	5	5
	41-50	0	3	3
	31-40	0	2	2
TOTAL DIRECTOR		0	10	10
MANAGER	51-60	0	2	2
	41-50	2	5	7
	31-40	1	2	3
TOTAL MANAGER		3	9	12
LEADER	>60	0	1	1
	51-60	1	2	3
	41-50	2	10	12
	31-40	14	11	25
	21-30	2	4	6
TOTAL LEADER		19	28	47
STAFF	>60	0	2	2
	51-60	3	10	13
	41-50	12	24	36
	31-40	40	34	74
	21-30	45	27	72
TOTAL STAFF		100	97	197
TOTAL BELGIUM		**123**	**144**	**267**

ANNEX 3
Breakdown of non-financial indicators

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

🇧🇪 DACH

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	>60	1	12	13
	51-60	4	54	58
	41-50	3	19	22
	31-40	0	5	5
	21-30	0	0	0
TOTAL TOP EXECUTIVE		8	90	98
EXECUTIVE	>60	9	34	43
	51-60	12	112	124
	41-50	9	66	75
	31-40	3	22	25
TOTAL EXECUTIVE		33	234	267
MIDDLE MANAGEMENT	>60	10	57	67
	51-60	23	151	174
	41-50	29	119	148
	31-40	41	93	134
	21-30	2	2	4
TOTAL MIDDLE MANAGEMENT		105	422	527
PROFESSIONAL	>60	19	46	65
	51-60	59	119	178
	41-50	86	131	217
	31-40	211	276	487
	21-30	94	114	208
TOTAL PROFESSIONAL		469	686	1,155
JUNIOR	>60	4	1	5
	51-60	9	1	10
	41-50	5	5	10
	31-40	46	61	107
	21-30	99	145	244
	<20	1	1	2
TOTAL JUNIOR		164	214	378
TOTAL DACH		**779**	**1,646**	**2,425**

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

(At end of fiscal year)

🇪🇸 SPAIN

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	>60	1	4	5
	51-60	7	56	63
	41-50	11	95	106
	31-40	0	2	2
TOTAL PARTNER		19	157	176
EXECUTIVE DIRECTOR	>60	0	2	2
	51-60	11	23	34
	41-50	10	49	59
TOTAL EXECUTIVE DIRECTOR		21	74	95
DIRECTOR	>60	0	5	5
	51-60	9	27	36
	41-50	42	145	187
	31-40	6	31	37
TOTAL DIRECTOR		57	208	265
MANAGER	>60	0	3	3
	51-60	23	50	73
	41-50	133	276	409
	31-40	79	201	280
	21-30	1	2	3
TOTAL MANAGER		236	532	768
LEADER	>60	6	10	16
	51-60	97	218	315
	41-50	475	977	1452
	31-40	647	1410	2057
	21-30	176	339	515
TOTAL LEADER		1,401	2,954	4,355
STAFF	>60	34	36	70
	51-60	352	359	711
	41-50	998	1263	2261
	31-40	1518	2902	4420
	21-30	1581	5056	6637
	<20	4	27	31
TOTAL STAFF		4,487	9,643	14,130
TOTAL SPAIN		**6,221**	**13,568**	**19,789**

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

(At end of fiscal year)

FRANCE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	1	0	1
TOTAL DIRECTOR		1	0	1
MANAGER	51-60	0	1	1
	41-50	0	2	2
TOTAL MANAGER		0	3	3
LEADER	51-60	0	1	1
	41-50	1	1	2
	31-40	2	4	6
	21-30	1	0	1
TOTAL LEADER		4	6	10
STAFF	51-60	1	1	2
	41-50	1	3	4
	31-40	4	8	12
	21-30	6	13	19
TOTAL STAFF		12	25	37
TOTAL FRANCE		17	34	51

Breakdown of non-financial indicators

INDICATOR 1

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

GREECE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
MANAGER	51-60	0	1	1
MANAGER	41-50	0	3	3
MANAGER	31-40	0	1	1
TOTAL MANAGER		0	5	5
LEADER	41-50	0	11	11
LEADER	31-40	1	6	7
TOTAL LEADER		1	17	18
STAFF	41-50	1	3	4
STAFF	31-40	9	21	30
STAFF	21-30	5	8	13
TOTAL STAFF		15	32	47
TOTAL GREECE		16	55	71

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

(At end of fiscal year)

ITALY (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	2	2
	41-50	0	3	3
TOTAL PARTNER		0	5	5
EXECUTIVE DIRECTOR	51-60	1	0	1
	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		1	1	2
DIRECTOR	>60	0	1	1
	51-60	1	5	6
	41-50	3	18	21
TOTAL DIRECTOR		4	24	28
MANAGER	51-60	1	2	3
	41-50	3	11	14
	31-40	4	22	26
TOTAL MANAGER		8	35	43
LEADER	51-60	6	17	23
	41-50	23	60	83
	31-40	38	129	167
	21-30	11	20	31
TOTAL LEADER		78	226	304
STAFF	51-60	4	4	8
	41-50	17	20	37
	31-40	87	149	236
	21-30	80	203	283
	<20	0	2	2
TOTAL STAFF		188	378	566
TOTAL ITALY (FORMER EVERIS)		**279**	**669**	**948**

Breakdown of non-financial indicators

INDICATOR 1
STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

ITALY (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	>60	0	4	4
	51-60	6	37	43
	41-50	2	11	13
TOTAL TOP EXECUTIVE		8	52	60
EXECUTIVE	>60	1	10	11
	51-60	9	53	62
	41-50	6	24	30
	31-40	0	3	3
TOTAL EXECUTIVE		16	90	106
MIDDLE MANAGEMENT	>60	4	22	26
	51-60	53	125	178
	41-50	42	127	169
	31-40	14	50	64
	21-30	0	1	1
TOTAL MIDDLE MANAGEMENT		113	325	438
PROFESSIONAL	>60	14	33	47
	51-60	156	324	480
	41-50	247	493	740
	31-40	334	693	1027
	21-30	119	273	392
TOTAL PROFESSIONAL		870	1,816	2,686
JUNIOR	>60	2	0	2
	51-60	6	4	10
	41-50	18	25	43
	31-40	104	205	309
	21-30	275	791	1066
	<20	0	6	6
TOTAL JUNIOR		405	1,031	1,436
TOTAL ITALY (FORMER NTT DATA EMEA)		**1,412**	**3,314**	**4,726**

ANNEX 3
Breakdown of non-financial indicators

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

LUXEMBOURG

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	51-60	0	1	1
TOTAL DIRECTOR		0	1	1
MANAGER	41-50	0	1	1
	31-40	0	1	1
TOTAL MANAGER		0	2	2
LEADER	51-60	0	1	1
	41-50	1	1	2
	31-40	1	0	1
TOTAL LEADER		2	2	4
STAFF	>60	0	2	2
	51-60	1	5	6
	41-50	7	23	30
	31-40	11	26	37
	21-30	1	8	9
TOTAL STAFF		20	64	84
TOTAL LUXEMBOURG		**22**	**70**	**92**

ANNEX 3
Breakdown of non-financial indicators

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

NETHERLANDS

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	51-60	0	3	3
	41-50	0	3	3
TOTAL DIRECTOR		0	6	6
MANAGER	51-60	0	1	1
	41-50	3	4	7
TOTAL MANAGER		3	5	8
LEADER	51-60	1	2	3
	41-50	4	9	13
	31-40	6	8	14
	21-30	3	2	5
TOTAL LEADER		14	21	35
STAFF	51-60	0	2	2
	41-50	1	2	3
	31-40	5	5	10
	21-30	7	5	12
TOTAL STAFF		13	14	27
TOTAL NETHERLANDS		**30**	**47**	**77**

ANNEX 3
Breakdown of non-financial indicators

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

PORTUGAL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
	41-50	1	6	7
TOTAL PARTNER		1	7	8
DIRECTOR	51-60	1	2	3
	41-50	7	18	25
	31-40	3	5	8
TOTAL DIRECTOR		11	25	36
MANAGER	41-50	11	13	24
	31-40	12	28	40
	21-30	1	0	1
TOTAL MANAGER		24	41	65
LEADER	51-60	2	14	16
	41-50	26	70	96
	31-40	61	129	190
	21-30	30	45	75
TOTAL LEADER		119	258	377
STAFF	>60	0	2	2
	51-60	1	5	6
	41-50	27	27	54
	31-40	101	165	266
	21-30	238	322	560
	<20	1	4	5
TOTAL STAFF		368	525	893
TOTAL PORTUGAL		**523**	**856**	**1,379**

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

(At end of fiscal year)

UNITED KINGDOM (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	2	2
	41-50	0	4	4
TOTAL PARTNER		0	6	6
DIRECTOR	51-60	1	5	6
	41-50	1	11	12
	31-40	0	3	3
TOTAL DIRECTOR		2	19	21
MANAGER	51-60	1	3	4
	41-50	3	10	13
	31-40	4	7	11
TOTAL MANAGER		8	20	28
LEADER	>60	0	1	1
	51-60	4	27	31
	41-50	12	37	49
	31-40	32	49	81
	21-30	6	6	12
TOTAL LEADER		54	120	174
STAFF	>60	2	1	3
	51-60	3	10	13
	41-50	5	11	16
	31-40	32	22	54
	21-30	22	33	55
TOTAL STAFF		64	77	141
TOTAL UNITED KINGDOM (FORMER EVERIS)		**128**	**242**	**370**

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

(At end of fiscal year)

UNITED KINGDOM (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	>60	0	2	2
	51-60	2	22	24
	41-50	1	27	28
	31-40	0	1	1
TOTAL TOP EXECUTIVE		3	52	55
EXECUTIVE	>60	2	3	5
	51-60	4	40	44
	41-50	13	60	73
	31-40	4	10	14
TOTAL EXECUTIVE		23	113	136
MIDDLE MANAGEMENT	>60	7	20	27
	51-60	24	95	119
	41-50	48	212	260
	31-40	42	159	201
	21-30	5	15	20
TOTAL MIDDLE MANAGEMENT		126	501	627
PROFESSIONAL	>60	2	11	13
	51-60	12	40	52
	41-50	70	105	175
	31-40	130	176	306
	21-30	66	78	144
	<20	0	1	1
TOTAL PROFESSIONAL		280	411	691
JUNIOR	51-60	2	1	3
	31-40	1	2	3
	21-30	4	13	17
	<20	0	1	1
TOTAL JUNIOR		7	17	24
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)		439	1,094	1,533

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

(At end of fiscal year)

ROMANIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	41-50	1	2	3
TOTAL TOP EXECUTIVE		1	2	3
EXECUTIVE	>60	0	1	1
	51-60	12	11	23
	41-50	40	66	106
	31-40	63	49	112
	21-30		4	4
TOTAL EXECUTIVE		115	131	246
MIDDLE MANAGEMENT	>60	0	2	2
	51-60	1	5	6
	41-50	20	18	38
	31-40	60	92	152
	21-30	14	22	36
TOTAL MIDDLE MANAGEMENT		95	139	234
PROFESSIONAL	>60	1	0	1
	51-60	3	1	4
	41-50	28	15	43
	31-40	144	111	255
	21-30	92	123	215
TOTAL PROFESSIONAL		268	250	518
JUNIOR	41-50	4	0	4
	31-40	14	16	30
	21-30	100	108	208
TOTAL JUNIOR		118	124	242
TOTAL ROMANIA		**597**	**646**	**1,243**

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

(At end of fiscal year)

SWITZERLAND (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
TOTAL PARTNER		0	1	1
EXECUTIVE DIRECTOR	51-60	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
MANAGER	41-50	0	2	2
	31-40	1	1	2
TOTAL MANAGER		1	3	4
LEADER	31-40	1	5	6
TOTAL LEADER		1	5	6
STAFF	51-60	0	1	1
	41-50	1	3	4
	31-40	1	0	1
TOTAL STAFF		2	4	6
TOTAL SWITZERLAND (FORMER EVERIS)		4	14	18

ANNEX 3
Breakdown of non-financial indicators

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

REST OF EMEA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	51-60	0	3	3
	41-50	1	0	1
TOTAL TOP EXECUTIVE		1	3	4
EXECUTIVE	41-50	0	6	6
	31-40	0	1	1
TOTAL EXECUTIVE		0	7	7
MIDDLE MANAGEMENT	51-60	0	2	2
	41-50	1	2	3
	31-40	2	0	2
TOTAL MIDDLE MANAGEMENT		3	4	7
PROFESSIONAL	51-60	0	1	1
	41-50	2	13	15
	31-40	21	61	82
	21-30	13	75	88
TOTAL PROFESSIONAL		36	150	186
JUNIOR	41-50	1	2	3
	31-40	12	10	22
	21-30	34	86	120
TOTAL JUNIOR		47	98	145
TOTAL REST OF EMEA		**87**	**262**	**349**

ANNEX 3
Breakdown of non-financial indicators

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

ARGENTINA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	2	2
	41-50	1	0	1
TOTAL PARTNER		1	2	3
DIRECTOR	51-60	1	3	4
	41-50	2	6	8
	31-40	0	1	1
TOTAL DIRECTOR		3	10	13
MANAGER	51-60	0	1	1
	41-50	2	5	7
	31-40	7	14	21
	21-30	4	7	11
TOTAL MANAGER		13	27	40
LEADER	>60	1	3	4
	51-60	4	15	19
	41-50	21	45	66
	31-40	43	84	127
	21-30	10	31	41
TOTAL LEADER		79	178	257
STAFF	>60	0	5	5
	51-60	6	9	15
	41-50	21	41	62
	31-40	68	132	200
	21-30	89	255	344
	<20	1	2	3
TOTAL STAFF		185	444	629
TOTAL ARGENTINA		**281**	**661**	**942**

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

(At end of fiscal year)

BRAZIL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	1	3	4
	41-50	0	5	5
	31-40	0	2	2
TOTAL PARTNER		1	10	11
EXECUTIVE DIRECTOR	>60	1	1	2
	51-60	0	3	3
	41-50	0	1	1
	31-40	0	1	1
TOTAL EXECUTIVE DIRECTOR		1	6	7
DIRECTOR	>60	1	2	3
	51-60	4	8	12
	41-50	10	31	41
	31-40	1	6	7
TOTAL DIRECTOR		16	47	63
MANAGER	>60	0	3	3
	51-60	5	12	17
	41-50	27	51	78
	31-40	15	49	64
	21-30	2	2	4
TOTAL MANAGER		49	117	166
LEADER	>60	7	20	27
	51-60	39	78	117
	41-50	72	177	249
	31-40	107	305	412
	21-30	26	99	125
TOTAL LEADER		251	679	930
STAFF	>60	8	38	46
	51-60	47	98	145
	41-50	145	320	465
	31-40	447	968	1415
	21-30	518	1236	1754
	<20	18	26	44
TOTAL STAFF		1,183	2,686	3,869
TOTAL BRAZIL		**1,501**	**3,545**	**5,046**

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

(At end of fiscal year)

CHILE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	2	2
TOTAL PARTNER		0	2	2
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	51-60	0	3	3
	41-50	5	13	18
	31-40	2	5	7
TOTAL DIRECTOR		7	21	28
MANAGER	51-60	0	5	5
	41-50	14	19	33
	31-40	4	27	31
TOTAL MANAGER		18	51	69
LEADER	>60	0	4	4
	51-60	7	16	23
	41-50	35	96	131
	31-40	59	172	231
	21-30	6	24	30
TOTAL LEADER		107	312	419
STAFF	>60	3	5	8
	51-60	11	24	35
	41-50	45	92	137
	31-40	144	390	534
	21-30	111	422	533
	<20	0	2	2
TOTAL STAFF		314	935	1,249
TOTAL CHILE		**446**	**1,322**	**1,768**

ANNEX 3
Breakdown of non-financial indicators

STAFF DISTRIBUTION BY COUNTRY

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

🇨🇴 COLOMBIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	2	2
	31-40	0	2	2
TOTAL PARTNER		0	4	4
EXECUTIVE DIRECTOR	51-60	1	1	2
TOTAL EXECUTIVE DIRECTOR		1	1	2
DIRECTOR	51-60	2	2	4
	41-50	1	5	6
	31-40	0	4	4
TOTAL DIRECTOR		3	11	14
MANAGER	51-60	1	4	5
	41-50	12	8	20
	31-40	6	11	17
TOTAL MANAGER		19	23	42
LEADER	51-60	3	14	17
	41-50	29	43	72
	31-40	55	87	142
	21-30	13	20	33
TOTAL LEADER		100	164	264
STAFF	>60	3	4	7
	51-60	10	26	36
	41-50	27	85	112
	31-40	134	222	356
	21-30	195	396	591
	<20	5	18	23
TOTAL STAFF		374	751	1,125
TOTAL COLOMBIA		**497**	**954**	**1,451**

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

(At end of fiscal year)

ECUADOR

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	31-40	0	8	8
	21-30	0	1	1
TOTAL LEADER		0	9	9
STAFF	41-50	1	3	4
	31-40	9	18	27
	21-30	10	36	46
TOTAL STAFF		20	57	77
TOTAL ECUADOR		20	66	86

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

(At end of fiscal year)

MEXICO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	2	2
TOTAL PARTNER		0	2	2
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	51-60	1	7	8
	41-50	2	15	17
	31-40	2	3	5
TOTAL DIRECTOR		5	25	30
MANAGER	51-60	0	2	2
	41-50	7	7	14
	31-40	11	16	27
TOTAL MANAGER		18	25	43
LEADER	>60	0	6	6
	51-60	1	26	27
	41-50	34	78	112
	31-40	71	164	235
	21-30	22	59	81
TOTAL LEADER		128	333	461
STAFF	>60	3	5	8
	51-60	18	43	61
	41-50	68	101	169
	31-40	229	353	582
	21-30	273	615	888
	<20	3	0	3
TOTAL STAFF		594	1,117	1,711
TOTAL MEXICO		**745**	**1,503**	**2,248**

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

(At end of fiscal year)

PERU

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	>60	0	1	1
	51-60	0	1	1
TOTAL PARTNER		0	2	2
EXECUTIVE DIRECTOR	51-60	0	1	1
	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	2	2
DIRECTOR	51-60	3	8	11
	41-50	4	6	10
	31-40	2	3	5
TOTAL DIRECTOR		9	17	26
MANAGER	51-60	2	6	8
	41-50	12	28	40
	31-40	12	15	27
	21-30	0	1	1
TOTAL MANAGER		26	50	76
LEADER	>60	3	4	7
	51-60	5	17	22
	41-50	55	155	210
	31-40	88	311	399
	21-30	26	75	101
TOTAL LEADER		177	562	739
STAFF	>60	2	2	4
	51-60	6	30	36
	41-50	73	212	285
	31-40	442	978	1420
	21-30	658	1499	2157
	<20	6	10	16
TOTAL STAFF		1,187	2,731	3,918
TOTAL PERU		1,399	3,364	4,763

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

(At end of fiscal year)

🇺🇸 USA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
	41-50	0	3	3
TOTAL PARTNER		0	4	4
EXECTUIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	51-60	0	1	1
	41-50	0	6	6
TOTAL DIRECTOR		0	7	7
MANAGER	41-50	1	5	6
TOTAL MANAGER		1	5	6
LEADER	51-60	0	1	1
	41-50	2	8	10
	31-40	3	12	15
	21-30	0	1	1
TOTAL LEADER		5	22	27
STAFF	>60	1	2	3
	51-60	2	8	10
	41-50	5	9	14
	31-40	11	11	22
	21-30	6	2	8
TOTAL STAFF		25	32	57
TOTAL USA		**31**	**71**	**102**

ANNEX 3
Breakdown of non-financial indicators

Total number and distribution of employees by gender, age, country and professional classification

(At end of fiscal year)

⭐ MOROCCO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
TOTAL DIRECTOR		0	1	1
MANAGER	41-50	0	3	3
TOTAL MANAGER		0	3	3
LEADER	51-60	0	1	1
	41-50	0	4	4
	31-40	3	9	12
TOTAL LEADER		3	14	17
STAFF	41-50	1	4	5
	31-40	44	61	105
	21-30	159	164	323
	<20	0	1	1
TOTAL STAFF		204	230	434
TOTAL MOROCCO		**207**	**248**	**455**

	WOMEN	MEN	TOTAL
TOTAL	**15,804**	**34,395**	**50,199**

07

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	51-60	1	0	1
	TOTAL PARTNER		1	0	1
	DIRECTOR	51-60	0	5	5
		41-50	0	3	3
		31-40	0	2	2
	TOTAL DIRECTOR		0	10	10
	MANAGER	51-60	0	2	2
		41-50	2	5	7
		31-40	1	2	3
	TOTAL MANAGER		3	9	12
	LEADER	>60	0	1	1
		51-60	1	2	3
		41-50	2	10	12
		31-40	14	11	25
		21-30	2	4	6
	TOTAL LEADER		19	28	47
	STAFF	>60	0	2	2
		51-60	3	10	13
		41-50	12	24	36
		31-40	40	34	74
		21-30	45	27	72
	TOTAL STAFF		100	97	197
TOTAL PERMANENT			123	144	267
TOTAL BELGIUM			**123**	**144**	**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

