

Non-Financial Reporting



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Chairperson's Letter



As it does each year, it gives me great pleasure to present the **everis Group's** corporate report for 2018 (1 April 2018 to 31 March 2019), prepared in accordance with the GRI Guidelines, demonstrating **everis'** commitment to sustainability.

This report presents the results of our economic, social and environmental activity in keeping with our commitment to transparency and dialogue undertaken with all our stakeholders.

The group's financial performance has been extremely satisfactory this year, with double-digit growth in earnings compared to the last tax year and 3,500 new employees joining our workforce.

I would like to underline the Board of Directors' dedication to non-financial matters and highlight the work we have done this year on different measures to fulfil the Sustainable Development Goals, especially concerning those issues that our stakeholders deem to be material (relevant): education, decent work, diversity and inclusion, the environment and governance.

Notable on the environment front, in 2018, **everis** calculated its corporate carbon footprint in Spain, as per the ISO 14064/1 Standard. This was verified by an independent certification agency and entered in the Spanish Ministry of Ecological Transition's Register of Carbon Footprints and CO2 Absorption Projects, thereby contributing to fulfilling Spain's objectives in the Paris Accord.

Our pledge to society is still as strong as in previous years. We continue to foster a spirit of entrepreneurship and innovation all over the world through our annual entrepreneur awards and education initiatives to encourage young people and women into STEAM careers and eradicate gender stereotypes associated with technology.

Lastly, I would like to point out that the trust placed in us by our customers, partners and especially our staff, have enabled us to tackle major transformation and innovation projects using disruptive technologies such as blockchain, artificial intelligence and robotics, from an ethical stance, which will shape the society of the future.

Many thanks,

A handwritten signature in black ink that reads "Eduardo Serra". The signature is written in a cursive style and is underlined with a single horizontal line.

Eduardo Serra Rexach
Chairperson of **everis's** Board of Directors

Introduction

This report sets out the **everis Group's** Statement of Non-financial Information for the 2018/2019 tax year (hereinafter, "FY18") covering the period from 1 April 2018 to 31 March 2019.

It has been drawn up in compliance with the requirements established in *Act 11/2018, of 28 December 2018, on non-financial information and diversity, which amends the Commercial Code, the revised text of the Spanish Limited Liability Companies Act, approved by Royal Decree-Law 1/2010 of 2 July 2010, and Audit Act 22/2015, of 20 July 2015, on matters of non-financial information and diversity (resulting from Royal Decree-Law 18/2017, of 24 November 2017).*

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

In drafting the report, the **Global Reporting Initiative Standards (GRI Standards)** or preparing sustainability reports have been followed.

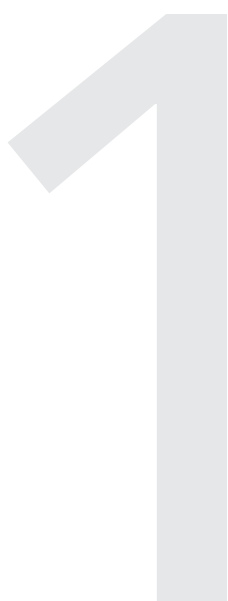
Through this report, **everis** reports on the following issues which are of great importance for the company in its operations:

- Contribution to society.
- People.
- Human rights.
- The environment.
- Ethics and tackling corruption and bribery.

In this report, **everis** indicates the degree of relevance the company assigns to each matter proposed by law, together with the policies and risks associated with each of them, and the reference indicator used for their monitoring and assessment.

The report also renders account of the company's compliance with its Corporate Social Responsibility Policy – the reference framework to ensure its responsible behaviour – and outlines its commitments to all its stakeholders

As a company, **everis** aims to respond to changes in the market and the environment in which it operates and therefore, this report presents the results of our financial, social and environmental performance in keeping with our commitment to transparency and dialogue undertaken with all our stakeholders.



Company Description

1.1 Business model

everis Spain, S.L.U., with registered address at avenida de Manoteras 52, Madrid (Spain), is a multinational consulting firm providing business, strategy, digital transformation, technological application development and maintenance solutions and outsourcing solutions.

1,430 €
millions of euros

It is active in all sectors of the economy, posting a turnover in the last financial year of around EUR 1.430 billion.

25,119
professionals

The company employs a total of 25,119 people across Europe, the United States, Latin AMERICA and AFRICA.

18
countries

Specifically, it operates in 18 countries: Andorra, Argentina, Belgium, Brazil, Chile, Colombia, the USA, Spain, the Netherlands, Italy, Luxembourg, Morocco, Mexico, Peru, Portugal, the UK, France and Switzerland.