DACH

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	TOP EXECUTIVE	>60	1	6	7
		51-60	3	51	54
		41-50	3	19	22
		31-40	0	4	4
	TOTAL TOP EXECUTIVE		7	80	87
	EXECUTIVE	>60	5	31	36
		51-60	10	106	116
		41-50	6	64	70
		31-40	2	21	23
	TOTAL EXECUTIVE		23	222	245
	MIDDLE MANAGEMENT	>60	6	46	52
		51-60	16	139	155
		41-50	16	110	126
		31-40	30	89	119
		21-30	2	2	4
	TOTAL MIDDLE MANAGEMENT		70	386	456
	PROFESSIONAL	>60	5	39	44
		51-60	29	105	134
		41-50	40	123	163
		31-40	153	261	414
		21-30	87	103	190
	TOTAL PROFESSIONAL		314	631	945
	JUNIOR	>60	0	1	1
		51-60	8	1	9
		41-50	2	5	7
		31-40	39	58	97
		21-30	89	136	225
		<20	1	1	2
	TOTAL JUNIOR		139	202	341
TOTAL PERMANENT			553	1,521	2,074

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	TOP EXECUTIVE	>60	0	6	6
		51-60	1	3	4
		31-40	0	1	1
	TOTAL TOP EXECUTIVE		1	10	11
	EXECUTIVE	>60	3	3	6
		51-60	2	6	8
		41-50	3	2	5
		31-40	1	1	2
	TOTAL EXECUTIVE		9	12	21
	MIDDLE MANAGEMENT	>60	4	10	14
		51-60	7	12	19
		41-50	13	9	22
		31-40	11	4	15
	TOTAL MIDDLE MANAGEMENT		35	35	70
	PROFESSIONAL	>60	13	6	19
		51-60	30	14	44
		41-50	46	8	54
		31-40	58	15	73
		21-30	7	11	18
	TOTAL PROFESSIONAL		154	54	208
	JUNIOR	>60	4	0	4
		51-60	1	0	1
		41-50	3	0	3
		31-40	7	3	10
		21-30	10	8	18
	TOTAL JUNIOR		25	11	36
TOTAL PART TIME			224	122	346

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
FIXED TERM	EXECUTIVE	>60	1	0	1
	TOTAL EXECUTIVE		1	0	1
	MIDDLE MANAGEMENT	>60	0	1	1
	TOTAL MIDDLE MANAGEMENT		0	1	1
	PROFESSIONAL	>60	1	1	2
	TOTAL PROFESSIONAL		1	1	2
	JUNIOR	21-30	0	1	1
	TOTAL JUNIOR		0	1	1
TOTAL FIXED TERM			2	3	5
TOTAL DACH			**779**	**1,646**	**2,425**

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

🇪🇸 SPAIN

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	>60	1	3	4
		51-60	7	56	63
		41-50	11	95	106
		31-40	0	2	2
	TOTAL PARTNER		**19**	**156**	**175**
	EXECUTIVE DIRECTOR	>60	0	2	2
		51-60	11	23	34
		31-40	10	49	59
	TOTAL EXECUTIVE DIRECTOR		**21**	**74**	**95**
	DIRECTOR	>60	0	5	5
		51-60	9	27	36
		41-50	42	143	185
		31-40	6	32	38
	TOTAL DIRECTOR		**57**	**207**	**264**
	MANAGER	>60	0	2	2
		51-60	23	50	73
		41-50	133	274	407
		31-40	79	200	279
		21-30	1	2	3
	TOTAL MANAGER		**236**	**528**	**764**
	LEADER	>60	6	10	16
		51-60	96	218	314
		41-50	472	976	1448
		31-40	646	1,407	2053
		21-30	176	339	515
	TOTAL LEADER		**1,396**	**2,950**	**4,346**
	STAFF	>60	26	30	56
		51-60	277	332	609
		41-50	902	1230	2132
		31-40	1449	2844	4293
		21-30	1503	4851	6354
		<20	4	24	28
	TOTAL STAFF		**4,161**	**9,311**	**13,472**
TOTAL PERMANENT			**5,890**	**13,226**	**19,116**

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

🇪🇸 SPAIN

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	DIRECTOR	51-60	0	1	1
		41-50	0	1	1
	TOTAL DIRECTOR		0	2	2
	MANAGER	>60	0	1	1
		41-50	0	2	2
		31-40	0	1	1
	TOTAL MANAGER		0	4	4
	LEADER	>60	1	0	1
		41-50	3	1	4
		31-40	1	3	4
	TOTAL LEADER		5	4	9
	STAFF	>60	8	6	14
		51-60	73	27	100
		41-50	90	25	115
		31-40	60	31	91
		21-30	63	88	151
		<20	0	2	2
	TOTAL STAFF		294	179	473
TOTAL PART TIME			299	189	488
FIXED TERM	STAFF	51-60	2	0	2
		41-50	6	8	14
		31-40	9	27	36
		21-30	15	117	132
		<20	0	1	1
	TOTAL STAFF		32	153	185
TOTAL FIXED TERM			32	153	185
TOTAL SPAIN			**6,221**	**13,568**	**19,789**

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	0	1
	TOTAL DIRECTOR		1	0	1
	MANAGER	>60	0	1	1
		41-50	0	2	2
	TOTAL MANAGER		0	3	3
	LEADER	51-60	0	1	1
		41-50	1	1	2
		31-40	2	4	6
		21-30	1	0	1
	TOTAL LEADER		4	6	10
	STAFF	51-60	1	1	2
		41-50	1	3	4
		31-40	4	8	12
		21-30	5	13	18
	TOTAL STAFF		11	25	36
TOTAL PART TIME			16	34	50
FIXED TERM	STAFF	21-30	1	0	1
	TOTAL STAFF		1	0	1
TOTAL FIXED TERM			1	0	1
TOTAL FRANCE			**17**	**34**	**51**

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

🇬🇷 GREECE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	MANAGER	51-60	0	1	1
		41-50	0	3	3
		31-40	0	1	1
	TOTAL MANAGER		0	5	5
	LEADER	41-50	0	11	11
		31-40	1	6	7
	TOTAL LEADER		1	17	18
	STAFF	41-50	1	3	4
		31-40	9	21	30
		21-30	5	8	13
	TOTAL STAFF		15	32	47
TOTAL PERMANENT			16	55	71
TOTAL GREECE			**16**	**55**	**71**

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 everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	2	2
		41-50	0	3	3
	TOTAL PARTNER		0	5	5
	EXECUTIVE DIRECTOR	51-60	1	0	1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		1	1	2
	DIRECTOR	>60	0	1	1
		51-60	1	5	6
		41-50	3	18	21
	TOTAL DIRECTOR		4	24	28
	MANAGER	51-60	1	2	3
		41-50	3	11	14
		31-40	4	22	26
	TOTAL MANAGER		8	35	43
	LEADER	51-60	6	17	23
		41-50	23	60	83
		31-40	38	129	167
		21-30	11	20	31
	TOTAL LEADER		78	226	304
	STAFF	51-60	4	4	8
		41-50	17	20	37
		31-40	87	149	236
		21-30	80	203	283
		<20	0	2	2
	TOTAL STAFF		188	378	566
TOTAL PERMANENT			279	669	948
TOTAL ITALY (FORMER EVERIS)			**279**	**669**	**948**

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	TOP EXECUTIVE	>60	0	4	4
		51-60	6	37	43
		41-50	2	11	13
	TOTAL TOP EXECUTIVE		8	52	60
	EXECUTIVE	>60	1	10	11
		51-60	8	53	61
		41-50	6	24	30
		31-40	0	3	3
	TOTAL EXECUTIVE		15	90	105
	MIDDLE MANAGEMENT	>60	4	22	26
		51-60	51	125	176
		41-50	40	127	167
		31-40	14	50	64
		21-30	0	1	1
	TOTAL MIDDLE MANAGEMENT		109	325	434
	PROFESSIONAL	>60	14	33	47
		51-60	138	320	458
		41-50	198	492	690
		31-40	326	692	1018
		21-30	119	273	392
	TOTAL PROFESSIONAL		795	1,810	2,605
	JUNIOR	>60	1	0	1
		51-60	4	3	7
		41-50	11	24	35
		31-40	95	203	298
		21-30	267	782	1049
		<20	0	6	6
	TOTAL JUNIOR		378	1,018	1,396
TOTAL PERMANENT			1,305	3,295	4,600

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	MIDDLE MANAGEMENT	51-60	2	0	2
		41-50	1	0	1
	TOTAL MIDDLE MANAGEMENT		3	0	3
	PROFESSIONAL	51-60	18	3	21
		41-50	49	1	50
		31-40	8	1	9
	TOTAL PROFESSIONAL		75	5	80
	JUNIOR	>60	1	0	1
		51-60	2	1	3
		41-50	7	1	8
		31-40	9	0	9
		21-30	5	3	8
	TOTAL JUNIOR		24	5	29
TOTAL PART TIME			102	10	112
FIXED TERM	EXECUTIVE	51-60	1	0	1
	TOTAL EXECUTIVE		1	0	1
	MIDDLE MANAGEMENT	41-50	1	0	1
	TOTAL MIDDLE MANAGEMENT		1	0	1
	PROFESSIONAL	51-60	0	1	1
	TOTAL PROFESSIONAL		0	1	1
	JUNIOR	31-40	0	2	2
		21-30	3	6	9
	TOTAL JUNIOR		3	8	11
TOTAL FIXED TERM			5	9	14
TOTAL ITALY (FORMER NTT DATA EMEA)			1,412	3,314	4,726

NTT DATA EMEAL

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 DIRECTOR		0	1	1
	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTOR		0	1	1
	MANAGER	41-50	0	1	1
		31-40	0	1	1
	TOTAL MANAGER		0	2	2
	LEADER	51-60	0	1	1
		41-50	1	1	2
		31-40	1	0	1
	TOTAL LEADER		2	2	4
	STAFF	>60	0	2	2
		51-60	1	5	6
		41-50	7	23	30
		31-40	11	26	37
		21-30	1	8	9
	TOTAL STAFF		20	64	84
TOTAL PERMANENT			22	70	92
TOTAL LUXEMBOURG			**22**	**70**	**92**

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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 DIRECTOR		0	1	1
	DIRECTOR	51-60	0	3	3
		41-50	0	3	3
	TOTAL DIRECTOR		0	6	6
	MANAGER	51-60	0	1	1
		41-50	3	4	7
	TOTAL MANAGER		3	5	8
	LEADER	51-60	1	2	3
		41-50	4	9	13
		31-40	6	8	14
		21-30	3	2	5
	TOTAL LEADER		14	21	35
	STAFF	51-60	0	2	2
		41-50	1	2	3
		31-40	5	5	10
		21-30	7	5	12
	TOTAL STAFF		13	14	27
TOTAL PERMANENT			30	47	77
TOTAL NETHERLANDS			**30**	**47**	**77**

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	51-60	0	1	1
		41-50	1	6	7
	TOTAL PARTNER		1	7	8
	DIRECTOR	51-60	1	2	3
		41-50	7	18	25
		31-40	3	5	8
	TOTAL DIRECTOR		11	25	36
	MANAGER	41-50	11	13	24
		31-40	12	28	40
		21-30	1	0	1
	TOTAL MANAGER		24	41	65
	LEADER	51-60	2	14	16
		41-50	25	70	95
		31-40	61	129	190
		21-30	30	45	75
	TOTAL LEADER		118	258	376
	STAFF	>60	0	2	2
		51-60	1	5	6
		41-50	27	27	54
		31-40	101	165	266
		21-30	238	322	560
		<20	1	4	5
	TOTAL STAFF		368	525	893
TOTAL PERMANENT			522	856	1,378
PART TIME	LEADER	41-50	1	0	1
	TOTAL LEADER		1	0	1
TOTAL PART TIME			1	0	1
TOTAL PORTUGAL			523	856	1,379

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	4	4
	TOTAL PARTNER		0	6	6
	DIRECTOR	51-60	1	5	6
		41-50	1	11	12
		31-40	0	3	3
	TOTAL DIRECTOR		2	19	21
	MANAGER	51-60	1	3	4
		41-50	3	10	13
		31-40	4	7	11
	TOTAL MANAGER		8	20	28
	LEADER	>60	0	1	1
		51-60	4	27	31
		41-50	12	37	49
		31-40	32	49	81
		21-30	6	6	12
	TOTAL LEADER		54	120	174
	STAFF	>60	2	1	3
		51-60	3	10	13
		41-50	5	11	16
		31-40	31	21	52
		21-30	21	32	53
	TOTAL STAFF		62	75	137
TOTAL PERMANENT			126	240	366
PART TIME	LEADER	31-40	1	1	2
		21-30	1	1	2
	TOTAL LEADER		2	2	4
TOTAL PART TIME			2	2	4
TOTAL UNITED KINGDOM (FORMER EVERIS)			**128**	**242**	**370**

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	TOP EXECUTIVE	>60	0	2	2
		51-60	2	22	24
		41-50	1	27	28
		31-40	0	1	1
	TOTAL TOP EXECUTIVE		3	52	55
	EXECUTIVE	>60	2	3	5
		51-60	4	39	43
		41-50	13	58	71
		31-40	4	10	14
	TOTAL EXECUTIVE		23	110	133
	MIDDLE MANAGEMENT	>60	7	18	25
		51-60	20	90	110
		41-50	41	207	248
		31-40	39	153	192
		21-30	5	15	20
	TOTAL MIDDLE MANAGEMENT		112	483	595
	PROFESSIONAL	>60	1	11	12
		51-60	11	38	49
		41-50	60	104	164
		31-40	115	173	288
		21-30	62	76	138
		<20	0	1	1
	TOTAL PROFESSIONAL		249	403	652
	JUNIOR	51-60	1	1	2
		31-40	0	2	2
		21-30	3	11	14
		<20	0	1	1
	TOTAL JUNIOR		4	15	19
TOTAL PERMANENT			391	1,063	1,454

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	51-60	0	1	1
		41-50	0	1	1
	TOTAL EXECUTIVE		0	2	2
	MIDDLE MANAGEMENT	51-60	3	2	5
		41-50	4	1	5
		31-40	3	0	3
	TOTAL MIDDLE MANAGEMENT		10	3	13
	PROFESSIONAL	51-60	1	0	1
		41-50	6	0	6
		31-40	6	0	6
	TOTAL PROFESSIONAL		13	0	13
	JUNIOR	51-60	1	0	1
	TOTAL JUNIOR		1	0	1
TOTAL PART TIME			24	5	29

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	EXECUTIVE	41-50	0	1	1
	TOTAL EXECUTIVE		0	1	1
	MIDDLE MANAGEMENT	>60	0	2	2
		51-60	1	3	4
		41-50	3	4	7
		31-40	0	6	6
	TOTAL MIDDLE MANAGEMENT		4	15	19
	PROFESSIONAL	>60	1	0	1
		51-60	0	2	2
		41-50	4	1	5
		31-40	9	3	12
		21-30	4	2	6
	TOTAL PROFESSIONAL		18	8	26
	JUNIOR	31-40	1	0	1
		21-30	1	2	3
	TOTAL JUNIOR		2	2	4
TOTAL FIXED TERM			24	26	50
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)			**439**	**1,094**	**1,533**

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	TOP EXECUTIVE	41-50	1	2	3
	TOTAL TOP EXECUTIVE		1	2	3
	EXECUTIVE	>60	0	1	1
		51-60	11	11	22
		41-50	40	66	106
		31-40	60	48	108
		21-30	0	4	4
	TOTAL EXECUTIVE		111	130	241
	MIDDLE MANAGEMENT	>60	0	2	2
		51-60	1	4	5
		41-50	18	18	36
		31-40	60	90	150
		21-30	14	22	36
	TOTAL MIDDLE MANAGEMENT		93	136	229
	PROFESSIONAL	51-60	3	1	4
		41-50	26	15	41
		31-40	142	110	252
		21-30	91	122	213
	TOTAL PROFESSIONAL		262	248	510
	JUNIOR	41-50	4	0	4
		31-40	14	16	30
		21-30	75	71	146
	TOTAL JUNIOR		93	87	180
TOTAL PERMANENT			560	603	1,163

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	EXECUTIVE	51-60	1	0	1
		31-40	3	1	4
	TOTAL EXECUTIVE		4	1	5
	MIDDLE MANAGEMENT	51-60	0	1	1
		41-50	2	0	2
		31-40	0	2	2
	TOTAL MIDDLE MANAGEMENT		2	3	5
	PROFESSIONAL	>60	1	0	1
		41-50	2	0	2
		31-40	2	1	3
		21-30	1	1	2
	TOTAL PROFESSIONAL		6	2	8
	JUNIOR	21-30	25	37	62
	TOTAL JUNIOR		25	37	62
TOTAL PART TIME			37	43	80
TOTAL ROMANIA			597	646	1,243

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 PARTNER		0	1	1
	EXECUTIVE DIRECTOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	MANAGER	41-50	0	2	2
		31-40	1	1	2
	TOTAL MANAGER		1	3	4
	LEADER	31-40	1	5	6
	TOTAL LEADER		1	5	6
	STAFF	51-60	0	1	1
		41-50	1	3	4
		31-40	1	0	1
	TOTAL STAFF		2	4	6
TOTAL PERMANENT			4	14	18
TOTAL SWITZERLAND (FORMER EVERIS)			**4**	**14**	**18**

REST OF EMEA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	TOP EXECUTIVE	41-50	0	3	3
		31-40	1	0	1
	TOTAL TOP EXECUTIVE		1	3	4
	EXECUTIVE	41-50	0	6	6
		31-40	0	1	1
	TOTAL EXECUTIVE		0	7	7
	MIDDLE MANAGEMENT	51-60	0	2	2
		41-50	1	1	2
		31-40	2	0	2
	TOTAL MIDDLE MANAGEMENT		3	3	6
	PROFESSIONAL	51-60	0	1	1
		41-50	2	10	12
		31-40	14	26	40
		21-30	2	3	5
	TOTAL PROFESSIONAL		18	40	58
	JUNIOR	41-50	1	2	3
		31-40	9	5	14
		21-30	12	13	25
	TOTAL JUNIOR		22	20	42
TOTAL PERMANENT			44	73	117
PART TIME	PROFESSIONAL	41-50	0	1	1
	TOTAL PROFESSIONAL		0	1	1
	SUPPORT	21-30	0	1	1
	TOTAL SUPPORT		0	1	1
TOTAL PART TIME			0	2	2
FIXED TERM	MIDDLE MANAGEMENT	41-50	0	1	1
	TOTAL MIDDLE MANAGEMENT		0	1	1
	PROFESSIONAL	41-50	0	2	2
		31-40	7	35	42
		21-30	11	72	83
	TOTAL PROFESSIONAL		18	109	127
	JUNIOR	31-40	3	5	8
		21-30	22	72	94
	TOTAL JUNIOR		25	77	102
TOTAL FIXED TERM			43	187	230
TOTAL REST OF EMEA			**87**	**262**	**349**

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	51-60	0	1	1
		41-50	0	2	2
		31-40	0	2	2
	TOTAL LEADER		0	5	5
	STAFF	>60	0	1	1
		51-60	0	1	1
		41-50	0	1	1
		31-40	0	3	3
	TOTAL STAFF		0	6	6
TOTAL PERMANENT			0	11	11
PART TIME	PARTNER	51-60	0	2	2
		41-50	1	0	1
	TOTAL PARTNER		1	2	3
	DIRECTOR	51-60	1	3	4
		41-50	2	6	8
		31-40	0	1	1
	TOTAL DIRECTOR		3	10	13
	MANAGER	>60	0	1	1
		51-60	2	5	7
		41-50	7	14	21
		31-40	4	7	11
	TOTAL MANAGER		13	27	40
	LEADER	>60	1	3	4
		51-60	4	14	18
		41-50	21	43	64
		31-40	43	82	125
		21-30	10	31	41
	TOTAL LEADER		79	173	252
	STAFF	>60	0	4	4
		51-60	6	8	14
		41-50	21	40	61
		31-40	68	129	197
		21-30	89	255	344
		<20	1	2	3
	TOTAL STAFF		185	438	623
TOTAL PART TIME			281	650	931
TOTAL ARGENTINA			**281**	**661**	**942**

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	1	3	4
		41-50	0	5	5
		31-40	0	2	2
	TOTAL PARTNER		1	10	11
	EXECUTIVE DIRECTOR	>60	1	1	2
		51-60	0	3	3
		41-50	0	1	1
		31-40	0	1	1
	TOTAL EXECUTIVE DIRECTOR		1	6	7
	DIRECTOR	>60	1	2	3
		51-60	4	8	12
		41-50	10	31	41
		31-40	1	6	7
	TOTAL DIRECTOR		16	47	63
	MANAGER	>60		3	3
		51-60	5	12	17
		41-50	27	51	78
		31-40	15	49	64
		21-30	2	2	4
	TOTAL MANAGER		49	117	166
	LEADER	>60	7	20	27
		51-60	39	78	117
		41-50	72	177	249
		31-40	107	305	412
		21-30	26	99	125
	TOTAL LEADER		251	679	930
	STAFF	>60	8	38	46
		51-60	47	98	145
		41-50	145	320	465
		31-40	447	967	1,414
		21-30	516	1,234	1,750
		<20	18	26	44
	TOTAL STAFF		1,181	2,683	3,864
TOTAL PERMANENT			1,499	3,542	5,041
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			**1,501**	**3,545**	**5,046**

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 PARTNER		0	2	2
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	DIRECTOR	51-60	0	3	3
		41-50	5	12	17
		31-40	2	5	7
	TOTAL DIRECTOR		7	20	27
	MANAGER	51-60	0	5	5
		41-50	14	18	32
		31-40	4	26	30
	TOTAL MANAGER		18	49	67
	LEADER	60	0	3	3
		51-60	7	16	23
		41-50	35	96	131
		31-40	58	169	227
		21-30	6	24	30
	TOTAL LEADER		106	308	414
	STAFF	60	3	5	8
		51-60	11	24	35
		41-50	43	91	134
		31-40	144	390	534
		21-30	111	421	532
		-20	0	2	2
	TOTAL STAFF		312	933	1,245
TOTAL PERMANENT			443	1,313	1,756

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
PART TIME	LEADER	31-40	1	3	4
	TOTAL LEADER		1	3	4
	STAFF	41-50	2	1	3
		21-30	0	1	1
	TOTAL STAFF		2	2	4
TOTAL PART TIME			3	5	8
FIXED TERM	DIRECTOR	41-50	0	1	1
	TOTAL DIRECTOR		0	1	1
	MANAGER	41-50	0	1	1
		31-40	0	1	1
	TOTAL MANAGER		0	2	2
	LEADER	>60	0	1	1
	TOTAL LEADER		0	1	1
TOTAL FIXED TERM			0	4	4
TOTAL CHILE			446	1,322	1,768

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	2	2
		31-40	0	2	2
	TOTAL PARTNER		0	4	4
	EXECUTIVE DIRECTOR	51-60	1	1	2
	TOTAL EXECUTIVE DIRECTOR		1	1	2
	DIRECTOR	51-60	2	2	4
		41-50	1	5	6
		31-40	0	4	4
	TOTAL DIRECTOR		3	11	14
	MANAGER	51-60	1	4	5
		41-50	12	8	20
		31-40	6	11	17
	TOTAL MANAGER		19	23	42
	LEADER	51-60	3	14	17
		41-50	29	43	72
		31-40	55	87	142
		21-30	13	20	33
	TOTAL LEADER		100	164	264
	STAFF	>60	3	4	7
		51-60	10	26	36
		41-50	27	85	112
		31-40	134	221	355
		21-30	194	394	588
		<20	5	16	21
	TOTAL STAFF		373	746	1,119
TOTAL PERMANENT			496	949	1,445
FIXED TERM	STAFF	31-40	0	1	1
		21-30	1	2	3
		<20	0	2	2
	TOTAL STAFF		1	5	6
TOTAL FIXED TERM			1	5	6
TOTAL COLOMBIA			**497**	**954**	**1,451**

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	31-40	0	8	8
		21-30	0	1	1
	TOTAL LEADER		0	9	9
	STAFF	41-50	1	3	4
		31-40	9	18	27
		21-30	10	36	46
	TOTAL STAFF		20	57	77
TOTAL PERMANENT			20	66	86
TOTAL ECUADOR			**20**	**66**	**86**

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 PARTNER		0	2	2
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	DIRECTOR	51-60	1	5	6
		41-50	1	11	12
		31-40	2	3	5
	TOTAL DIRECTOR		4	19	23
	MANAGER	41-50	6	4	10
		31-40	9	13	22
	TOTAL MANAGER		15	17	32
	LEADER	>60	0	4	4
		51-60	1	11	12
		41-50	21	38	59
		31-40	47	95	142
		21-30	11	33	44
	TOTAL LEADER		80	181	261
	STAFF	>60	2	1	3
		51-60	5	7	12
		41-50	30	23	53
		31-40	75	71	146
		21-30	71	155	226
		<20	2	0	2
	TOTAL STAFF		185	257	442
TOTAL PERMANENT			284	477	761

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	51-60	0	2	2
		41-50	1	4	5
	TOTAL DIRECTOR		1	6	7
	MANAGER	51-60	0	2	2
		41-50	1	3	4
		31-40	2	3	5
	TOTAL MANAGER		3	8	11
	LEADER	>60	0	2	2
		51-60	0	15	15
		41-50	13	40	53
		31-40	24	69	93
		21-30	11	26	37
	TOTAL LEADER		48	152	200
	STAFF	>60	1	4	5
		51-60	13	36	49
		41-50	38	78	116
		31-40	154	282	436
		21-30	202	460	662
		<20	1	0	1
	TOTAL STAFF		409	860	1,269
TOTAL FIXED TERM			461	1,026	1,487
TOTAL MEXICO			**745**	**1,503**	**2,248**

PERU

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	0	1	1
		51-60	0	1	1
	TOTAL PARTNER		0	2	2
	EXECUTIVE DIRECTOR	51-60	0	1	1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	2	2
	DIRECTOR	51-60	3	7	10
		41-50	4	6	10
		31-40	2	3	5
	TOTAL DIRECTOR		9	16	25
	MANAGER	51-60	2	6	8
		41-50	12	28	40
		31-40	12	15	27
		21-30		1	1
	TOTAL MANAGER		26	50	76
	LEADER	>60	3	4	7
		51-60	5	17	22
		41-50	55	155	210
		31-40	88	311	399
		21-30	26	75	101
	TOTAL LEADER		177	562	739
	STAFF	>60	2	2	4
		51-60	6	30	36
		41-50	73	211	284
		31-40	441	976	1,417
		21-30	657	1,499	2,156
		<20	6	10	16
	TOTAL STAFF		1,185	2,728	3,913
TOTAL PERMANENT			1,397	3,360	4,757
PART TIME	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTOR		0	1	1
	STAFF	31-40	1	2	3
		21-30	1	0	1
	TOTAL STAFF		2	2	4
TOTAL PART TIME			2	3	5
FIXED TERM	STAFF	41-50	0	1	1
	TOTAL STAFF		0	1	1
TOTAL FIXED TERM			0	1	1
TOTAL PERU			1,399	3,364	4,763

🇺🇸 USA

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	51-60	0	1	1
		41-50	0	3	3
	TOTAL PARTNER		0	4	4
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	DIRECTOR	51-60	0	1	1
		41-50	0	6	6
	TOTAL DIRECTOR		0	7	7
	MANAGER	41-50	1	5	6
	TOTAL MANAGER		1	5	6
	LEADER	51-60	0	1	1
		41-50	2	8	10
		31-40	3	12	15
		21-30	0	1	1
	TOTAL LEADER		5	22	27
	STAFF	>60	1	2	3
		51-60	2	8	10
		41-50	5	8	13
		31-40	10	8	18
		21-30	5	2	7
	TOTAL STAFF		23	28	51
TOTAL PERMANENT			29	67	96
FIXED TERM	STAFF	41-50	0	1	1
		31-40	1	3	4
		21-30	1	0	1
	TOTAL STAFF		2	4	6
TOTAL FIXED TERM			2	4	6
TOTAL USA			**31**	**71**	**102**

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 DIRECTOR		0	1	1
	MANAGER	41-50	0	3	3
	TOTAL MANAGER		0	3	3
	LEADER	51-60	0	1	1
		41-50	0	4	4
		31-40	3	9	12
	TOTAL LEADER		3	14	17
	STAFF	41-50	1	4	5
		31-40	44	61	105
		21-30	159	164	323
		<20	0	1	1
	TOTAL STAFF		204	230	434
TOTAL PERMANENT			207	248	455
TOTAL MARRUECOS			**207**	**248**	**455**

	WOMEN	MEN	TOTAL
TOTAL GENERAL	**15,804**	**34,395**	**50,199**

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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	51-60	1.0	0	1.0
	TOTAL PARTNER		1.0	0	1.0
	DIRECTOR	51-60	0	5.0	5.0
		41-50	0	3.8	3.8
		31-40	0	1.3	1.3
	TOTAL DIRECTOR		0	10.1	10.1
	MANAGER	51-60	0	2.0	2.0
		41-50	2.2	5.8	8.0
		31-40	1.4	1.3	2.8
	TOTAL MANAGER		3.6	9.2	12.8
	LEADER	60	0	1.0	1.0
		51-60	1.0	3.1	4.1
		41-50	3.9	10.0	13.9
		31-40	15.8	11.2	27.0
		21-30	1.8	2.3	4.1
	TOTAL LEADER		22.5	27.6	50.1
	STAFF	60	0	2.0	2.0
		51-60	2.8	8.5	11.3
		41-50	8.7	25.9	34.6
		31-40	38.4	34.3	72.8
		21-30	35.4	24.6	60.0
		-20	0	0.1	0.1
	TOTAL STAFF		85.3	95.4	180.7
TOTAL PERMANENT			112.3	142.3	254.6
FIXED TERM	STAFF	21-30	0.25	0	0.25
	TOTAL STAFF		0.25	0	0.25
TOTAL FIXED TERM			0.25	0	0.25
TOTAL BELGIUM			**112.6**	**142.3**	**254.8**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇩🇪🇦🇹🇨🇭 DACH

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	TOP EXECUTIVE	60	1	7.4	8.4
		51-60	3	50.8	53.8
		41-50	1.3	16.8	18.2
		31-40	0	3.4	3.4
	TOTAL TOP EXECUTIVE		5.3	78.5	83.8
	EXECUTIVE	60	6.4	30.3	36.8
		51-60	10.1	107.3	117.3
		41-50	5.5	58.9	64.4
		31-40	2.2	20.3	22.4
	TOTAL EXECUTIVE		24.2	216.8	240.9
	MIDDLE MANAGEMENT	60	6	48.0	54
		51-60	15.3	135.5	150.8
		41-50	15.4	114.8	130.2
		31-40	23.9	75.5	99.4
		21-30	0.4	1.3	1.7
	TOTAL MIDDLE MANAGEMENT		61	375	436
	PROFESSIONAL	60	6.8	39.6	46.4
		51-60	30	106.8	136.8
		41-50	40.7	129.6	170.3
		31-40	147.3	281.9	429.3
		21-30	72.2	89.2	161.3
	TOTAL PROFESSIONAL		297	647.1	944.1
	JUNIOR	60	0	1	1
		51-60	6.8	0.9	7.8
		41-50	3	5	8
		31-40	39.5	54	93.5
		21-30	78.7	115	193.7
		-20	0.1	0.7	0.8
	TOTAL JUNIOR		128.1	176.6	304.7
TOTAL PERMANENT			515.6	1,493.9	2,009.5

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

DACH

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	TOP EXECUTIVE	60	0	5.1	5.1
		51-60	1	4.5	5.5
		41-50	0.9	0	0.9
		31-40	0.1	0.1	0.2
	TOTAL TOP EXECUTIVE		2	9.7	11.7
	EXECUTIVE	60	1.6	3.8	5.4
		51-60	2.0	7.9	9.9
		41-50	2.6	2	4.6
		31-40	0.5	1.6	2.1
	TOTAL EXECUTIVE		6.7	15.3	22
	MIDDLE MANAGEMENT	60	4	8.3	12.3
		51-60	6.4	11.6	18
		41-50	12.4	6.7	19.1
		31-40	10.7	4	14.7
	TOTAL MIDDLE MANAGEMENT		33.5	30.6	64.1
	PROFESSIONAL	60	12.8	8	20.8
		51-60	30.6	13.2	43.8
		41-50	44.5	8.9	53.4
		31-40	61.4	18.6	80
		21-30	5.6	8.5	14.1
	TOTAL PROFESSIONAL		154.8	57.2	212
	JUNIOR	60	4.3	0.4	4.7
		51-60	2.1	0	2.1
		41-50	3.8	0	3.8
		31-40	6.7	1.3	8
		21-30	6.58	10.25	16.83
	TOTAL JUNIOR		23.3	12	35.3
TOTAL PART TIME			220.3	124.8	345.1

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇩🇪 🇦🇹 🇨🇭 DACH

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	TOP EXECUTIVE	60	0	0.3	0.3
		51-60	0	0.8	0.8
	TOTAL TOP EXECUTIVE		0	1.1	1.1
	EXECUTIVE	60	0.6	0	0.6
	TOTAL EXECUTIVE		0.6	0	0.6
	MIDDLE MANAGEMENT	60	0	0.8	0.8
	TOTAL MIDDLE MANAGEMENT		0	0.8	0.8
	PROFESSIONAL	60	1.5	0.3	1.8
		41-50	0.1	0	0.1
		31-40	0.8	0.1	0.8
	TOTAL PROFESSIONAL		2.3	0.4	2.8
	JUNIOR	41-50	0	0.5	0.5
		21-30	0	0.4	0.4
	TOTAL JUNIOR		0	0.9	0.9
TOTAL FIXED TERM			2.9	3.3	6.2
TOTAL DACH			**738.8**	**1,621.9**	**2,360.8**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

SPAIN

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	60	1.0	3.0	4.0
		51-60	7.2	57.6	64.8
		41-50	10.8	95.0	105.8
		31-40	0	2.0	2.0
	TOTAL PARTNER		17.9	157.6	175.5
	EXECUTIVE DIRECTOR	60	0	2.0	2.0
		51-60	10.6	23.1	33.7
		41-50	10.6	48.8	59.3
		31-40	0	0.3	0.3
	TOTAL EXECUTIVE DIRECTOR		21.2	74.2	95.3
	DIRECTOR	60	0.0	5.0	5.0
		51-60	9.0	30.3	39.3
		41-50	42.5	149.5	192.0
		31-40	6.0	32.1	38.1
	TOTAL DIRECTOR		57.5	216.8	274.3
	MANAGER	60	0.7	1.8	2.4
		51-60	22.3	51.0	73.3
		41-50	121.3	276.8	398.2
		31-40	69.7	179.4	249.1
		21-30	1.0	0.5	1.5
	TOTAL MANAGER		214.9	509.5	724.4
	LEADER	60	7.3	10.3	17.6
		51-60	91.8	216.3	308.0
		41-50	465.6	966.6	1.432.2
		31-40	614.0	1.315.8	1.929.8
		21-30	118.8	231.0	349.8
	TOTAL LEADER		1,297.3	2,740.0	4,037.3
	STAFF	60	20.4	30.8	51.3
		51-60	246.0	328.4	574.4
		41-50	849.8	1.242.3	2.092.1
		31-40	1.465.6	2.940.2	4.405.8
		21-30	1.395.3	4.595.8	5.991.1
		-20	1.7	60.4	78.1
	TOTAL STAFF		3,978.8	9,152.9	13,131.7
TOTAL PERMANENT			5,588.6	12,851.0	18,439.6

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇪🇸 SPAIN

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	PARTNER	60	0	1	1
	TOTAL PARTNER		0	1	1
	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTOR		0	1	1
	MANAGER	60	0	1	1
		41-50	0	2	2
		31-40	0	1	1
	TOTAL MANAGER		0	4	4
	LEADER	51-60	0.5	0.8	1.3
		41-50	1.5	1.7	3.2
		31-40	1	2.6	3.6
	TOTAL LEADER		3	5.1	8.1
	STAFF	60	5.2	3.6	8.8
		51-60	37.3	12.8	50.1
		41-50	47.8	14.8	62.7
		31-40	33.5	21.1	54.6
		21-30	36.8	65.6	102.3
		-20	0	1	1
	TOTAL STAFF		160.5	118.9	279.4
TOTAL PART TIME			163.5	130.0	293.5
FIXED TERM	STAFF	51-60	2.3	0.7	3.0
		41-50	6.0	11.5	17.5
		31-40	9.9	53.2	63.1
		21-30	21.5	231.8	253.3
		-20	0	0.6	0.6
	TOTAL STAFF		39.8	297.7	337.4
TOTAL FIXED TERM			39.8	297.7	337.4
TOTAL SPAIN			**5,791.8**	**13,278.7**	**19,070.5**

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	0.2	1.2
	TOTAL DIRECTOR		1	0.2	1.2
	MANAGER	51-60	0	0.6	0.6
		41-50	0	1.3	1.3
		31-40	0	0.3	0.3
	TOTAL MANAGER		0	2.2	2.2
	LEADER	51-60	0	1.4	1.4
		41-50	1	1	2
		31-40	2.3	4.8	7.1
		21-30	0.4	0	0.4
	TOTAL LEADER		3.8	7.2	10.9
	STAFF	51-60	1	1	2.0
		41-50	1.6	2.8	4.4
		31-40	3.8	6.5	10.3
		21-30	4.8	6.1	10.9
	TOTAL STAFF		11.3	16.4	27.7
TOTAL PERMANENT			16.0	25.9	41.9
FIXED TERM	STAFF	21-30	0.1	0	0.1
	TOTAL STAFF		0.1	0	0.1
TOTAL FIXED TERM			0.1	0	0.1
TOTALFRANCE			**16.1**	**25.9**	**42.0**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇬🇷 GREECE

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	EXECUTIVE DIRECTOR	41-50	0	0.4	0.4
	TOTAL EXECUTIVE DIRECTOR		0	0.4	0.4
	MANAGER	51-60	0	0.2	0.2
		41-50	0	1.8	1.8
		31-40	0	0.6	0.6
	TOTAL MANAGER		0	2.5	2.5
	LEADER	41-50	1.1	6.4	7.5
		31-40	0.2	3.5	3.7
		21-30	0	0.3	0.3
	TOTAL LEADER		1.3	10.3	11.5
	STAFF	41-50	0.8	2.3	3.1
		31-40	4.6	12.3	16.8
		21-30	2.6	3.0	5.6
	TOTAL STAFF		8.0	17.5	25.5
TOTAL PERMANENT			9.3	30.7	39.9
TOTAL GREECE			**9.3**	**30.7**	**39.9**

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	2	2
		41-50	0	3	3
	TOTAL PARTNER		0	5	5
	EXECUTIVE DIRECTOR	51-60	1	0	1
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		1	1	2
	DIRECTOR	60	0	1	1
		51-60	1	5.7	6.7
		41-50	3	18.2	21.2
		31-40	0	0.1	0.1
	TOTAL DIRECTOR		4	24.9	28.9
	MANAGER	51-60	0.6	2	2.6
		41-50	2.7	12	14.7
		31-40	3.1	19.5	22.6
	TOTAL MANAGER		6.3	33.5	39.8
	LEADER	51-60	6.4	17.2	23.6
		41-50	24.9	63	87.9
		31-40	41.3	139	180.3
		21-30	7.5	17.1	24.6
	TOTAL LEADER		80.1	236.3	316.3
	STAFF	60	0	0.3	0.3
		51-60	4	4	8
		41-50	15.8	21.3	37
		31-40	95.3	163.5	258.8
		21-30	78.3	203.8	282
		-20	0.3	2.7	2.9
	TOTAL STAFF		193.5	395.4	588.9
TOTAL PERMANENT			284.9	696.1	981
TOTAL ITALY (FORMER EVERIS)			284.9	696.1	981

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

ITALY (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	TOP EXECUTIVE	60	0.6	4	4.6
		51-60	6.1	35.9	42
		41-50	1.9	12.3	14.3
		31-40	0	0.1	0.1
	TOTAL TOP EXECUTIVE		8.6	52.3	60.9
	EXECUTIVE	60	0.9	9.7	10.6
		51-60	7.5	49.8	57.3
		41-50	5.7	24.8	30.5
		31-40	0.1	2.5	2.6
	TOTAL EXECUTIVE		14.2	86.8	101
	MIDDLE MANAGEMENT	60	4.5	20.3	24.8
		51-60	48.3	121.1	169.3
		41-50	36.3	116.3	152.6
		31-40	12.7	43.8	56.5
		21-30	0	0.5	0.5
	TOTAL MIDDLE MANAGEMENT		101.8	301.9	403.7
	PROFESSIONAL	60	13.1	33.2	46.3
		51-60	137.4	329.8	467.2
		41-50	199.0	521.8	720.8
		31-40	292.5	655.7	948.2
		21-30	86.1	202.6	288.7
	TOTAL PROFESSIONAL		728.1	1743	2,471.1
	JUNIOR	60	1	0.5	1.5
		51-60	6.1	7.8	13.8
		41-50	12.4	28.9	41.3
		31-40	108.7	219.5	328.2
		21-30	211.4	610.8	822.2
		<20	0.1	3	3.1
	TOTAL JUNIOR		339.7	870.4	1,210.1
TOTAL PERMANENT			1,192.3	3,054.5	4,246.8

ITALY (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	MIDDLE MANAGEMENT	51-60	1	0	1
		41-50	0.2	0	0.2
	TOTAL MIDDLE MANAGEMENT		1.2	0	1.2
	PROFESSIONAL	>60	0.1	0	0.1
		51-60	19.5	3.1	22.6
		41-50	55.7	1.4	57.1
		31-40	7.9	1	8.9
		21-30	0.6	0.8	1.4
	TOTAL PROFESSIONAL		83.8	6.3	90.1
	JUNIOR	>60	0.9	0	0.9
		51-60	2.1	1	3.1
		41-50	7.9	1	8.9
		31-40	8.6	0	8.6
		21-30	3.4	5.3	8.7
	TOTAL JUNIOR		22.9	7.3	30.2
TOTAL PART TIME			107.8	13.6	121.4
FIXED TERM	EXECUTIVE	51-60	0.3	0	0.3
	TOTAL EXECUTIVE		0.3	0	0.3
	MIDDLE MANAGEMENT	41-50	0.5	0	0.5
	TOTAL MIDDLE MANAGEMENT		0.5	0	0.5
	PROFESSIONAL	51-60	0	0.8	0.8
	TOTAL PROFESSIONAL		0	0.8	0.8
	JUNIOR	51-60	0	0.1	0.1
		41-50	0	0.1	0.1
		31-40	3.5	6.1	9.6
		21-30	23.3	69.7	92.9
		<20	0	0.2	0.2
	TOTAL JUNIOR		26.8	76.1	102.8
TOTAL FIXED TERM			27.5	76.9	104.4
TOTAL ITALY (FORMER NTT DATA EMEA)			**1,327.6**	**3,145**	**4,472.6**

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 DIRECTOR		0	1	1
	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTOR		0	1	1
	MANAGER	41-50	0	1	1
		31-40	0	1	1
	TOTAL MANAGER		0	2	2
	LEADER	51-60	0	1	1
		41-50	0.33	1.67	2
		31-40	0.58	0	0.58
	TOTAL LEADER		0.92	2.67	3.58
	STAFF	60	0	2	2
		51-60	0.33	5.25	5.58
		41-50	5.50	24.42	29.92
		31-40	7.42	24.08	31.50
		21-30	1.33	7	8.33
	TOTAL STAFF		14.58	62.75	77.33
TOTAL PERMANENT			15.50	69.42	84.92
TOTAL LUXEMBOURG			**15.50**	**69.42**	**84.92**

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	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	DIRECTOR	51-60	0	2.3	2.3
		41-50	0	2	2
	TOTAL DIRECTOR		0	4.3	4.3
	MANAGER	51-60	0	1.6	1.6
		41-50	2.6	4	6.6
	TOTAL MANAGER		2.6	5.6	8.2
	LEADER	51-60	1	2.4	3.4
		41-50	4.4	9	13.4
		31-40	3.8	7.9	11.7
		21-30	2.2	1.8	3.9
	TOTAL LEADER		11.3	21.1	32.4
	STAFF	51-60	0	1.3	1.3
		41-50	0.5	2.3	2.8
		31-40	6.3	6.3	12.6
		21-30	7.8	5.1	12.8
	TOTAL STAFF		14.6	14.8	29.4
TOTAL PERMANENT			28.5	46.8	75.3
TOTAL NETHERLANDS			**28.5**	**46.8**	**75.3**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

PORTUGAL

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	1	1
		41-50	1	6	7
	TOTAL PARTNER		1	7	8
	DIRECTOR	51-60	1	2.7	3.7
		41-50	7.2	17.5	24.7
		31-40	3.0	5.3	8.3
	TOTAL DIRECTOR		11.2	25.4	36.6
	MANAGER	51-60	1	2.7	3.7
		41-50	7.2	17.5	24.7
		31-40	3	5.3	8.3
	TOTAL MANAGER		22	37.8	59.8
	LEADER	60	0	0.6	0.6
		51-60	1.6	13.3	14.9
		41-50	27.3	69.3	96.5
		31-40	60.1	129.3	189.4
		21-30	20.3	33.8	54.0
	TOTAL LEADER		109.2	246.3	355.4
	STAFF	60	0	1.3	1.3
		51-60	1.9	3.1	5
		41-50	25.9	27.4	53.3
		31-40	97.3	169.5	266.8
		21-30	223.8	313.2	537
		-20	0.3	3.1	3.4
	TOTAL STAFF		349.3	517.5	866.8
TOTAL PERMANENT			492.7	834	1,326.7
PART TIME	LEADER	41-50	1	0	1
	TOTAL LEADER		1	0	1
TOTAL PART TIME			1	0	1
TOTAL PORTUGAL			**493.7**	**834**	**1,327.7**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

UNITED KINGDOM (Former everis)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	51-60	0	2	2
		41-50	0	4.4	4.4
	TOTAL PARTNER		0	6.4	6.4
	DIRECTOR	51-60	1	5	6
		41-50	1	11	12
		31-40	0	2.2	2.2
	TOTAL DIRECTOR		2	18.2	20.2
	MANAGER	51-60	0.9	1.8	2.7
		41-50	3.6	9.6	13.2
		31-40	3.6	7.3	10.8
	TOTAL MANAGER		8.1	18.6	26.7
	LEADER	60	0	1	1
		51-60	3.2	23.5	26.7
		41-50	10.8	36.5	47.3
		31-40	28.4	49.7	78.1
		21-30	4.8	5.6	10.4
	TOTAL LEADER		47.3	116.3	163.5
	STAFF	60	2	1	3
		51-60	3.7	9.8	13.5
		41-50	5.4	10.8	16.3
		31-40	32.3	23.6	55.9
		21-30	20.8	26.3	47
		<20	0.1	0	0.1
	TOTAL STAFF		64.3	71.5	135.8
TOTAL PERMANENT			121.6	230.9	352.5
FIXED TERM	STAFF	31-40	1	0.6	1.6
		21-30	0.4	0.5	0.9
	TOTAL STAFF		1.4	1.1	2.5
TOTAL FIXED TERM			1.4	1.1	2.5
TOTAL UNITED KINGDOM (FORMER EVERIS)			**123**	**232**	**355**

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 NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	OTHER	TOTAL
PERMANENT	TOP EXECUTIVE	60	0.1	1.9	0	2
		51-60	1.8	19.1	0	20.9
		41-50	2.4	22.9	0	25.3
		31-40	0.0	1.7	0	1.7
	TOTAL TOP EXECUTIVE		4.3	45.6	0	49.9
	EXECUTIVE	60	1.9	2.3	0	4.2
		51-60	5.2	36.8	0	42
		41-50	14.6	49.8	0	64.4
		31-40	2.9	8.8	0	11.7
	TOTAL EXECUTIVE		24.6	97.7	0	122.3
	MIDDLE MANAGEMENT	60	7.3	15.2	0	22.4
		51-60	20.2	85	0.1	105.3
		41-50	46.3	184	0	230.3
		31-40	38	122.8	0	160.8
		21-30	5.3	11.2	0	16.4
	TOTAL MIDDLE MANAGEMENT		117	418.2	0.1	535.3
	PROFESSIONAL	60	1.7	11.4	0	13.1
		51-60	11.7	36.3	0	47.9
		41-50	60.7	97.7	0	158.3
		31-40	114.5	158	0	272.5
		21-30	59.8	68.4	0.1	128.3
		<20	0	0.3	0	0.3
	TOTAL PROFESSIONAL		248.3	372	0.1	620.4
	JUNIOR	51-60	0.8	1.0	0	1.8
		41-50	0	0.1	0	0.1
		31-40	0.5	2.3	0	2.8
		21-30	5.5	10.7	0	16.2
		-20	0	0.8	0	0.8
	TOTAL JUNIOR		6.8	14.8	0	21.6
TOTAL PERMANENT			401.0	948.3	0.2	1,349.4

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇬🇧 UNITED KINGDOM (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	EXECUTIVE	51-60	0.1	1.1	1.2
		41-50	0.1	0.9	1
	TOTAL EXECUTIVE		0.2	2	2.2
	MIDDLE MANAGEMENT	>60	0	0.5	0.5
		51-60	2.3	2.2	4.5
		41-50	3.3	0.8	4.1
		31-40	2.8	0.3	3
	TOTAL MIDDLE MANAGEMENT		8.3	3.8	12.1
	PROFESSIONAL	>60	0	0.8	0.8
		51-60	0.9	0.1	1
		41-50	5.5	0.3	5.8
		31-40	3.5	0.6	4.1
		21-30	0.9	0.1	1
	TOTAL PROFESSIONAL		10.8	1.8	12.6
	JUNIOR	51-60	0.9	0.1	1
		21-30	0.4	0	0.4
	TOTAL JUNIOR		1.3	0.1	1.4
TOTAL PART TIME			20.7	7.6	28.3

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇬🇧 UNITED KINGDOM (Former NTT DATA EMEA)

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	TOP EXECUTIVE	>60	0.1	0	0.1
	TOTAL TOP EXECUTIVE		0.1	0	0.1
	EXECUTIVE	41-50	0.1	0.9	1
	TOTAL EXECUTIVE		0.1	0.9	1
	MIDDLE MANAGEMENT	>60	0.2	1.5	1.7
		51-60	0.9	3.2	4.1
		41-50	2.8	5.4	8.3
		31-40	0.5	5.8	6.3
		21-30	0.2	0.5	0.7
	TOTAL MIDDLE MANAGEMENT		4.6	16.4	21
	PROFESSIONAL	>60	1.1	0.1	1.2
		51-60	0.1	2.1	2.2
		41-50	5.1	3.1	8.2
		31-40	11.1	10.2	21.3
		21-30	4.3	2.3	6.6
	TOTAL PROFESSIONAL		21.6	17.8	39.3
	JUNIOR	51-60	0.3	0	0.3
		41-50	0.2	0	0.2
		31-40	0.9	0	0.9
		21-30	0.6	3.1	3.7
	TOTAL JUNIOR		1.9	3.1	5
TOTAL FIXED TERM			28.3	38.2	66.4
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)			**449.9**	**994**	**1,444.1**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

ROMANIA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	TOP EXECUTIVE	51-60	0	0.1	0.1
		41-50	1.2	1.8	2.9
	TOTAL TOP EXECUTIVE		1.2	1.8	3
	EXECUTIVE	>60	0.4	0.9	1.3
		51-60	10	9.2	19.2
		41-50	36.7	60.1	96.8
		31-40	55.8	51.5	107.3
		21-30	0	3.3	3.3
	TOTAL EXECUTIVE		102.8	125	227.8
	MIDDLE MANAGEMENT	>60	0	1.2	1.2
		51-60	1.3	3.3	4.6
		41-50	17.6	17	34.6
		31-40	65.1	87.6	152.7
		21-30	10	19	29
	TOTAL MIDDLE MANAGEMENT		93.9	128.1	222
	PROFESSIONAL	>60	0.1	0	0.1
		51-60	3.5	1.1	4.6
		41-50	27.3	15.2	42.5
		31-40	145.9	111.9	257.8
		21-30	91.7	117.4	209.1
	TOTAL PROFESSIONAL		268.5	245.6	514.1
	JUNIOR	51-60	0.1	0	0.1
		41-50	3.5	0.7	4.2
		31-40	15.3	17.4	32.8
		21-30	83.4	81.7	165.1
	TOTAL JUNIOR		102.3	99.8	202.1
TOTAL PERMANENT			**568.8**	**600.3**	**1,169**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

🇷🇴 ROMANIA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	TOP EXECUTIVE	41-50	0	0.3	0.3
	TOTAL TOP EXECUTIVE		0	0.3	0.3
	EXECUTIVE	>60	0.4	0	0.4
		51-60	1	0	1
		31-40	3.5	0.9	4.4
	TOTAL EXECUTIVE		4.9	0.9	5.8
	MIDDLE MANAGEMENT	>60	0.1	0	0.1
		51-60	0	1.7	1.7
		41-50	3.1	0	3.1
		31-40	0	1.8	1.8
	TOTAL MIDDLE MANAGEMENT		3.2	3.4	6.6
	PROFESSIONAL	>60	1	0	1
		41-50	1.3	0	1.3
		31-40	2.8	1.1	3.8
		21-30	1	1.3	2.3
	TOTAL PROFESSIONAL		6	2.4	8.4
	JUNIOR	41-50	0.7	0	0.7
		21-30	7.8	10.8	18.7
	TOTAL JUNIOR		8.5	10.8	19.3
TOTAL PART TIME			22.6	17.8	40.4
TOTAL ROMANIA			**591.3**	**618.1**	**1,209.4**

Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

REST OF EMEA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	TOP EXECUTIVE	41-50	0	3	3
		31-40	0.8	0	0.8
	TOTAL TOP EXECUTIVE		0.8	3	3.8
	EXECUTIVE	41-50	0.3	6.1	6.3
		31-40	0.2	1.3	1.5
	TOTAL EXECUTIVE		0.4	7.4	7.8
	MIDDLE MANAGEMENT	51-60	0	2	2
		41-50	0.6	3.3	3.9
		31-40	4.4	4.3	8.8
		21-30	0.3	0.3	0.6
	TOTAL MIDDLE MANAGEMENT		5.3	10	15.3
	PROFESSIONAL	51-60	0	1	1
		41-50	1.8	7.3	9.1
		31-40	11.4	20.7	32.1
		21-30	1.1	3.8	4.8
	TOTAL PROFESSIONAL		14.3	32.7	47
	JUNIOR	>60	0	0.3	0.3
		41-50	0.4	2.1	2.5
		31-40	9.1	4.8	13.8
		21-30	10.4	11.7	22.1
	TOTAL JUNIOR		19.9	18.8	38.7
TOTAL PERMANENT			40.8	71.8	112.6
PART TIME	PROFESSIONAL	41-50	0	1	1
		31-40	0.2	0	0.2
	TOTAL PROFESSIONAL		0.2	1	1.2
	SUPPORT	21-30	0	1	1
	TOTAL SUPPORT		0	1	1
TOTAL PART TIME			0.2	2	2.2

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

REST OF EMEA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	MIDDLE MANAGEMENT	41-50 31-40 21-30	0 1.8 2.2	1 11.9 11.7	1 13.7 13.8
	TOTAL MIDDLE MANAGEMENT		3.9	24.6	28.5
	PROFESSIONAL	41-50 31-40 21-30	0 5.8 7.7	0.9 23.2 53.3	0.9 28.9 61.0
	TOTAL PROFESSIONAL		13.4	77.4	90.8
	JUNIOR	31-40 21-30	3.9 25.5	9 80.5	12.9 106
	TOTAL JUNIOR		29.4	89.5	118.9
TOTAL FIXED TERM			46.8	191.5	238.3
TOTAL REST OF EMEA			**87.7**	**265.3**	**353**

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 PARTNER		0	1	1
	EXECUTIVE DIRECTOR	51-60	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	MANAGER	41-50	0.0	1.5	1.5
		31-40	0.9	0.6	1.5
	TOTAL MANAGER		0.9	2.1	3
	LEADER	31-40	1	3.2	4.2
	TOTAL LEADER		1	3.2	4.2
	STAFF	51-60	0	0.8	0.8
		41-50	0.2	3.4	3.6
		31-40	1	0	1
	TOTAL STAFF		1.2	4.3	5.4
TOTAL PERMANENT			3.1	11.5	14.6
TOTAL SWITZERLAND (FORMER EVERIS)			**3.1**	**11.5**	**14.6**

🇦🇷 ARGENTINA

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	LEADER	60	0	0.7	0.7
		51-60	0	1	1
		41-50	0	2	2
		31-40	0	1.3	1.3
	TOTAL LEADER		0	5	5
	STAFF	60	0	0.3	0.3
		51-60	0.8	1	1.8
		41-50	0	1.9	1.9
		31-40	0	4.1	4.1
	TOTAL STAFF		0.8	7.3	8.2
TOTAL PERMANENT			0.8	12.3	13.2
PART TIME	PARTNER	51-60	0	2.6	2.6
		41-50	1	0	1
	TOTAL PARTNER		1	2.6	3.6
	DIRECTOR	51-60	1	3	4
		41-50	2	6	8
		31-40	0	1	1
	TOTAL DIRECTOR		3	10	13
	MANAGER	60	0	0.7	0.7
		51-60	1.1	3.2	4.3
		41-50	6.9	11.2	18.1
		31-40	2.9	5.9	8.8
	TOTAL MANAGER		10.9	20.9	31.8
	LEADER	60	1	2.3	3.3
		51-60	3.5	9.5	13
		41-50	19.8	36.1	55.8
		31-40	34.1	60.2	94.3
		21-30	8.9	24.6	33.5
	TOTAL LEADER		67.3	132.6	199.8
	STAFF	60	0	3.7	3.7
		51-60	5.3	11.2	16.4
		41-50	20.8	40.8	61.6
		31-40	62.3	138.1	200.3
		21-30	83	235.6	318.6
		-20	0.3	1.6	1.9
	TOTAL STAFF		171.7	430.8	602.5
TOTAL PART TIME			253.8	596.9	850.8
TOTAL ARGENTINA			**254.7**	**609.3**	**863.9**

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	1	3	4
		41-50	0	5	5
		31-40	0	2	2
	TOTAL PARTNER		1	10	11
	EXECUTIVE DIRECTOR	60	1	1	2
		51-60	0	3.8	3.8
		41-50	0	1	1
		31-40	0	0.3	0.3
	TOTAL EXECUTIVE DIRECTOR		1	6.1	7.1
	DIRECTOR	60	1	2.9	3.9
		51-60	3	7.4	10.4
		41-50	11.7	30.5	42.2
		31-40	1	5.8	6.8
	TOTAL DIRECTOR		16.7	46.7	63.3
	MANAGER	60	0	2.9	2.9
		51-60	5.7	12.1	17.8
		41-50	25.1	45.8	70.9
		31-40	13.8	43.3	57
		21-30	1.2	1.2	2.3
	TOTAL MANAGER		45.7	105.3	150.9
	LEADER	60	5.7	15.2	20.8
		51-60	37	68.5	105.5
		41-50	72.2	169	241.2
		31-40	101.3	282.8	384.2
		21-30	19.3	79	98.3
	TOTAL LEADER		235.4	614.5	849.9
	STAFF	60	12.1	55.9	68
		51-60	59.6	134.8	194.3
		41-50	157.2	360.7	517.8
		31-40	463.7	1049.5	1513.2
		21-30	518.7	1279.3	1798
		-20	13.3	21.9	35.2
	TOTAL STAFF		1,224.4	2,902.1	4,126.5
TOTAL PERMANENT			1,524.2	3,684.6	5,208.8
FIXED TERM	STAFF	31-40	0	1.1	1.1
		21-30	2	2	4
	TOTAL STAFF		2	3.1	5.1
TOTAL FIXED TERM			2	3.1	5.1
TOTAL BRAZIL			**1,526.2**	**3,687.7**	**5,213.8**

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	41-50	0	2	2
	TOTAL PARTNER		0	2	2
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	DIRECTOR	51-60	0	3	3.2
		41-50	4.3	11.8	16.2
		31-40	2	4.5	6.5
	TOTAL DIRECTOR		6.5	19.3	25.8
	MANAGER	51-60	0.3	4.8	5.1
		41-50	11.8	18.5	30.3
		31-40	2.7	21.5	24.2
	TOTAL MANAGER		14.8	44.8	59.6
	LEADER	60	0	3.2	3.2
		51-60	8.8	16	24.8
		41-50	32.8	101.7	134.5
		31-40	55.6	165.1	220.7
		21-30	4.2	19.4	23.6
	TOTAL LEADER		101.4	305.3	406.8
	STAFF	60	3	5.6	8.6
		51-60	10	27.8	37.8
		41-50	41.7	99.1	140.8
		31-40	140.1	434.7	574.8
		21-30	102.9	444.3	547.3
		-20	0	2.7	2.7
	TOTAL STAFF		297.7	1,014.2	1,311.8
TOTAL PERMANENT			420.3	1,386.7	1,807

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	31-40	0.1	2.1	2.2
	TOTAL LEADER		0.1	2.1	2.2
	STAFF	41-50	1.8	1	2.8
		21-30	0.0	0.2	0.2
	TOTAL STAFF		1.8	1.2	3
TOTAL PART TIME			1.9	3.3	5.2
FIXED TERM	DIRECTOR	41-50	0	1	1
	TOTAL DIRECTOR		0	1	1
	MANAGER	41-50	0	1	1
		31-40	0	1.8	1.8
	TOTAL MANAGER		0	2.8	2.8
	LEADER	60	0	1	1
	TOTAL LEADER		0	1	1
TOTAL FIXED TERM			0	4.8	4.8
TOTAL CHILE			**422.3**	**1,394.8**	**1,817**

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	2	2
		31-40	0	2	2
	TOTAL PARTNER		0	4	4
	EXECUTIVE DIRECTOR	51-60	0.8	1	1.8
	TOTAL EXECUTIVE DIRECTOR		0.8	1	1.8
	DIRECTOR	51-60	2.3	2	4.3
		41-50	1	6	7
		31-40	0	5.3	5.3
	TOTAL DIRECTOR		3.3	13.3	16.5
	MANAGER	60	0	0.7	0.7
		51-60	1	3.8	4.8
		41-50	10.7	9	19.7
		31-40	5.7	10.2	15.8
	TOTAL MANAGER		17.3	23.6	40.9
	LEADER	51-60	3.8	11.3	15.1
		41-50	25.8	45.3	71.1
		31-40	57.8	72.5	130.3
		21-30	9.1	14.2	23.3
	TOTAL LEADER		96.5	143.2	239.7
	STAFF	60	3	3.4	6.4
		51-60	9.9	27.1	37
		41-50	29.2	79.9	109.1
		31-40	132.4	223.3	355.8
		21-30	184.8	371.3	556.1
		-20	2.9	9.3	12.2
	TOTAL STAFF		362.2	714.3	1076.5
TOTAL PERMANENT			480	899.3	1379.3
FIXED TERM	DIRECTOR	41-50	0	0.6	0.6
	TOTAL DIRECTOR		0	0.6	0.6
	STAFF	41-50	0.3	0.1	0.4
		31-40	0.2	0.1	0.3
		21-30	1.5	2	3.5
		-20	0.3	1.3	1.5
	TOTAL STAFF		2.3	3.4	5.7
TOTAL FIXED TERM			2.3	4	6.3
TOTAL COLOMBIA			**482.3**	**903.3**	**1,385.6**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

ECUADOR

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	LEADER	41-50	0	1.2	1.2
		31-40	0.8	4.2	5
		21-30	0	1	1
	TOTAL LEADER		0.8	6.3	7.2
	STAFF	41-50	1	2.6	3.6
		31-40	5.9	15.8	21.7
		21-30	8	30.5	38.5
	TOTAL STAFF		14.9	48.8	63.8
TOTAL PERMANENT			15.8	55.2	70.9
TOTAL ECUADOR			**15.8**	**55.2**	**70.9**

ANNEX 3
Breakdown of non-financial indicators

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	0.3	2	2.3
	TOTAL PARTNER		0.3	2	2.3
	EXECUTIVE DIRECTOR	41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1	1
	DIRECTOR	51-60	0.5	5.2	5.7
		41-50	1.3	10.7	12
		31-40	2	3	5
	TOTAL DIRECTOR		3.8	18.8	22.7
	MANAGER	41-50	5.6	3.7	9.3
		31-40	7.3	11.7	19
	TOTAL MANAGER		12.9	15.3	28.3
	LEADER	60	0.8	3.8	4.6
		51-60	1.9	10.8	12.8
		41-50	22.5	39	61.5
		31-40	46.3	88.3	134.6
		21-30	6.4	25	31.4
	TOTAL LEADER		77.9	166.9	244.8
	STAFF	60	1.2	0.1	1.3
		51-60	4.1	3.6	7.7
		41-50	26.6	21.6	48.2
		31-40	72.5	71.8	144.3
		21-30	68.6	133.1	201.7
		<20	0.3	0	0.3
	TOTAL STAFF		173.3	230.2	403.4
TOTAL PERMANENT			268.2	434.3	702.4

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

MEXICO

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
FIXED TERM	DIRECTOR	51-60	0.3	1.2	1.5
		41-50	1	3.7	4.7
	TOTAL DIRECTOR		1.3	4.8	6.2
	MANAGER	51-60	0	2	2
		41-50	0.3	2.9	3.3
		31-40	2.7	2.8	5.4
	TOTAL MANAGER		3	7.7	10.7
	LEADER	60	0	1.5	1.5
		51-60	0	14.4	14.4
		41-50	15.6	44.3	59.9
		31-40	25.3	65.1	90.3
		21-30	10.8	25.9	36.8
	TOTAL LEADER		51.7	151.3	202.9
	STAFF	60	1	6.6	7.6
		51-60	18	47.9	65.9
		41-50	40.1	92.4	132.5
		31-40	163.6	311.5	475.1
		21-30	198.8	462.1	660.9
		-20	0.5	0	0.5
	TOTAL STAFF		422.0	920.5	1,342.5
TOTAL FIXED TERM			478.0	1,084.3	1,562.3
TOTAL MEXICO			**746.2**	**1,518.5**	**2,264.7**

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

PERU

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PERMANENT	PARTNER	60	0	1	1
		51-60	0	1	1
	TOTAL PARTNER		0	2	2
	EXECUTIVE DIRECTOR	51-60	0	0.5	0.5
		41-50	0	1	1
	TOTAL EXECUTIVE DIRECTOR		0	1.5	1.5
	DIRECTOR	51-60	2.4	7.9	10.3
		41-50	3.8	4.8	8.5
		31-40	2	2.8	4.8
	TOTAL DIRECTOR		8.2	15.5	23.7
	MANAGER	60	0	0.7	0.7
		51-60	2.7	6.8	9.5
		41-50	11.8	26.9	38.7
		31-40	8.8	14.4	23.2
		21-30	0	1	1
	TOTAL MANAGER		23.2	49.8	73
	LEADER	60	2	3.3	5.3
		51-60	4.2	16.2	20.3
		41-50	53.9	142.2	196.1
		31-40	86.2	270.4	356.6
		21-30	19.7	62.4	82.1
	TOTAL LEADER		165.9	494.5	660.4
	STAFF	60	2	3.8	5.8
		51-60	7.3	35.7	43
		41-50	75.2	234.7	309.8
		31-40	443.8	1069.0	1512.8
		21-30	608.9	1450.4	2059.3
		-20	2.9	5.6	8.5
	TOTAL STAFF		1,140.1	2,799.1	3,939.2
TOTAL PERMANENT			1,337.3	3,362.4	4,699.8

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 2
CONTRACT TYPE

2.2

Average number of contract types by country, gender and occupational classification

PERU

CONTRACT TYPE	CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PART TIME	DIRECTOR	51-60	0	1	1
	TOTAL DIRECTOR		0	1	1
	LEADER	21-30	0	0.3	0.3
	TOTAL LEADER		0	0.3	0.3
	STAFF	31-40	1	2.2	3.2
		21-30	1.5	1.1	2.6
	TOTAL STAFF		2.5	3.3	5.8
TOTAL PART TIME			2.5	4.6	7.1
FIXED TERM	STAFF	41-50	0	1	1
	TOTAL STAFF		0	1	1
TOTAL FIXED TERM			0	1	1
TOTAL PERU			**1,339.8**	**3,368.0**	**4,707.8**

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 PARTNER		0	4	4
	EXECUTIVE DIRECTOR	41-50	0	0.1	0.1
	TOTAL EXECUTIVE DIRECTOR		0	0.1	0.1
	DIRECTOR	51-60	0	1.3	1.3
		41-50	0	5.7	5.7
	TOTAL DIRECTOR		0	7	7
	MANAGER	41-50	1	4.1	5.1
	TOTAL MANAGER		1	4.1	5.1
	LEADER	60	0	0.6	0.6
		51-60	0.7	1	1.7
		41-50	2.8	7.3	10.2
		31-40	2.1	10.5	12.6
		21-30	0	1	1
	TOTAL LEADER		5.6	20.4	26
	STAFF	60	1.3	2.1	3.4
		51-60	2.9	9.4	12.3
		41-50	3.2	8.7	11.8
		31-40	7.3	7.8	15.1
		21-30	4.3	2.2	6.4
	TOTAL STAFF		19	30.1	49.1
TOTAL PERMANENT			25.6	65.7	91.3
FIXED TERM	STAFF	41-50	0	0.4	0.4
		31-40	1	3	4
		21-30	0.4	0	0.4
	TOTAL STAFF		1.4	3.4	4.8
TOTAL FIXED TERM			1.4	3.4	4.8
TOTAL USA			**27**	**69.1**	**96.1**

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 DIRECTOR		0	1	1
	MANAGER	41-50	0	2.5	2.5
	TOTAL MANAGER		0	2.5	2.5
	LEADER	51-60	0	1	1
		41-50	0.5	4.8	5.3
		31-40	4.2	6.9	11.1
	TOTAL LEADER		4.7	12.8	17.4
	STAFF	>60	0.2	0	0.2
		41-50	1	4.4	5.4
		31-40	44.5	55.4	99.9
		21-30	138.3	139.8	278
		-20	0	0.8	0.8
	TOTAL STAFF		183.9	200.4	384.3
TOTAL PERMANENT			188.6	216.7	405.3
TOTAL MOROCCO			**188.6**	**216.7**	**405.3**

07

Annex 3. **Breakdown of non-financial indicators**

INDICATOR 3

Number of recruitments

ANNEXO 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	31-40	0	1	1
TOTAL DIRECTOR		0	1	1
MANAGER	41-50	1	0	1
	31-40	0	2	2
TOTAL MANAGER		1	2	3
LEADER	51-60	0	2	2
	41-50	0	1	1
	31-40	1	2	3
	21-30	1	1	2
TOTAL LEADER		2	6	8
STAFF	51-60	2	2	4
	41-50	4	3	7
	31-40	10	11	21
	21-30	29	12	41
TOTAL STAFF		45	28	73
TOTAL BELGIUM		48	37	85

ANNEXO 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
TOP EXECUTIVE	51-60	0	4	4
	41-50	1	5	6
	31-40	0	1	1
TOTAL TOP EXECUTIVE		1	10	11
EXECUTIVE	>60	1	3	4
	51-60	1	8	9
	41-50	3	8	11
	31-40	1	4	5
TOTAL EXECUTIVE		6	23	29
MIDDLE MANAGEMENT	>60	0	1	1
	51-60	4	8	12
	41-50	4	17	21
	31-40	6	15	21
	21-30	1		1
TOTAL MIDDLE MANAGEMENT		15	41	56
PROFESSIONAL	>60	0	2	2
	51-60	4	12	16
	41-50	15	21	36
	31-40	46	70	116
	21-30	23	27	50
TOTAL PROFESSIONAL		88	132	220
JUNIOR	51-60	3	1	4
	41-50	4	4	8
	31-40	22	33	55
	21-30	71	103	174
	<20	1	1	2
TOTAL JUNIOR		101	142	243
TOTAL DACH		211	348	559

ANNEXO 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
PARTNER	51-60	0	1	1
	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	2	2
EXECUTIVE DIRECTOR	51-60	1	0	1
	41-50	0	2	2
TOTAL EXECUTIVE DIRECTOR		1	2	3
DIRECTOR	51-60	0	2	2
	41-50	5	6	11
	31-40	0	4	4
TOTAL DIRECTOR		5	12	17
MANAGER	51-60	2	5	7
	41-50	14	19	33
	31-40	2	21	23
	21-30	0	2	2
TOTAL MANAGER		18	47	65
LEADER	>60	2	2	4
	51-60	17	39	56
	41-50	57	109	166
	31-40	70	144	214
	21-30	11	25	36
TOTAL LEADER		157	319	476
STAFF	>60	27	8	35
	51-60	183	96	279
	41-50	346	324	670
	31-40	474	787	1261
	21-30	777	2084	2861
	<20	5	28	33
TOTAL STAFF		1,812	3,327	5,139
TOTAL SPAIN		1,993	3,709	5,702

Breakdown of non-financial indicators

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

FRANCE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	0	2	2
TOTAL MANAGER		0	2	2
LEADER	31-40	1	1	2
	21-30	1	0	1
TOTAL LEADER		2	1	3
STAFF	41-50	1	1	2
	31-40	1	5	6
	21-30	5	12	17
TOTAL STAFF		7	18	25
TOTAL FRANCE		9	21	30

GREECE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	51-60	0	1	1
	41-50	0	1	1
	31-40	0	1	1
TOTAL MANAGER		0	3	3
LEADER	41-50	0	7	7
	31-40	0	6	6
	21-30	0	1	1
TOTAL LEADER		0	14	14
STAFF	31-40	9	14	23
	21-30	4	6	10
TOTAL STAFF		13	20	33
TOTAL GREECE		13	37	50

ANNEXO 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
MANAGER	41-50	0	1	1
TOTAL MANAGER		0	1	1
LEADER	51-60	0	1	1
	41-50	1	0	1
	31-40	3	5	8
	21-30	2	0	2
TOTAL LEADER		6	6	12
STAFF	31-40	5	23	28
	21-30	35	64	99
	<20	1	2	3
TOTAL STAFF		41	89	130
TOTAL ITALY (FORMER EVERIS)		47	96	143

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
EXECUTIVE	51-60	2	3	5
	41-50	0	1	1
	31-40	0	2	2
TOTAL EXECUTIVE		2	6	8
MIDDLE MANAGEMENT	> 60	0	2	2
	51-60	0	2	2
	41-50	3	8	11
	31-40	2	6	8
TOTAL MIDDLE MANAGEMENT		5	18	23
PROFESSIONAL	> 60	0	2	2
	51-60	4	10	14
	41-50	12	41	53
	31-40	56	107	163
	21-30	28	68	96
TOTAL PROFESSIONAL		100	228	328
JUNIOR	51-60	2	1	3
	41-50	4	6	10
	31-40	24	59	83
	21-30	165	441	606
	<20	0	6	6
TOTAL JUNIOR		195	513	708
TOTAL ITALY (FORMER EMEA)		302	765	1,067

ANNEXO 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
LEADER	41-50	0	1	1
	31-40	1	0	1
TOTAL LEADER		1	1	2
STAFF	51-60	1	0	1
	41-50	3	4	7
	31-40	8	11	19
	21-30	1	4	5
TOTAL STAFF		13	19	32
TOTAL LUXEMBOURG		14	20	34

🇳🇱 NETHERLANDS

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
	41-50	0	1	1
TOTAL DIRECTOR		0	2	2
MANAGER	41-50	0	1	1
TOTAL MANAGER		0	1	1
LEADER	51-60	1	1	2
	41-50	0	1	1
	31-40	3	1	4
TOTAL LEADER		4	3	7
STAFF	41-50	0	1	1
	31-40	0	2	2
	21-30	1	2	3
TOTAL STAFF		1	5	6
TOTAL NETHERLANDS		5	11	16

ANNEXO 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	31-40	0	2	2
TOTAL DIRECTOR		0	2	2
MANAGER	41-50	1	5	6
	31-40	1	4	5
TOTAL MANAGER		2	9	11
LEADER	51-60	0	2	2
	41-50	2	18	20
	31-40	11	19	30
	21-30	3	6	9
TOTAL LEADER		16	45	61
STAFF	>60	0	1	1
	51-60	1	4	5
	41-50	6	5	11
	31-40	26	55	81
	21-30	89	120	209
	<20	1	2	3
TOTAL STAFF		123	187	310
TOTAL PORTUGAL		141	243	384

ANNEXO 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
	31-40	0	1	1
TOTAL DIRECTOR		0	2	2
MANAGER	51-60	1	1	2
	31-40	0	1	1
TOTAL MANAGER		1	2	3
LEADER	51-60	1	9	10
	41-50	7	11	18
	31-40	14	20	34
	21-30	2	3	5
TOTAL LEADER		24	43	67
STAFF	51-60	0	3	3
	41-50	1	2	3
	31-40	11	12	23
	21-30	15	18	33
	< 20	1	0	1
TOTAL STAFF		28	35	63
TOTAL UNITED KINGDOM (FORMER EVERIS)		53	82	135

ANNEXO 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 NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	51-60	1	8	9
	41-50	0	5	5
TOTAL TOP EXECUTIVE		1	13	14
EXECUTIVE	> 60	0	1	1
	51-60	2	5	7
	41-50	3	16	19
	31-40	2	1	3
TOTAL EXECUTIVE		7	23	30
MIDDLE MANAGEMENT	>60	2	9	11
	51-60	18	25	43
	41-50	16	52	68
	31-40	21	53	74
	21-30	4	10	14
TOTAL MIDDLE MANAGEMENT		61	149	210
PROFESSIONAL	>60	1	2	3
	51-60	8	17	25
	41-50	25	32	57
	31-40	73	59	132
	21-30	36	32	68
TOTAL PROFESSIONAL		143	142	285
JUNIOR	41-50	1	0	1
	31-40	0	1	1
	21-30	2	6	8
	< 20	0	1	1
TOTAL JUNIOR		3	8	11
TOTAL UNITED KINGDOM (FORMER NTT DATA EMEA)		215	335	550

ANNEXO 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	51-60	2	3	5
	41-50	7	14	21
	31-40	7	10	17
	21-30	0	1	1
TOTAL EXECUTIVE		16	28	44
MIDDLE MANAGEMENT	> 60	0	1	1
	51-60	0	1	1
	41-50	3	4	7
	31-40	4	29	33
	21-30	6	10	16
TOTAL MIDDLE MANAGEMENT		13	45	58
PROFESSIONAL	41-50	3	4	7
	31-40	23	30	53
	21-30	23	49	72
TOTAL PROFESSIONAL		49	83	132
JUNIOR	41-50	2	0	2
	31-40	5	1	6
	21-30	46	64	110
TOTAL JUNIOR		53	65	118
TOTAL ROMANIA		131	221	352

ANNEXO 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
MANAGER	41-50	0	1	1
	31-40	1	0	1
TOTAL MANAGER		1	1	2
LEADER	31-40	0	2	2
TOTAL LEADER		0	2	2
STAFF	51-60	0	1	1
	41-50	1	1	2
TOTAL STAFF		1	2	3
TOTAL SWITZERLAND		2	5	7

REST OF EMEA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MIDDLE MANAGEMENT	41-50	0	1	1
	31-40	1	6	7
	21-30	0	20	20
TOTAL MIDDLE MANAGEMENT		1	27	28
PROFESSIONAL	41-50	0	2	2
	31-40	3	10	13
	21-30	10	33	43
TOTAL PROFESSIONAL		13	45	58
JUNIOR	41-50	1	0	1
	31-40	1	1	2
	21-30	12	37	49
TOTAL JUNIOR		14	38	52
TOTAL REST OF EMEA		28	110	138

Breakdown of non-financial indicators

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

ARGENTINA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	> 60	0	1	1
	51-60	1	2	3
	41-50	1	4	5
	31-40	1	1	2
TOTAL MANAGER		3	8	11
LEADER	>60	0	0	0
	51-60	2	5	7
	41-50	6	20	26
	31-40	18	30	48
	21-30	4	9	13
TOTAL LEADER		30	64	94
STAFF	>60	0	2	2
	51-60	4	9	13
	41-50	8	22	30
	31-40	43	87	130
	21-30	58	153	211
	<20	1	3	4
TOTAL STAFF		114	276	390
TOTAL ARGENTINA		147	348	495

ANNEXO 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	31-40	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	51-60	2	2	4
	41-50	0	2	2
	31-40	0	1	1
TOTAL DIRECTOR		2	5	7
MANAGER	51-60	0	2	2
	41-50	0	1	1
	31-40	1	11	12
	21-30	2	5	7
TOTAL MANAGER		3	19	22
LEADER	>60	1	1	2
	51-60	3	9	12
	41-50	15	30	45
	31-40	14	56	70
	21-30	2	20	22
TOTAL LEADER		35	116	151
STAFF	>60	2	5	7
	51-60	6	21	27
	41-50	33	86	119
	31-40	125	273	398
	21-30	209	456	665
	<20	16	15	31
TOTAL STAFF		391	856	1,247
TOTAL BRAZIL		431	997	1,428

ANNEXO 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	41-50	2	4	6
	31-40	0	1	1
TOTAL DIRECTOR		2	5	7
MANAGER	51-60	0	3	3
	41-50	2	4	6
	31-40	1	7	8
TOTAL MANAGER		3	14	17
LEADER	51-60	0	4	4
	41-50	9	12	21
	31-40	16	30	46
	21-30	1	5	6
TOTAL LEADER		26	51	77
STAFF	51-60	1	2	3
	41-50	6	6	12
	31-40	28	53	81
	21-30	48	85	133
TOTAL STAFF		83	146	229
TOTAL CHILE		114	216	330

ANNEXO 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
MANAGER	>60	0	1	1
	51-60	0	1	1
	41-50	2	4	6
TOTAL MANAGER		2	6	8
LEADER	51-60	0	3	3
	41-50	3	13	16
	31-40	16	21	37
	21-30	1	8	9
TOTAL LEADER		20	45	65
STAFF	>60	0	2	2
	51-60	2	7	9
	41-50	12	29	41
	31-40	41	104	145
	21-30	110	238	348
	<20	5	19	24
TOTAL STAFF		170	399	569
TOTAL COLOMBIA		192	450	642

ANNEXO 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	31-40	0	4	4
TOTAL LEADER		0	4	4
STAFF	41-50	0	2	2
	31-40	6	15	21
	21-30	5	28	33
TOTAL STAFF		11	45	56
TOTAL ECUADOR		11	49	60

ANNEXO 3
Breakdown of non-financial indicators

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	3	4
	41-50	0	1	1
TOTAL DIRECTOR		1	4	5
MANAGER	41-50	0	4	4
	31-40	4	2	6
TOTAL MANAGER		4	6	10
LEADER	>60	0	1	1
	51-60	1	11	12
	41-50	5	28	33
	31-40	15	54	69
	21-30	9	33	42
TOTAL LEADER		30	127	157
STAFF	51-60	3	15	18
	41-50	22	37	59
	31-40	83	140	223
	21-30	126	293	419
	<20	3	0	3
TOTAL STAFF		237	485	722
TOTAL MEXICO		272	622	894

ANNEXO 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
DIRECTOR	51-60	1	1	2
	41-50	0	2	2
	31-40	0	1	1
TOTAL DIRECTOR		1	4	5
MANAGER	41-50	3	3	6
	31-40	2	4	6
TOTAL MANAGER		5	7	12
LEADER	> 60	3	2	5
	51-60	0	4	4
	41-50	10	26	36
	31-40	17	63	80
	21-30	10	38	48
TOTAL LEADER		40	133	173
STAFF	>60	0	1	1
	51-60	3	16	19
	41-50	16	82	98
	31-40	138	400	538
	21-30	354	834	1188
	<20	4	12	16
TOTAL STAFF		515	1,345	1,860
TOTAL PERU		561	1,489	2,050

ANNEXO 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
EXECUTIVE DIRECTOR	41-50	0	1	1
TOTAL EXECUTIVE DIRECTOR		0	1	1
DIRECTOR	41-50	0	1	1
TOTAL DIRECTOR		0	1	1
LEADER	41-50	0	2	2
LEADER	31-40	0	2	2
TOTAL LEADER		0	4	4
STAFF	>60	1	2	3
STAFF	51-60	0	2	2
STAFF	41-50	1	1	2
STAFF	31-40	3	5	8
STAFF	21-30	2	2	4
TOTAL STAFF		7	12	19
TOTAL USA		7	18	25

ANNEXO 3
Breakdown of non-financial indicators

NUMBER OF RECRUITMENTS

Total number and distribution of recruitments by gender, age, country and professional classification

MOROCCO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	31-40	1	0	1
TOTAL LEADER		1	0	1
STAFF	> 60	1	0	1
	41-50	0	1	1
	31-40	10	28	38
	21-30	60	88	148
	<20	0	2	2
TOTAL STAFF		71	119	190
TOTAL MOROCCO		72	119	191

	WOMEN	MEN	TOTAL
TOTAL	5,019	10,348	15,367

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Annex 3. **Breakdown of non-financial indicators**

INDICATOR 4.1

Number of People who left

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

BELGIUM

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
LEADER	51-60	0	1	1
	41-50	1	0	1
	31-40	0	1	1
TOTAL LEADER		1	2	3
STAFF	51-60	0	1	1
	41-50	1	1	2
	31-40	2	1	3
	21-30	1	1	2
TOTAL STAFF		4	4	8
TOTAL BELGIUM		5	6	11

FRANCE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
STAFF	41-50	1	0	1
	31-40	1	1	2
TOTAL STAFF		2	1	3
TOTAL FRANCE		2	1	3

ANNEXO 3
Breakdown of non-financial indicators

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

DACH

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	> 60	0	2	2
	51-60	0	3	3
	31-40	1	0	1
TOTAL TOP EXECUTIVE		1	5	6
EXECUTIVE	> 60	0	2	2
	51-60	0	6	6
	41-50	1	3	4
	31-40	1	0	1
TOTAL EXECUTIVE		2	11	13
MIDDLE MANAGEMENT	> 60	0	2	2
	51-60	1	0	1
	41-50	1	1	2
	31-40	0	1	1
TOTAL MIDDLE MANAGEMENT		2	4	6
PROFESSIONAL	> 60	0	3	3
	51-60	2	2	4
	41-50	3	4	7
	31-40	2	2	4
TOTAL PROFESSIONAL		7	11	18
JUNIOR	> 60	1	0	1
	41-50	3	0	3
	31-40	1	4	5
	21-30	0	6	6
TOTAL JUNIOR		5	10	15
TOTAL DACH		17	41	58

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

SPAIN

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	1	2	3
TOTAL PARTNER		1	2	3
DIRECTOR	41-50	1	1	2
DIRECTOR	31-40	0	1	1
TOTAL DIRECTOR		1	2	3
MANAGER	51-60	1	3	4
MANAGER	41-50	1	7	8
MANAGER	31-40	0	2	2
TOTAL MANAGER		2	12	14
LEADER	> 60	2	2	4
LEADER	51-60	5	16	21
LEADER	41-50	8	22	30
LEADER	31-40	7	22	29
LEADER	21-30	1	3	4
TOTAL LEADER		23	65	88
STAFF	>60	4	1	5
STAFF	51-60	19	20	39
STAFF	41-50	41	39	80
STAFF	31-40	50	98	148
STAFF	21-30	61	209	270
STAFF	<20	2	9	11
TOTAL STAFF		177	376	553
TOTAL SPAIN		204	457	661

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

ITALY (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
TOTAL DIRECTOR		0	1	1
TOTAL ITALY (FORMER EVERIS)		0	1	1

ITALY (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
TOP EXECUTIVE	> 60	1	1	2
TOTAL TOP EXECUTIVE		1	1	2
MIDDLE MANAGEMENT	51-60	0	1	1
MIDDLE MANAGEMENT	41-50	0	1	1
TOTAL MIDDLE MANAGEMENT		0	2	2
PROFESSIONAL	> 60	1	1	2
PROFESSIONAL	51-60	0	1	1
PROFESSIONAL	41-50	0	2	2
PROFESSIONAL	31-40	0	1	1
PROFESSIONAL	21-30	0	1	1
TOTAL PROFESSIONAL		1	6	7
JUNIOR	21-30	1	4	5
TOTAL JUNIOR		1	4	5
TOTAL ITALY (FORMER EMEA)		3	13	16

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

PORTUGAL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	41-50	0	1	1
TOTAL PARTNER		0	1	1
LEADER	> 60	0	1	1
	41-50	1	3	4
	31-40	1	3	4
TOTAL LEADER		2	7	9
STAFF	51-60	1	0	1
	41-50	1	1	2
	31-40	0	6	6
	21-30	7	12	19
TOTAL STAFF		9	19	28
TOTAL PORTUGAL		11	27	38

UNITED KINGDOM (Former everis)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	1	0	1
TOTAL MANAGER		1	0	1
LEADER	41-50	1	1	2
	31-40	0	3	3
TOTAL LEADER		1	4	5
STAFF	51-60	0	1	1
	31-40	0	2	2
	21-30	3	2	5
TOTAL STAFF		3	5	8
TOTAL UNITED KINGDOM (FORMER EVERIS)		5	9	14

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

UNITED KINGDOM (Former NTT DATA EMEA)

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	51-60	0	3	3
TOTAL EXECUTIVE		0	3	3
MIDDLE MANAGEMENT	51-60	2	9	11
	41-50	0	1	1
	21-30	1	1	2
TOTAL MIDDLE MANAGEMENT		3	11	14
PROFESSIONAL	> 60	0	2	2
	51-60	0	7	7
	41-50	2	10	12
	31-40	6	6	12
	21-30	3	5	8
TOTAL PROFESSIONAL		11	30	41
JUNIOR	31-40	0	1	1
	21-30	1	3	4
TOTAL JUNIOR		1	4	5
TOTAL UNITED KINGDOM (FORMER EMEA)		15	48	63

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

ROMANIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
EXECUTIVE	> 60	2	0	2
	31-40	1	2	3
TOTAL EXECUTIVE		3	2	5
PROFESSIONAL	51-60	1	0	1
	41-50	0	1	1
	31-40	2	1	3
	21-30	0	5	5
TOTAL PROFESSIONAL		3	7	10
JUNIOR	41-50	1	0	1
	31-40	1	0	1
	21-30	4	2	6
TOTAL JUNIOR		6	2	8
TOTAL ROMANIA		12	11	23

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

REST OF EMEA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MIDDLE MANAGEMENT	31-40	0	1	1
	21-30	1	6	7
TOTAL MIDDLE MANAGEMENT		1	7	8
PROFESSIONAL	31-40	3	5	8
	21-30	4	8	12
TOTAL PROFESSIONAL		7	13	20
JUNIOR	> 60	0	1	1
	21-30	2	8	10
TOTAL JUNIOR		2	9	11
TOTAL REST OF EMEA		10	29	39

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

🇦🇷 ARGENTINA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
PARTNER	51-60	0	1	1
TOTAL PARTNER		0	1	1
MANAGER	41-50	1	0	1
TOTAL MANAGER		1	0	1
LEADER	41-50	0	2	2
	31-40	1	4	5
	21-30	0	1	1
TOTAL LEADER		1	7	8
STAFF	51-60	1	1	2
	41-50	1	6	7
	31-40	1	8	9
	21-30	0	6	6
TOTAL STAFF		3	21	24
TOTAL ARGENTINA		5	29	34

Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

🇧🇷 BRAZIL

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
DIRECTOR	41-50	1	0	1
TOTAL DIRECTOR		1	1	2
MANAGER	51-60	1	1	2
MANAGER	41-50	0	3	3
MANAGER	31-40	0	4	4
TOTAL MANAGER		1	8	9
LEADER	> 60	1	1	2
LEADER	51-60	7	11	18
LEADER	41-50	9	30	39
LEADER	31-40	5	40	45
LEADER	21-30	5	7	12
TOTAL LEADER		27	89	116
STAFF	> 60	3	19	22
STAFF	51-60	7	28	35
STAFF	41-50	11	43	54
STAFF	31-40	34	107	141
STAFF	21-30	47	124	171
STAFF	< 20	2	5	7
TOTAL STAFF		104	326	430
TOTAL BRAZIL		**133**	**424**	**557**

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

CHILE

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	51-60	1	1	2
	41-50	1	2	3
	31-40	0	1	1
TOTAL MANAGER		2	4	6
LEADER	> 60	0	1	1
	51-60	1	1	2
	41-50	1	9	10
	31-40	1	4	5
TOTAL LEADER		3	15	18
STAFF	51-60	0	4	4
	41-50	1	11	12
	31-40	2	30	32
	21-30	3	27	30
	< 20	0	1	1
TOTAL STAFF		6	73	79
TOTAL CHILE		11	92	103

ANNEXO 3
Breakdown of non-financial indicators

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

🇨🇴 COLOMBIA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
	41-50	0	1	1
	31-40	0	1	1
TOTAL DIRECTOR		0	3	3
MANAGER	> 60	0	1	1
	41-50	0	1	1
TOTAL MANAGER		0	2	2
LEADER	41-50	2	2	4
	31-40	3	6	9
	21-30	1	2	3
TOTAL LEADER		6	10	16
STAFF	51-60	0	1	1
	41-50	3	4	7
	31-40	11	18	29
	21-30	23	17	40
	< 20	0	1	1
TOTAL STAFF		37	41	78
TOTAL COLOMBIA		43	56	99

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

MEXICO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	41-50	0	2	2
TOTAL DIRECTOR		0	2	2
MANAGER	41-50	0	1	1
TOTAL MANAGER		0	1	1
LEADER	> 60	0	1	1
	51-60	0	2	2
	41-50	0	9	9
	31-40	4	7	11
	21-30	0	2	2
TOTAL LEADER		4	21	25
STAFF	51-60	0	6	6
	41-50	3	1	4
	31-40	11	18	29
	21-30	6	21	27
TOTAL STAFF		20	46	66
TOTAL MEXICO		24	70	94

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

PERU

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
DIRECTOR	51-60	0	1	1
TOTAL DIRECTOR		0	1	1
MANAGER	> 60	0	1	1
	51-60	0	1	1
	41-50	0	1	1
TOTAL MANAGER		0	3	3
LEADER	51-60	0	2	2
	41-50	4	7	11
	31-40	3	17	20
	21-30	1	9	10
TOTAL LEADER		8	35	43
STAFF	> 60	0	2	2
	51-60	0	8	8
	41-50	5	33	38
	31-40	20	102	122
	21-30	34	133	167
	< 20	0	5	5
TOTAL STAFF		59	283	342
TOTAL PERU		**67**	**322**	**389**

ANNEXO 3
Breakdown of non-financial indicators

INDICATOR 4.1
NUMBER OF PEOPLE WHO LEFT

4.1

Total number and distribution of people who left their jobs by gender, age, country and professional classification

The number of people who left is obtained from data on dismissals that are valid (with cause), unfair (without just cause), mutual agreement, does not exceed the probationary period and subrogation (desired).

USA

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
STAFF	> 60	0	1	1
	31-40	0	1	1
TOTAL STAFF		0	2	2
TOTAL USA		**0**	**2**	**2**

MOROCCO

CATEGORY	AGE GROUP	WOMEN	MEN	TOTAL
MANAGER	41-50	0	1	1
TOTAL MANAGER		0	1	1
LEADER	31-40	1	0	1
TOTAL LEADER		1	0	1
STAFF	41-50	0	1	1
	31-40	2	1	3
	21-30	0	6	6
TOTAL STAFF		2	8	10
TOTAL MOROCCO		3	9	12

	WOMEN	MEN	TOTAL
TOTAL	**563**	**1,640**	**2,203**

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ANNEXES

Annex 3. **Breakdown of non-financial indicators**

INDICATOR 4.2

Staff turnover rate

Breakdown of non-financial indicators

INDICATOR 4.2
STAFF TURNOVER RATE

4.2

Turnover rate by age group

The turnover data is obtained from voluntary resignation and voluntary leave (unwanted).

REGION	AGE GROUP									
	18-25	**26-30**	**31-35**	**36-40**	**41-45**	**46-50**	**51-55**	**56-60**	**>60**	**TOTAL**
GLOBAL	**20.83%**	**24.13%**	**20.40%**	**15.87%**	**12.98%**	**10.97%**	**10.15%**	**8.49%**	**6.61%**	**18.47%**
EUROPE	19.10%	23.61%	20.08%	13.93%	11.02%	10.07%	7.36%	6.81%	5.05%	16.89%
BELGIUM	11.11%	30.72%	15.79%	21.39%	11.14%	16.38%	0.00%	0.00%	0.00%	17.66%
DACH	12.44%	15.86%	19.50%	20.11%	14.75%	10.66%	6.77%	3.56%	4.54%	13.00%
SPAIN	19.29%	24.29%	19.96%	14.11%	11.05%	9.95%	7.52%	7.36%	6.90%	17.03%
ITALY (FORMER EVERIS)	14.57%	19.39%	24.82%	16.93%	11.80%	12.82%	3.15%	0.00%	80.00%	18.45%
ITALY (FORMER EMEA)	18.76%	22.07%	16.25%	11.81%	14.39%	8.15%	4.78%	1.09%	3.38%	13.46%
FRANCE	0.00%	19.67%	20.51%	25.26%	18.46%	0.00%	24.00%	0.00%	0.00%	19.05%
GREECE	0.00%	16.90%	8.82%	20.51%	11.65%	24.00%	0.00%	0.00%	0.00%	15.03%
LUXEMBOURG	0.00%	0.00%	6.56%	5.61%	24.10%	8.22%	0.00%	0.00%	0.00%	9.42%
NETHERLANDS	0.00%	27.43%	16.90%	8.05%	22.02%	0.00%	0.00%	45.28%	0.00%	14.62%
PORTUGAL	18.89%	22.07%	21.55%	14.01%	14.87%	16.90%	4.88%	0.00%	54.55%	19.73%
UNITED KINGDOM (FORMER EVERIS)	27.59%	25.10%	29.21%	18.62%	16.47%	13.46%	15.45%	8.33%	0.00%	20.28%
ROMANIA	28.48%	35.43%	23.63%	23.85%	18.42%	8.99%	24.29%	9.45%	0.00%	25.38%
UNITED KINGDOM (FORMER EMEA)	46.93%	23.53%	22.01%	14.97%	10.73%	11.00%	13.60%	14.13%	24.00%	16.13%
REST OF EMEA	30.30%	32.33%	24.19%	7.89%	0.00%	0.00%	0.00%	0.00%	0.00%	24.08%
AMERICA	23.41%	24.82%	20.90%	18.55%	16.54%	12.98%	15.96%	10.84%	7.61%	20.64%
ARGENTINA	30.54%	27.01%	23.62%	16.67%	14.11%	22.37%	26.75%	17.73%	0.00%	23.03%
BRAZIL	20.61%	22.27%	17.23%	16.34%	14.66%	11.98%	14.07%	7.95%	9.22%	17.59%
CHILE	12.26%	18.92%	19.20%	15.11%	14.04%	5.69%	10.23%	6.28%	0.00%	15.91%
COLOMBIA	24.42%	25.96%	26.54%	12.82%	18.99%	6.41%	10.06%	4.33%	0.00%	20.93%
ECUADOR	23.08%	16.22%	29.27%	10.43%	30.00%	0.00%	0.00%	0.00%	0.00%	19.74%
MEXICO	18.33%	26.05%	22.75%	25.18%	23.65%	15.99%	22.54%	28.99%	6.70%	23.40%
PERU	28.28%	27.69%	22.57%	22.29%	16.04%	18.88%	14.44%	8.57%	7.84%	24.07%
USA	0.00%	39.56%	6.70%	17.91%	19.12%	0.00%	27.48%	18.46%	50.00%	17.69%
AFRICA	9.94%	22.21%	13.76%	12.87%	18.46%	12.77%	0.00%	0.00%	0.00%	17.03%
MOROCCO	9.94%	22.21%	13.76%	12.87%	18.46%	12.77%	0.00%	0.00%	0.00%	17.03%

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 4.2
STAFF TURNOVER RATE

4.2

Turnover rate by gender

The turnover data is obtained from voluntary resignation and voluntary leave (unwanted).

REGION	WOMEN	MEN
GLOBAL	**15.33%**	**19.84%**
EUROPE	14.41%	17.99%
BELGIUM	16.88%	18.28%
DACH	11.91%	13.50%
SPAIN	13.66%	17.86%
ITALY (FORMER EVERIS)	16.15%	19.39%
ITALY (FORMER NTT DATA EMEA)	10.47%	14.72%
FRANCE	31.09%	11.58%
GREECE	10.81%	16.30%
LUXEMBOURG	6.45%	10.08%
NETHERLANDS	14.04%	14.97%
PORTUGAL	19.24%	20.02%
UNITED KINGDOM (FORMER EVERIS)	23.58%	18.53%
ROMANIA	16.00%	16.20%
UNITED KINGDOM (FORMER EMEA)	18.94%	31.55%
REST OF EMEA	21.67%	24.87%
AMERICA	16.70%	22.27%
ARGENTINA	27.09%	21.34%
BRAZIL	13.69%	19.20%
CHILE	11.13%	17.35%
COLOMBIA	19.08%	21.92%
ECUADOR	6.35%	23.56%
MEXICO	20.50%	24.83%
PERU	17.24%	26.78%
USA	7.41%	21.71%
AFRICA	13.79%	19.85%
MOROCCO	13.79%	19.85%

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Annex 3. **Breakdown of non-financial indicators**

INDICATOR 5

Number of training hours per category

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 5

NUMBER OF TRAINING HOURS PER CATEGORY

Total number of training hours by profesional category and gender

COUNTRIES	GENDER	CONTRIBUTOR	DIRECTOR	EXECUTIVE	EXECUTIVE DIRECTOR	EXP MANAGER	EXPERT	EXPERT LEAD	GENERIC LEVEL
BELGIUM	M	18	4	440				46	110
	F	228	2	42				2	86
DACH		In a separate table							
SPAIN	M	78,084	327	25,534	4	4	28	11,389	126
	F	29,375	50	9,443	2	2		4,291	63
FRANCE	M	120		22				3	
	F	3		4				7	8
GREECE	M	11		64				104	
	F	6						12	
ITALIY	M	1,529	16	1,364				324	
	F	851	2	209				78	
LUXEMBOURG	M			47					115
	F							5	12
NETHERLANDS	M			275				1	2
	F	23		105				5	
PORTUGAL	M	5,889	27	784				288	
	F	4,001		351				86	
UNITED KINGDOM	M	5,889	27	784				288	
	F	4,001		351				86	
ROMANIA SERBIA		In a separate table							
SWITZERLAND	M			17				3	7
	F			26					
ARGENTINA	M	2,808		778	2			222	
	F	902		255				120	
BRAZIL	M	33,243	11	4,083	11			3,888	
	F	23,955	5	1,513				1,195	25
CHILE	M	6,394	4	1,046				222	
	F	4,984		377				89	
COLOMBIA	M	9,387	17	802		2		612	120
	F	4,821	2	674				261	23
ECUADOR	M	236						2	
	F	175							
MEXICO	M	6,297	13	1,260				809	3,486
	F	4,158	3	823				286	1,494
PERU	M	14,885	5	835				643	6
	F	7,732		519				91	
USA	M	8		123					17
	F	14		7				4	7
MOROCCO	M	848		13					
	F	855						4	

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 5
NUMBER OF TRAINING HOURS PER CATEGORY

Total number of training hours by profesional category and gender

*Spain includes Andorra's training hours: 8 hours for the female Leader category and 2 hours for male Staff category

COUNTRIES	GENDER	KEY CONTRIBUTOR	LEAD	LEADER	MANAGER	PARTNER	SENIOR	STAFF	STUDENT
BELGIUM	M	74	89	64	20			30	30
	F	37	99	32	4			30	
DACH					In a separate table				
SPAIN*	M	47,171	25,217	9,811	1,676	59	316	13,363	7,838
	F	30,935	14,228	3,462	341	6	96	5,365	2,753
FRANCE	M	75	5		21			6	
	F	25	21					17	9
GREECE	M	103	12	9				6	
	F	54	2	1					
ITALY	M	1,197	949	573	79			281	61
	F	622	504	247	4			140	27
LUXEMBOURG	M		2	2				10	
	F	12	17						
NETHERLANDS	M	56	60	2	2			4	
	F	11	70	1	2			4	4
PORTUGAL	M	1,704	982	404	83		12	517	637
	F	1,770	911	51	8		4	247	697
UNITED KINGDOM	M	164	66	85	13	18		27	27
	F	167	57	27	2			35	20
ROMANIA SERBIA					In a separate table				
SWITZERLAND	M		1					4	
	F		16						
ARGENTINA	M	1,373	936	194	8	2		616	
	F	538	361	97	4			291	
BRAZIL	M	16,504	9,771	2,593	133		4	6,245	321
	F	6,878	5,403	602	53			2,751	110
CHILE	M	2,472	1,103	453	47			1,205	72
	F	1,123	428	145	19			524	19
COLOMBIA	M	5,989	2,428	611	110		2	1,796	1,214
	F	3,171	2,489	298	37			655	672
ECUADOR	M	549	57	1				24	
	F	206	5						
MEXICO	M	3,470	1,910	834	76	2	8	1,814	
	F	2,078	959	422	26			692	
PERU	M	8,244	2,797	797	33			4,224	465
	F	3,138	1,026	241	4			1,276	298
USA	M	32	40	6	6			7	
	F	34	12	3				5	3
MOROCCO	M	288	61					142	
	F	201	21	3				61	3

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 5
NUMBER OF TRAINING HOURS PER CATEGORY

Total number of training hours by profesional category and gender

*Spain includes Andorra's training hours: 8 hours for the female Leader category and 2 hours for male Staff category

COUNTRIES	GENDER	SUPPORT	TOP CONTRIBUTOR	TOP EXECUTIVE	TOP EXPERT LEADER	TOP LEADER	TOTAL COUNTRY /GENDER	TOTAL COUNTRY
BELGIUM	M		7		53	115	**1,100**	**1,810**
	F		4	9	22	113	**710**	
DACH				In a separate table				
SPAIN*	M		17,384	4,744	14,684	22,734	**280,493**	**408,870**
	F	4	6,511	1,359	5,499	14,592	**128,377**	
FRANCE	M		11		4	63	**330**	**441**
	F				10	7	**111**	
GREECE	M		156	3	114	4	**586**	**740**
	F		79				**154**	
ITALY	M		384	71	285	707	**7,820**	**10,850**
	F		71	7	69	199	**3,030**	
LUXEMBOURG	M			1	2		**179**	**225**
	F						**46**	
NETHERLANDS	M		6	19	37	219	**683**	**1,065**
	F		5		51	101	**382**	
PORTUGAL	M		177	94	386	489	**12,473**	**21,077**
	F		58	3	31	386	**8,604**	
UNITED KINGDOM	M		215	17	36	234	**1,592**	**2,422**
	F		172			146	**830**	
ROMANIA SERBIA				In a separate table				
SWITZERLAND	M			6		29	**67**	**109**
	F						**42**	
ARGENTINA	M		279	15	150	451	**7,834**	**11,029**
	F		347		36	244	**3,195**	
BRAZIL	M		4,314	240	584	3,892	**85,837**	**132,059**
	F		866	107	335	2,424	**46,222**	
CHILE	M		848	19	149	891	**14,925**	**23,644**
	F		420		131	460	**8,719**	
COLOMBIA	M		1,364	53	314	1,230	**26,931**	**42,287**
	F		146	9	300	1,195	**15,356**	
ECUADOR	M		43				**912**	**1,298**
	F						**386**	
MEXICO	M		944	49	990	1,203	**23,165**	**35,471**
	F		197		336	832	**12,306**	
PERU	M		1,494	18	328	456	**35,230**	**50,378**
	F		369		20	434	**15,148**	
USA	M			32	13	85	**369**	**458**
	F						**89**	
MOROCCO	M		117			5	**1,474**	**2,701**
	F		79				**1,227**	

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 5
NUMBER OF TRAINING HOURS PER CATEGORY

Total number of training hours by profesional category and gender

COUNTRY	GENDER	EXECUTIVE	SENIOR MANAGER	MANAGER	PROFESSIONAL	JUNIOR	TOTAL COUNTRY /GENDER	TOTAL HOURS
ROMANIA	M	0	3,850	3,534	7,791	7,521	22,696	63134
	F	336	6,580	4,916	15,752	12,854	40,438	
SERBIA	M	0	42	2,414	188	599	3,243	5491
	F	0	151	236	1273	588	2,248	

COUNTRY	GENDER	SENIOR EXECUTIVE	EMPLOYEES + APPRENTICES	DIRECTIVE	TOTAL COUNTRY /GENDER	TOTAL HOURS
ITALY	M	3,084	90,383	15,081	108,558	185,941 h
	F	895	43,911	5,691	50,497	

COUNTRY	GENDER	PARTNER	EXECUTIVE DIRECTOR	DIRECTOR	MANAGER	LEADER	STAFF	TOTAL COUNTRY /GENDER	TOTAL DAYS
UK (EMEA)			Training hours from UK EMEA are not reported						

DACH	Academy (TMS)	EMEA (LMS)	Udemy	TOTAL HOURS
Total Number of attended Trainings	158	13	5,715	
Total Number of Trainings hours	35,224	10,681	43,309	89,214
Total Number of employees	2,223	69,430	2,944	
Number of Trainings courses per employee	1.5	13	1.9	
Number of total training hours per employee	16	6.5	15.00	

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Annex 3. **Breakdown of non-financial indicators**

INDICATOR 6.1

Occupational accidents and illnesses by country

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 6

OCCUPATIONAL ACCIDENTS AND ILLNESSES BY COUNTRY

6.1

COUNTRY	ACCIDENTS		TOTAL ACCIDENTS	FRECUENCY INDEX (FI)		SEVERITY INDEX (SI)		OCCUPATIONAL ILLNESS
	F	M		F	M	F	M	TOTAL
EUROPE								
GERMANY	0	7	7	0	1.97	-	0.02	-
AUSTRIA	0	0	0	-	-	-	-	0
BELGIUM	0	0	0	-	-	-	-	0
SPAIN	See table 6.2							
FRANCE	0	0	0	-	-	-	-	0
NETHERLANDS	0	0	0	-	-	-	-	0
ITALY	1	0	1	0.36	0	0.01		0
LUXEMBOURG	0	0	0	-	-	-	-	0
PORTUGAL	4	2	6	4.98	1.65	0.14	0.10	0
UNITED KINGDOM*								
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	2	2	-	1.28	-	0.12	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

*No information from the United Kingdom is reported

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.

SI = (No. of days lost/No. of hours worked) * 1000 hours worked.

In itinere accidents have not been included.

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ANNEXES

Annex 3. **Breakdown of non-financial indicators**

INDICATOR 6.2

Accidents at work and occupational illnesses in Spanish companies

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 6

ACCIDENTS AT WORK AND OCCUPATIONAL DISEASES IN SPANISH COMPANIES

6.2

COMPANY	MUTUAL REPORTS	ACCIDENTS AT WORK	FREQUENCY INDEX		SEVERITY INDEX		OCCUPATIONAL ILLNESSES	Nº OF HOURS LOST	ACCIDENTS ON THE JOURNEY
			WOMEN	MEN	WOMEN	MEN			
NTT DATA SPAIN	Fraternidad Muprespa	2 women 2 men	0.36	0.16	0.024	0.002	0	1,256	0
NTT DATA SPAIN SOLUCIONES TECNOLOGICAS	Fraternidad Muprespa	0	0	0	0	0	0	0	0
NTT DATA SPAIN INFRASTRUCTURES ENGINEERING	Fraternidad Muprespa	0	0	0	0	0	0	0	0
NTT DATA EUROPE&LATAM	Fraternidad Muprespa	0	0	0	0	0	0	0	0
NTT DATA SPAIN BPO	Mutua Universal	0	0	0	0	0	0	0	0
ARILION	Mutua Universal	0	0	0	0	0	0	0	0
LEAN GRIDS SERVICES	Mutua Universal	0	0	0	0	0	0	0	0
NTT DATA BPO-NTT DATA SPAIN UNION FIXED TERM EMPRESAS-LINEA MADRID	Mutua Universal	0	0	0	0	0	0	0	0
NTT DATA SPAIN INFRASTRUCUTRES OPERATIONS	Fremap	1 man	0	1.08	0	0.074	0	552	0
NTT DATA SPAIN CENTERS	Fremap	0	0	0	0	0	0	0	0
NTT DATA EUROPE&LATAM CENTERS	Fremap	0	0	0	0	0	0	0	0
UTE 8 BCN	Fremap	0	0	0	0	0	0	0	0
EVERIS INITIATIVES	Fremap	0	0	0	0	0	0	0	0
EVERIS AEROESPACIAL Y DEFENSA	Fremap	2 men	0	20.26	0	0.17	0	136	0
NTT DATA EUROPE&LATAM GREEN ENGINEERING	Fremap	1 man	0	6.44	0	0.21	0	264	0
NTT DATA SPAIN SISTEMAS DE SEGURIDAD	Fremap	1 man	0	121.3	0	8.49	0	560	0

07

Annex 3. **Breakdown of non-financial indicators**

INDICATOR 7

Waste generation in the organisation separated by class

ANNEX 3
Breakdown of non-financial indicators

WASTE GENERATION IN THE ORGANISATION SEPARATED BY CLASS

Waste generation in the organisation separated by type (T)

(*) Reported offices: DACH (Munich (NuOffice II), Ettlingen, Colonia, Stutgart, Frankfurt y Wolfsburgo), Benelux (Oxygen), Spain (Coruña, Playa San Juan, Cartuja, Ciudad Real, Novus, Salamanca, Santander, Torre Pelli, Trovador, Diagonal 605, Pere i Pons, Arco Ladrillo, Castellana, Salamanca, Tanger BCN, Berlín, Cortes Valencianas, Valladolid, Óscar Esplá, Josep Ferrater I Mora) , Italy (Mazzola, San´t Evaristo, Calindri and Spagna), United Kingdom (Royal Exchange, Epworth House and Lakeside 4020), Romania & Serbia (Cluj Napoca Towers and Sibiu DC4), Brazil (Edificio Galería, Torre Jequitiba and Cenesp).

The countries that are not reflected in indicator 7 have not reported residue data.

COUNTRY	WASTE TYPE	TOTAL (T)	TREATMENT
DACH (*)	Overall Non-Hazardous	2.14	Recycling
		0.49	Landfill
	Overall Hazardous	0.00	Not available
BENELUX (*)	Overall Non-Hazardous	8.50	Recycling
		6.38	Landfill
	Overall Hazardous	0.01	Recycling
SPAIN (*)	Overall Non-Hazardous	23.28	Recycling
		28.91	Landfill
	Overall Hazardous	2.57	Recycling
ITALY (*)	Overall Non-Hazardous	136.48	Recycling
	Overall Hazardous	2.21	Recycling
PORTUGAL	Overall Non-Hazardous	1.43	Recycling
		1.48	Landfill
	Overall Hazardous	0.001	Recycling
UNITED KINGDOM (*)	Overall Non-Hazardous	95.01	Recycling
		30.53	Energy production
	Overall Hazardous	0.00	Not available
ROMANIA AND SERBIA (*)	Overall Non-Hazardous	43.42	Landfill
	Overall Hazardous	1.10	Recycling
BRAZIL (*)	Overall Non-Hazardous	60.51	Recycling
		37.62	Energy production
		147.59	Composting
	Overall Hazardous	0.30	Recycling
		0.24	Descontamination
COLOMBIA	Overall Non-Hazardous	Not available	Not available
	Overall Hazardous	0.19	Recycling
MEXICO	Overall Non-Hazardous	0.01	Recycling
	Overall Hazardous	0.00	Not available
USA	Overall Non-Hazardous	0.08	Recycling
	Overall Hazardous	0.17	Recycling

GRI 306-3, 4, 5   TONS

WASTE	FY21	FY22
OVERALL NON-HAZARDOUS	477.77	623.89
OVERALL HAZARDOUS	6.97	6.79

07

Annex 3. **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. FUGITIVE EMISSIONS		0.00
1.2. STATIONARY COMBUSTION		26.04
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		26.04
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		422.25
2.1. IMPORTED ENERGY MARKET BASED		211.20
TOTAL LOCAL BASED		422.25
TOTAL MARKET BASED		211.20
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		154.44
3.2. BUSINESS TRAVEL BY AIR		763.88
3.3. BUSINESS TRAVEL BY RAIL		129.08
TOTAL CATEGORY 3		1,047.40
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		35.57
4.2. PAPER PURCHASES		0.35
TOTAL CATEGORY 4		35.92
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		5.57
6.2. WATER CONSUMPTION		0.22
6.3. WATER TREATMENT		0.05
TOTAL CATEGORY 6		5.83
GLOBAL EMISSIONS LOCAL BASED		1,537.44
GLOBAL EMISSIONS MARKET BASED		1,326.39
TOTAL OFFSET EMISSIONS (AIR AND TRAIN BUSINESS TRAVEL)		186.32
TOTAL AVOIDED EMISSIONS (SELF CONSUMPTION)		0.00
TOTAL MARKET BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		1,140.07

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 8
GHG EMISSIONS

BENELUX

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. FUGITIVE EMISSIONS		0.00
1.2. STATIONARY COMBUSTION		20.08
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		26.04
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		14.93
2.1. IMPORTED ENERGY MARKET BASED		1.43
TOTAL LOCAL BASED		14.93
TOTAL MARKET BASED		1.43
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		17.94
3.2. BUSINESS TRAVEL BY AIR		99.58
3.3. BUSINESS TRAVEL BY RAIL		0.5
TOTAL CATEGORY 3		118.03
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		2.81
4.2. PAPER PURCHASES		0
TOTAL CATEGORY 4		2.81
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		22.61
6.2. WATER CONSUMPTION		0.05
6.3. WATER TREATMENT		0.09
TOTAL CATEGORY 6		22.75
GLOBAL EMISSIONS LOCAL BASED		178.59
GLOBAL EMISSIONS MARKET BASED		165.09
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL MARKET BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		165.09

(*) In the case of France, the Netherlands, Switzerland and Greece, because these offices are coworking spaces, they are only included in category 3, 4, and 6 emissions.

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. FUGITIVE EMISSIONS		180.28
1.2. STATIONARY COMBUSTION		502.45
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		682.72
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		1,560.94
2.1. IMPORTED ENERGY MARKET BASED		281.64
TOTAL LOCAL BASED		1,560.94
TOTAL MARKET BASED		281.64
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		67.14
3.2. BUSINESS TRAVEL BY AIR		2,428.78
3.3. BUSINESS TRAVEL BY RAIL		250.34
TOTAL CATEGORY 3		2,746.26
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		226.96
4.2. PAPER PURCHASES		2.74
TOTAL CATEGORY 4		229.71
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		198.35
6.2. WATER CONSUMPTION		2.56
6.3. WATER TREATMENT		4.67
TOTAL CATEGORY 6		205.57
GLOBAL EMISSIONS LOCAL BASED		5,425.21
GLOBAL EMISSIONS MARKET BASED		4,145.90
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL MARKET BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		4,145.90

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. FUGITIVE EMISSIONS		0
1.2. STATIONARY COMBUSTION		50.43
1.3. MOBILE COMBUSTION		43.8
TOTAL CATEGORY 1		94.23
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		1,510.28
2.1. IMPORTED ENERGY MARKET BASED		297.17
TOTAL LOCAL BASED		1,510.28
TOTAL MARKET BASED		297.174
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		66.52
3.2. BUSINESS TRAVEL BY AIR		413.64
3.3. BUSINESS TRAVEL BY RAIL		130.24
TOTAL CATEGORY 3		610.40
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		72.76
4.2. PAPER PURCHASES		3.09
TOTAL CATEGORY 4		75.84
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		55.91
6.2. WATER CONSUMPTION		3.1
6.3. WATER TREATMENT		5.66
TOTAL CATEGORY 6		64.67
GLOBAL EMISSIONS LOCAL BASED		2,355.42
TOTAL OFFSET EMISSIONS		0.00
GLOBAL EMISSIONS MARKET BASED		1,142.32
TOTAL AVOIDED EMISSIONS (Self-consumption system: photovoltaic panels)		19.57
TOTAL MARKET BASED GLOBAL EMISSIONS – OFFSET EMISSIONS - AVOIDED EMISSIONS		1,122.85

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. FUGITIVE EMISSIONS		0
1.2. STATIONARY COMBUSTION		11.12
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		11.12
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		28.14
2.1. IMPORTED ENERGY MARKET BASED		0
TOTAL LOCAL BASED		28.14
TOTAL MARKET BASED		0
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		37.79
3.2. BUSINESS TRAVEL BY AIR		67.10
3.3. BUSINESS TRAVEL BY RAIL		1.36
TOTAL CATEGORY 3		106.25
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0.00
4.2. PAPER PURCHASES		0.02
TOTAL CATEGORY 4		0.02
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		6.91
6.2. WATER CONSUMPTION		0.35
6.3. WATER TREATMENT		0.64
TOTAL CATEGORY 6		7.91
GLOBAL EMISSIONS LOCAL BASED		153.45
GLOBAL EMISSIONS MARKET BASED		125.30
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL MARKET BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		125.30

(*) Portugal has become the first country to be Net Zero, by offsetting 100% of its FY21 emissions, through reforestation projects.

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. FUGITIVE EMISSIONS		0.00
1.2. STATIONARY COMBUSTION		265.56
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		265.56
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		60.42
2.1. IMPORTED ENERGY MARKET BASED		32.53
TOTAL LOCAL BASED		60.42
TOTAL MARKET BASED		32.53
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0.73
3.2. BUSINESS TRAVEL BY AIR		459.74
3.3. BUSINESS TRAVEL BY RAIL		14.99
TOTAL CATEGORY 3		475.45
CATEGORY 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		16.97
4.2. PAPER PURCHASES		0.00
TOTAL CATEGORY 4		16.97
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		13.33
6.2. WATER CONSUMPTION		0.98
6.3. WATER TREATMENT		1.79
TOTAL CATEGORY 6		16.10
GLOBAL EMISSIONS LOCAL BASED		834.51
GLOBAL EMISSIONS MARKET BASED		806.63
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL MARKET BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		806.63

ANNEX 3
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. FUGITIVE EMISSIONS		225.26
1.2. STATIONARY COMBUSTION		34.24
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		259.5
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		663.76
2.1. IMPORTED ENERGY MARKET BASED		574.05
TOTAL LOCAL BASED		663.76
TOTAL MARKET BASED		574.05
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		51.02
3.2. BUSINESS TRAVEL BY AIR		82.35
3.3. BUSINESS TRAVEL BY RAIL		1.2
TOTAL CATEGORY 3		134.57
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		17.77
4.2. PAPER PURCHASES		0.55
TOTAL CATEGORY 4		18.31
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		7.76
6.2. WATER CONSUMPTION		1.18
6.3. WATER TREATMENT		2.15
TOTAL CATEGORY 6		11.09
GLOBAL EMISSIONS LOCAL BASED		1,087.24
GLOBAL EMISSIONS MARKET BASED		997.52
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL MARKET BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		997.52

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. FUGITIVE EMISSIONS		0.00
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		0.00
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		36.93
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		36.93
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		3.74
3.2. BUSINESS TRAVEL BY AIR		90.17
3.3. BUSINESS TRAVEL BY RAIL		N/A
TOTAL CATEGORY 3		93.91
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		16.45
4.2. PAPER PURCHASES		0.00
TOTAL CATEGORY 4		16.45
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		13.35
6.2. WATER CONSUMPTION		0.14
6.3. WATER TREATMENT		0.25
TOTAL CATEGORY 6		13.74
GLOBAL EMISSIONS LOCAL BASED		161.02
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS (BUSINESS TRAVEL ON ROAD)		3.74
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		157.28

ANNEX 3
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. FUGITIVE EMISSIONS		283.7
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		283.7
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		29.80
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		29.80
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		45.81
3.2. BUSINESS TRAVEL BY AIR		588.50
3.3. BUSINESS TRAVEL BY RAIL		N/A
TOTAL CATEGORY 3		634.31
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		16.31
4.2. PAPER PURCHASES		1.71
TOTAL CATEGORY 4		18.03
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		15.73
6.2. WATER CONSUMPTION		0.38
6.3. WATER TREATMENT		0.7
TOTAL CATEGORY 6		16.81
GLOBAL EMISSIONS LOCAL BASED		982.65
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		982.65

ANNEX 3
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. FUGITIVE EMISSIONS		0.00
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		0.00
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		9.02
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		9.02
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0.67
3.2. BUSINESS TRAVEL BY AIR		43.37
3.3. BUSINESS TRAVEL BY RAIL		N/A
TOTAL CATEGORY 3		44.04
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0.35
4.2. PAPER PURCHASES		0.00
TOTAL CATEGORY 4		0.35
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		29.08
6.2. WATER CONSUMPTION		0.05
6.3. WATER TREATMENT		0.09
TOTAL CATEGORY 6		29.22
GLOBAL EMISSIONS LOCAL BASED		82.62
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCA BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		82.62

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. FUGITIVE EMISSIONS		12.53
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		12.53
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		13.64
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		13.64
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		14.32
3.2. BUSINESS TRAVEL BY AIR		254.65
3.3. BUSINESS TRAVEL BY RAIL		N/A
TOTAL CATEGORY 3		268.97
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0.54
4.2. PAPER PURCHASES		0.00
TOTAL CATEGORY 4		0.54
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		5.75
6.2. WATER CONSUMPTION		0.02
6.3. WATER TREATMENT		0.04
TOTAL CATEGORY 6		5.81
GLOBAL EMISSIONS LOCAL BASED		301.48
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS (BUSINESS TRAVEL ON ROAD)		5.79
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		295.69

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. FUGITIVE EMISSIONS		0.00
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		0.00
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		29.14
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		29.14
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		11.87
3.2. BUSINESS TRAVEL BY AIR		317.09
3.3. BUSINESS TRAVEL BY RAIL		N/A
TOTAL CATEGORY 3		328.96
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0.00
4.2. PAPER PURCHASES		0.30
TOTAL CATEGORY 4		0.30
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		43.15
6.2. WATER CONSUMPTION		0.01
6.3. WATER TREATMENT		0.02
TOTAL CATEGORY 6		43.18
GLOBAL EMISSIONS LOCAL BASED		401.58
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		401.58

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. FUGITIVE EMISSIONS		58.88
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		58.88
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		108.87
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		108.87
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		48.79
3.2. BUSINESS TRAVEL BY AIR		455.00
3.3. BUSINESS TRAVEL BY RAIL		N/A
TOTAL CATEGORY 3		493.79
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		0.04
4.2. PAPER PURCHASES		0.15
TOTAL CATEGORY 4		0.19
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		30.83
6.2. WATER CONSUMPTION		1.50
6.3. WATER TREATMENT		2.75
TOTAL CATEGORY 6		35.08
GLOBAL EMISSIONS LOCAL BASED		696.80
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS (BUSINESS TRAVEL ON ROAD)		6.89
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		689.91

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 8
GHG EMISSIONS

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CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. FUGITIVE EMISSIONS		0
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		0
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		17.49
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		17.49
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		1.5
3.2. BUSINESS TRAVEL BY AIR		110.70
3.3. BUSINESS TRAVEL BY RAIL		0.18
TOTAL CATEGORY 3		111.76
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		2.21
4.2. PAPER PURCHASES		0.04
TOTAL CATEGORY 4		2.25
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		1.36
6.2. WATER CONSUMPTION		0.03
6.3. WATER TREATMENT		0.06
TOTAL CATEGORY 6		1.46
GLOBAL EMISSIONS LOCAL BASED		132.95
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS - AVOIDED EMISSIONS		132.95

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

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CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. FUGITIVE EMISSIONS		3.62
1.2. STATIONARY COMBUSTION		N/A
1.3. MOBILE COMBUSTION		N/A
TOTAL CATEGORY 1		3.62
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		65.81
2.1. IMPORTED ENERGY MARKET BASED		-
TOTAL LOCAL BASED		65.81
TOTAL MARKET BASED		-
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		0.44
3.2. BUSINESS TRAVEL BY AIR		3.01
3.3. BUSINESS TRAVEL BY RAIL		0.02
TOTAL CATEGORY 3		3.48
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		4.22
4.2. PAPER PURCHASES		0.07
TOTAL CATEGORY 4		4.29
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		15.23
6.2. WATER CONSUMPTION		0.02
6.3. WATER TREATMENT		0.04
TOTAL CATEGORY 6		15.30
GLOBAL EMISSIONS LOCAL BASED		92.49
GLOBAL EMISSIONS MARKET BASED		-
TOTAL OFFSET EMISSIONS		0.00
TOTAL AVOIDED EMISSIONS		0.00
TOTAL LOCAL BASED GLOBAL EMISSIONS - OFFSETTING EMISSIONS – AVOIDED EMISSIONS		92.49

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 8

GHG EMISSIONS

	FY21	FY22
GLOBAL	8,439.16	11,338.54

GLOBAL

CATEGORY	GRI 305-1-2-3	tCO2e
CATEGORY 1: DIRECT EMISSIONS AND REMOVALS		
1.1. FUGITIVE EMISSIONS		764.28
1.2. STATIONARY COMBUSTION		909.92
1.3. MOBILE COMBUSTION		43.80
TOTAL CATEGORY 1		1,718.00
CATEGORY 2: INDIRECT GHG EMISSIONS FROM IMPORTED ENERGY		
2.1. IMPORTED ENERGY LOCAL BASED		4,571.42
2.1. IMPORTED ENERGY MARKET BASED		1,708.72
TOTAL LOCAL BASED		4,571.42
TOTAL MARKET BASED		1,708.72
CATEGORY 3: INDIRECT GHG EMISSIONS FROM TRANSPORT		
3.1. BUSINESS TRAVEL BY VEHICLE		522.73
3.2. BUSINESS TRAVEL BY AIR		6,166.93
3.3. BUSINESS TRAVEL BY RAIL		527.91
TOTAL CATEGORY 3		7,217.57
CATEGORÍA 4: INDIRECT GHG EMISSIONS FROM PRODUCTS USED BY THE ORGANISATION		
4.1. LAPTOP PURCHASES		412.95
4.2. PAPER PURCHASES		9.02
TOTAL CATEGORY 4		421.97
CATEGORY 6: INDIRECT GHG EMISSIONS FROM OTHER SOURCES		
6.1. TELEWORKING		464.93
6.2. WATER CONSUMPTION		10.59
6.3. WATER TREATMENT		18.98
TOTAL CATEGORY 6		494.49
GLOBAL EMISSIONS LOCAL BASED		14,423.46
GLOBAL EMISSIONS MARKET BASED		11,560.76
TOTAL OFFSET EMISSIONS (BUSINESS TRAVEL)		202.75
TOTAL AVOIDED EMISSIONS		19.47
TOTAL GLOBAL EMISSIONS MARKET BASED - EMISSIONS OFFSET - EMISSIONS AVOIDED		11,338.54

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Annex 3. **Breakdown of non-financial indicators**

INDICATOR 9

Consumption of raw materials

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)		0.58
BENELUX (BELGIUM & LUXEMBOURG)		0.00
SPAIN (*)		2.98
ITALY		3.36
PORTUGAL		0.03
UNITED KINGDOM		0.00
ROMANIA & SERBIA		0.60
ARGENTINA		0.00
BRAZIL		1.86
CHILE		0.00
COLOMBIA		0.00
MEXICO		0.33
PERU		0.18
U.S.		0.05
MOROCCO		0.10
GLOBAL		10.06

PAPER CONSUMPTION (t)	FY21	FY22
GLOBAL	7.37	10.06

(*) Data reported for SPAIN only from offices within the scope of the Environmental Management System.

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 9
CONSUMPTION OF RAW MATERIALS

Consumption of the most relevant materials for the company

WATER

COUNTRY	GRI 303-5	WATER CONSUMPTION (m^3)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		1,460.88
BENELUX (BELGIUM & (*) LUXEMBOURG		320.14
SPAIN		17,163.28
ITALY		20,800.67
PORTUGAL		2,363.23
UNITED KINGDOM		6,571.32
ROMANIA & SERBIA		7,894.67
ARGENTINA (*)		931.61
BRAZIL		2,561.96
CHILE		323.18
COLOMBIA		135.86
MEXICO (*)		56.10
PERU		10,098.27
U.S.		226.99
MOROCCO		174.46
GLOBAL		71,082.62

WATER CONSUMPTION (m3)	FY21	FY22
GLOBAL	93,105.44	71,082.62

(*) Data reported for the countries indicated with (*) had to be estimated for the inclusion of their emissions, based on the m3/m2 of the neighboring countries for which data was available. For the analyses in the chapter on circular economy, only data on water consumption without estimation has been taken into account.

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Annex 3. **Breakdown of non-financial indicators**

INDICATOR 10

Energy consumption and intensity of non-renewable energy sources

ANNEX 3
Breakdown of non-financial indicators

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)		876,563.53
BENELUX (BELGIUM & LUXEMBOURG)		8,851.20
SPAIN		1,034,145.22
ITALY		968,468.63
PORTUGAL		0.00
UNITED KINGDOM		168,243.10
ROMANIA & SERBIA		2,951,122.09
ARGENTINA		86,659.10
BRAZIL		483,009.12
CHILE		29,991.11
COLOMBIA		108,276.37
MEXICO		66,998.06
PERU		549,825.63
U.S.		59,964.50
MOROCCO		99,673.08
GLOBAL		7,491,790.73

ELECTRICITY CONSUMPTION (kWh)	FY21	FY22
GLOBAL	7,250,977.28	7,491,790.73

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 10
ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Natural Gas consumption (kWh) from non-renewable sources

NATURAL GAS

COUNTRY	GRI 302-1 NATURAL GAS CONSUMPTION (kWh)
DACH (GERMANY & AUSTRIA & SWITZERLAND)	128,717.62
BENELUX (BELGIUM & LUXEMBOURG)	114,023.05
SPAIN (*)	2,753,912.17
ITALY	249,331.74
PORTUGAL	54,973.75
UNITED KINGDOM	1,539,263.17
ROMANIA & SERBIA	169,278.55
ARGENTINA	N/A
BRAZIL	N/A
CHILE	N/A
COLOMBIA	N/A
MEXICO	N/A
PERU	N/A
U.S.	N/A
MOROCCO	N/A
GLOBAL	5,009,500.04

NATURAL GAS CONSUMPTION (kWh)	FY21	FY22
GLOBAL	3,600,632.14	5,009,500.04

NTT DATA EMEAL

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 10
ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Electricity energy intensity (kWh/m^2) from non-renewable sources

ELECTRICITY INTENSITY

COUNTRY	GRI 302-1	ENERGY INTENSITY (kWh/m^2)
DACH (GERMANY & AUSTRIA & SWITZERLAND)		42.37
BENELUX (BELGIUM & LUXEMBOURG)		3.58
SPAIN		9.57
ITALY		17.20
PORTUGAL		0.00
UNITED KINGDOM		32.13
ROMANIA & SERBIA		118.20
ARGENTINA		54.66
BRAZIL		63.60
CHILE		54.53
COLOMBIA		29.83
MEXICO		44.70
PERU		47.12
U.S.		131.59
MOROCCO		47.24
GLOBAL		29.89

ENERGY INTENSITY (kWh/m^2)	FY21	FY22
GLOBAL	38.22	29.89

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 10
ENERGY CONSUMPTION AND INTENSITY OF NON-RENEWABLE ENERGY SOURCES

Natural Gas energy intensity (kWh/m^2) from non-renewable sources

NATURAL GAS INTENSITY

COUNTRY	GRI 302-3	ENERGY INTENSITY (kWh/m^2)
DACH (GERMANY)		52.24
BENELUX (BELGIUM)		52.96
SPAIN		50.25
ITALY		25.46
PORTUGAL		14.41
UNITED KINGDOM		333.47
ROMANIA & SERBIA		31.16
ARGENTINA		N/A
BRAZIL		N/A
CHILE		N/A
COLOMBIA		N/A
MEXICO		N/A
PERU		N/A
U.S.		N/A
MOROCCO		N/A
GLOBAL		60.30

ENERGY INTENSITY (kWh/m^2)

	FY21	FY22
GLOBAL	48.32	60.30

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Annex 3. **Breakdown of non-financial indicators**

INDICATOR 11

Energy consumption and intensity of renewable energy sources

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 11
ENERGY CONSUMPTION AND INTENSITY OF RENEWABLE ENERGY SOURCES

Electricity consumption (kWh) from renewable sources

ELECTRICITY CONSUMPTION GUARANTEE OF ORIGIN

COUNTRY	GRI 302-1	ELECTRICITY CONSUMPTION (kWh)
DACH (GERMANY & SWITZERLAND)		372,021.24
BENELUX (BELGIUM & LUXEMBOURG)		94,071.00
SPAIN		4,683,585.50
ITALY		4,016,862.59
PORTUGAL		171,426.07
UNITED KINGDOM		144,188.43
ROMANIA & SERBIA		0.00
ARGENTINA		0.00
BRAZIL		0.00
CHILE		0.00
COLOMBIA		0.00
MEXICO		0.00
PERU		0.00
U.S.		0.00
MOROCCO		0.00
GLOBAL		9,482,154.83

ELECTRICITY CONSUMPTION (kWh)

	FY21	FY22
GLOBAL	6,640,290.73	9,482,154.83

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 11
ENERGY CONSUMPTION AND INTENSITY OF RENEWABLE ENERGY SOURCES

Electricity consumption (kWh) from renewable sources

ELECTRICITY MIX GRID

COUNTRY	GRI 302-1	ELECTRICITY CONSUMPTION (kWh)
DACH (GERMANY & AUSTRIA)		392,650.33
BENELUX (BELGIUM)		2,252.63
SPAIN		436,616.11
ITALY		352,909.97
PORTUGAL		0.00
UNITED KINGDOM		69.736.76
ROMANIA & SERBIA		1,239,762.39
ARGENTINA		21,968.08
BRAZIL		370,806.10
CHILE		12,809.20
COLOMBIA		79,745.55
MEXICO		16,039.34
PERU		333,249.31
U.S.		12,442.63
MOROCCO		19,745.24
GLOBAL		3,360,733.65

ELECTRICITY CONSUMPTION (kWh)

	FY21	FY22
GLOBAL	3,358,956.09	3,360,733.65

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 11
ENERGY CONSUMPTION AND INTENSITY OF RENEWABLE ENERGY SOURCES

Electricity energy intensity (kWh/m2) from renewable sources

INTENSITY ELECTRICITY CONSUMPTION GUARANTEE OF ORIGIN

COUNTRY	GRI 302-3	ENERGY INTENSITY (kWh/m^2)
DACH (GERMANY & SWITZERLAND)		18.81
BENELUX (BELGIUM & LUXEMBOURG)		46.75
SPAIN		54.22
ITALY		80.50
PORTUGAL		44.95
UNITED KINGDOM		54.84
ROMANIA & SERBIA		0.00
ARGENTINA		0.00
BRAZIL		0.00
CHILE		0.00
COLOMBIA		0.00
MEXICO		0.00
PERU		0.00
U.S.		0.00
MOROCCO		0.00
GLOBAL		57.64

ENERGY INTENSITY (kWh/m^2)	FY21	FY22
GLOBAL	104.80	57.64

ANNEX 3
Breakdown of non-financial indicators

INDICATOR 11
ENERGY CONSUMPTION AND INTENSITY OF 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)		22.49
BENELUX (BELGIUM)		4.91
SPAIN		4.18
ITALY		13.53
PORTUGAL		0.00
UNITED KINGDOM		26.74
ROMANIA & SERBIA		43.43
ARGENTINA		13.86
BRAZIL		48.83
CHILE		23.29
COLOMBIA		21.97
MEXICO		10.70
PERU		28.56
U.S.		27.31
MOROCCO		9.36
GLOBAL		16.16

ENERGY INTENSITY (kWh/m²)

	FY21	FY22
GLOBAL	28.76	16.16

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Annex 4. **Content of the statement of non-financial information**

Act 11/2018
GRI indicators

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.	1	1. Introduction
			2-1	2.1. Description of the company
			2-6	2.2. Trends and business strategy
			2-6	2.3. Business
			2-1	2.4. Partnerships
			2-24	3.3. Environmental and energy policy
			2-24	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.	2-23	5.2 Measures for the prevention os corruption and bribery
			2-24	
			205-2	5.3 Combating money laundering
			2-23	
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.	2-25	5.4. Risk management
			2-26	
			418-1	
INFORMATION ON THE ENVIRONMENT	GENERAL	Current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety.	2-24	3.3. Environmental and energy policy
			2-25	
			3-1	
			3-3	
		Environmental assessment or certification procedures.	2-24	3.1. NTT DATA EMEAL Certifications
			2-25	
			2-27	
		Resources dedicated to environmental hazard prevention.	2-25	3.4. Environmental management system
		Application of the precautionary principle.	2-23	3.4. Environmental management system
		Amount of provisions and guarantees for environmental risks.	2-25	3.4. Environmental management system

ANNEX 4

Content of the non-financial information statement Law 11/2018. GRI indicators

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON THE ENVIRON-MENT	POLLUTION	Measures to prevent, reduce or remedy CO2 emissions that seriously affect the environment.	2-4	3.2. Climate change strategy
			302-4	
			305-5	
			302-5	3.6. Circular economy
			305-5	
			305-7	
		Measures to prevent, reduce or remedy emissions of all forms of air pollution (including noise and light pollution).	305-5	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.	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
	SUISTAINABLE USE OF RESOURCES	Water consumption and supply according to local constraints.	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	3.2. Climate change strategy
		Measures taken to adapt to the consequences of climate change.	2-25, 3-3	3.2. 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.	3-3	3.2. Climate change strategy

ANNEX 4
Content of the non-financial information statement Law 11/2018. GRI indicators

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON THE ENVIRONMENT	PROTECTION OF BIODIVERSITY	Measures taken to preserve or restore biodiversity.	304-2	3.8. Biodiversity 3.9. Environmental commitment
		Effects of activities or operations in protected areas.	304-1	3.8. Biodiversity
INFORMATION ON OUR STAFF	EMPLOYMENT	Total number and distribution of employees by gender, age, country and professional classification.	2-7, 405-1	4.1. Professionals Annex 3. Indicator 1
		Total number and distribution of types of employment contracts.	2-7	4.1. Professionals Annex 3. Indicator 2.1
		Average number of permanent, fixed term and part-time contracts per year by gender, age and professional classification.	2-7, 405-1	4.1. Professionals Annex 3. Indicator 2.2
		Total number of dismissals by gender, age, country and professional classification.	401-1	4.1. Professionals Annex 3. Indicator 4.1
		Average remuneration and their evolution broken down by gender, age and professional classification.	405-2	4.1. Professionals 4.5. Diversity, Equity and Inclusion (DEI)
		Wage gap.	405-2	4.1. Professionals
		Remuneration for equal work or average wages in the company.		4.1. Professionals
		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).	2-19	4.1. Professionals
		Implementation of work disengagement policies.		4.2. Organization of work
		Employees with disabilities.	405-1	4.5. Diversity, Equity and Inclusion (DEI)

ANNEX 4

Content of the non-financial information statement Law 11/2018. GRI indicators

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON SOCIAL AND PERSONNEL ISSUES	ORGANIZATION OF WORK	Organisation of the work time.		4.2. Work organisation
		Number of hours of absenteeism.		4.2. Work organisation
		Measures aimed at facilitating the work-life balance and encouraging the co-responsible exercise of these rights by parents.		4.3 Work-life balance, compensation and social benefits
	HEALTH AND SAFETY	Health and safety at work.	403-1	4.1. Professionals
		Promotion of workers' health.	403-6	4.3 Work-life balance, compensation and social benefits
		Accidents at work, in particular their frequency and severity, as well as occupational diseases, by gender.	403-9	4.1. Professionals Annex 3. Indicator 6
	SOCIAL RELATIONS	Organisation of social dialogue (including procedures for informing, consulting and negotiating with staff).		4.3 Work-life balance, compensation and social benefits
		Percentage of employees covered by collective bargaining agreements by country.		4.1. Professionals
		Review of collective agreements (particularly in the field of health and safety at work).	403-1 403-4	4.1. Professionals
	TRAINING	Policies implemented in the field of training.	404-2	4.4 .Training
		Total number of training hours by occupational category.	404-1	4.4 . Training Annex 3. Indicator 5
	ACCESIBILITY	Universal accessibility of people.	3-3	4.5. Diversity, Equity and Inclusion (DEI)
	EQUALITY	Measures taken to promote equal treatment and opportunities for women and men.	3-3	4.5. Diversity, Equity and Inclusion (DEI)
		Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men).	3-3	4.5. Diversity, Equity and Inclusion (DEI)

ANNEX 4
Content of the non-financial information statement Law 11/2018. GRI indicators

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON SOCIAL AND PERSONNEL ISSUES	EQUALITY	Measures taken to promote employment.	3-3, 404-2	4.1. Professionals 4.4 .Training 4.5. Diversity, Equity and Inclusion (DEI)
		Protocols against sexual and gender-based harassment.	3-3	4.5. Diversity, Equity and Inclusion (DEI) 5.6. Prevention of harassment
		Policy against all types of discrimination and, where appropriate, diversity management.	3-3	4.5. Diversity, Equity and Inclusion (DEI) 5.6. Prevention of harassment
INFORMATION ON RESPECT FOR HUMAN RIGHTS		Implementation of human rights due diligence procedures.	3-3	5.5. Human rights
		Prevention of risk of human rights violations and, where appropriate, measures to mitigate, manage and redress potential abuses.	3-3	5.5. Human rights
		Complaints of human rights violations	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.	3-3	4. Social 5.5. Human rights
INFORMATION ON ANTI-CORRUPTION AND THE FIGHT AGAINST BRIBERY		Measures taken to prevent corruption and bribery.	3-3, 205-2	5.2 Measures for the prevention os corruption and bribery
		Measures to combat money laundering.	3-3	5.3 Combating money laundering
		Contributions to foundations and non-profit organisations.	3-3	4.6.3. Donations 5.3 Combating money laundering

ANNEX 4
Content of the non-financial information statement Law 11/2018. GRI indicators

CONTENT OF THE LAW: 11/2018			GRI STANDARD	SECTIONS
INFORMATION ON SOCIETY	COMPANY COMMITMENTS TO SUSTAINABLE DEVELOPMENT	Effect of the company's activity on employment and local development, local populations and the territory.	203-1, 413-1	3.9 Environmental commitment 4.4 .Training 4.5. Diversity, Equity and Inclusion (DEI) 4.6. Social commitment
		Relations with key figures in the local community and the modalities of dialogue with them.		4.1. Professionals 4.7.2. Suppliers 4.7.3. Clients
		Partnership or sponsorship actions.	2-28	3.9 Environmental commitment 4.6. Social commitment
	SUBCONTRACTING AND SUPPLIERS	Inclusion of social, gender equality and environmental issues in the procurement policy.	3-3, 308-1, 308-2, 414-1	4.7.2. Suppliers
		Consideration in relations with suppliers and subcontractors of their social and environmental responsibility.	3-3, 308-1, 308-2, 414-1	4.7.2. Suppliers
		Supervision and audit systems and their resolution.	308-2	4.7.2. Suppliers
	CONSUMERS	Measures for the health and safety of consumers.	416-1	4.7.3. Clients
		Systems for claims and complaints and their resolution.	418-1	4.7.3. Clients
	TAX INFORMATION	The benefits obtained on a country-by-country basis.	207-4	5.7. Responsible taxation
		Subsidies obtained by country.		5.7. Responsible taxation
		Taxes paid on profits.	207-4	5.7. Responsible taxation

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Annex 5. **MITERD registration of the global carbon footprint FY22**

ANNEX 5
MITERD registration of the global carbon footprint FY20

During FY21 **NTT DATA EMEAL** in Spain, received from the Ministry for Ecological Transition and Demographic Challenge (MITERD), **the Calculation and Reduction seal.**
In FY22, 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 finalised.

GOBIERNO DE ESPAÑA · MINISTERIO PARA LA TRANSICIÓN ECOLÓGICA Y EL RETO DEMOGRÁFICO · oecc

CERTIFICADO DE INSCRIPCIÓN
Registro de huella de carbono, compensación y proyectos de absorción de CO_2 del Ministerio para la Transición Ecológica y el Reto Demográfico

NTT DATA SPAIN, S.L.U.

Año de cálculo 2021

Tipo de sello CALCULO

Alcances 1+2 y 3

Alcance 3 incluye las emisiones provenientes de los viajes de negocio (avión, tren y coche), compra de ordenadores portátiles y papel, gestión de los residuos generados, consumo de electricidad por teletrabajo, consumo de agua y tratamiento de aguas residuales domésticas.

Límites Se incluyen las actividades de consultoría de IT que desarrolla la organización desde sus oficinas ubicadas en régimen de alquiler en treinta y cinco edificios en España.

2021

Valvanera V

Valvanera Ulargui Aparicio
Directora General
Oficina Española de Cambio Climático
Ministerio para la Transición Ecológica y el Reto Demográfico

Fecha de inscripción: 23/12/2022
Cód. huella de carbono: 2022-a2181

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ANNEXES

Annex 6. **Independent verification report**

ANNEX 6
Independent verification report

AENOR
Confía

Non-Financial Information Verification Disclosure

AENOR verification Disclosure for

NTT DATA EUROPE & LATAM, S.L.U.

concerning the consolidated disclosure of non-financial information

INFORME DE SOSTENIBILIDAD FY22

according to law 11/2018

for the period ending on March 31, 2023

In Madrid July 4, 2023

Rafael García Meiro
Chief Executive Officer

2020/0644/VNOF-2023

AENOR INTERNACIONAL S.A.U. C/ GÉNOVA 6, 28004 MADRID
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