In 2014, **everis** joined the NTT DATA Group – the eighth-largest IT services company in the world with over 123,000 professionals and operating in 53 countries across Asia-Pacific, the Middle East, Europe, Latin AMERICA and North AMERICA, and boasting a turnover of JPY 2.164 billion. In turn, NTT DATA belongs to the NTT Group – one of the leading companies in the telecoms sector globally.

NTT Group Companies:



Corporate information **everis** around the world – Geography **everis** countries
 NTT DATA countries Countries with **everis** projects.

The following graph shows the distribution of **everis**'s workforce in the various countries in which it has work centres:

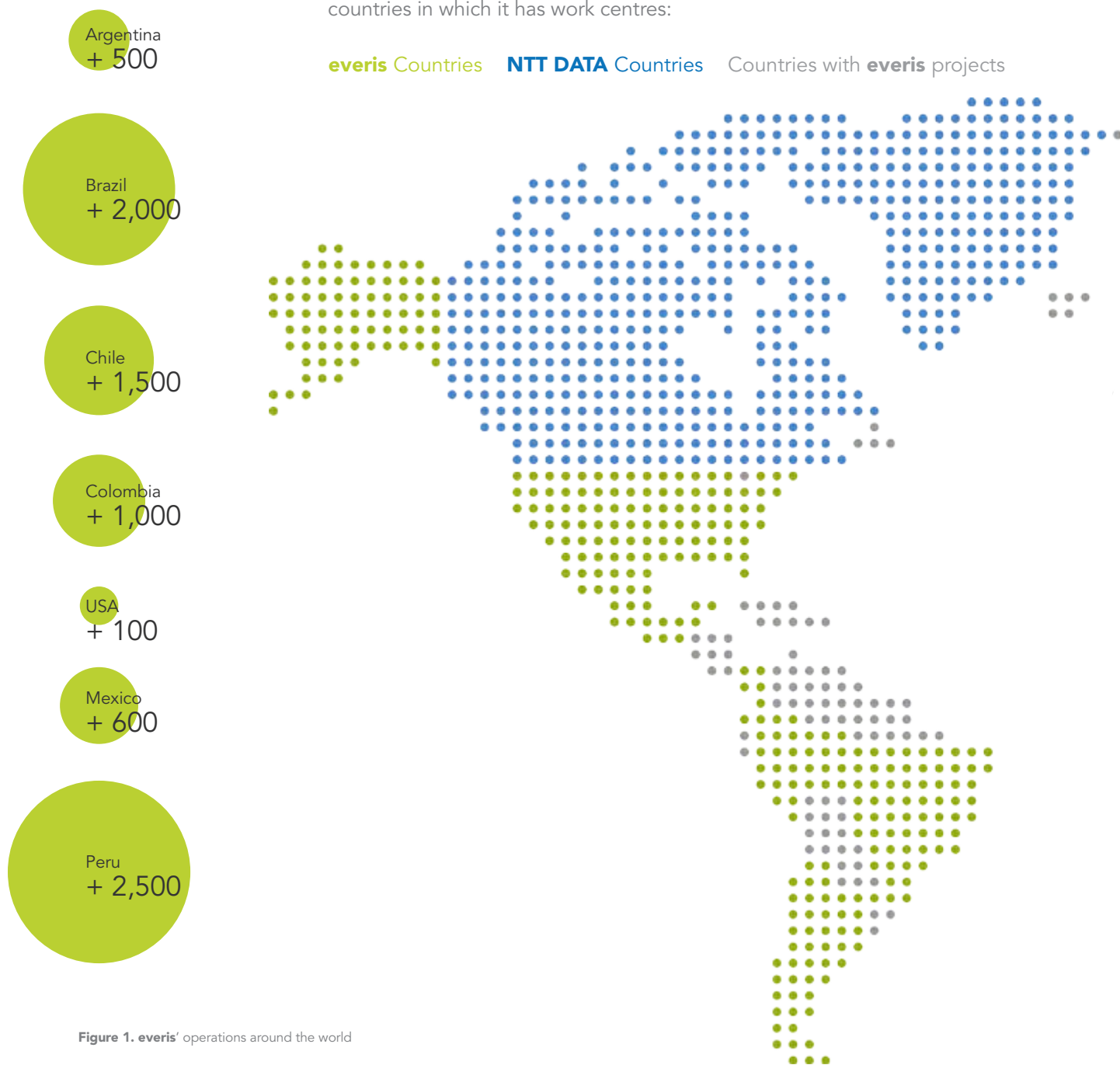


Figure 1. everis' operations around the world

Chart 1. Distribution of workforce by country

*Benelux includes Belgium, Luxembourg, the Netherlands and France

The following graph shows the distribution of **everis**' workforce in the various countries in which it has work centres:

everis Countries **NTT DATA** Countries Countries with **everis** projects

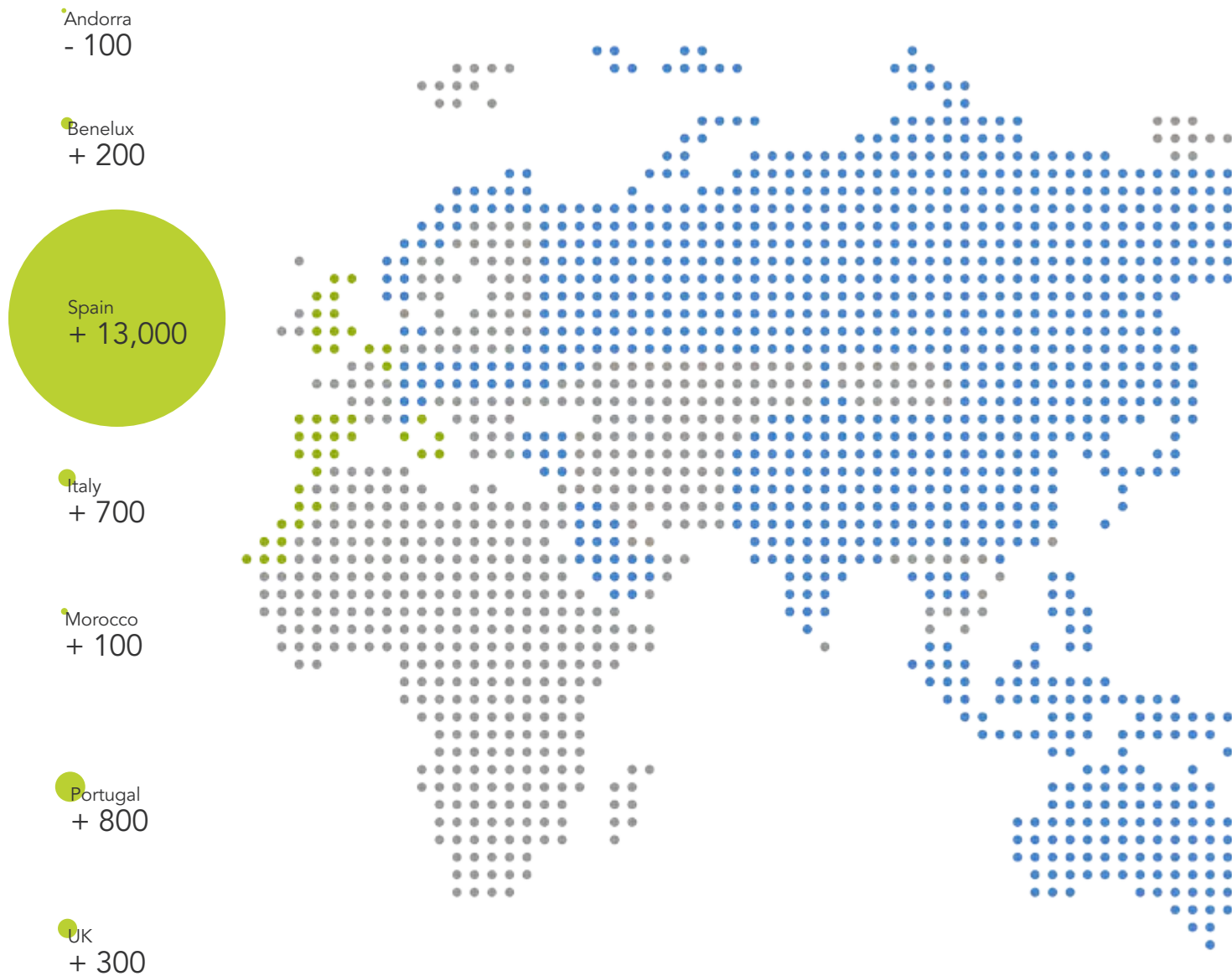


Figure 1. everis' operations around the world

Chart 1. Distribution of workforce by country

*Benelux includes Belgium, Luxembourg, the Netherlands and France

1.2 Organisation and structure

A diagram of everis' organisation and structure at the FY18 close is shown below.

It is worth noting that this report includes 100% of the non-financial information of all the companies consolidated in everis Spain S.L.U, irrespective of the company's ownership interests in them (affiliates shown in orange in the following figure).

On the other hand, since **everis** Spain S.L.U channels much of its welfare activity through the **everis foundation**, it was decided to include information on some of the Foundation's most significant projects in chapter 5 of this report.

However, it is important to mention that the Foundation's accounts are not consolidated with those of **everis Spain S.L.U**, and therefore its non-financial information on employees, the environment, society and governance is not included in this report.

everis group chart

april 2019

100% Investment

Affiliate (Equity method)

Majority Investment

Minority Investment

Branch office

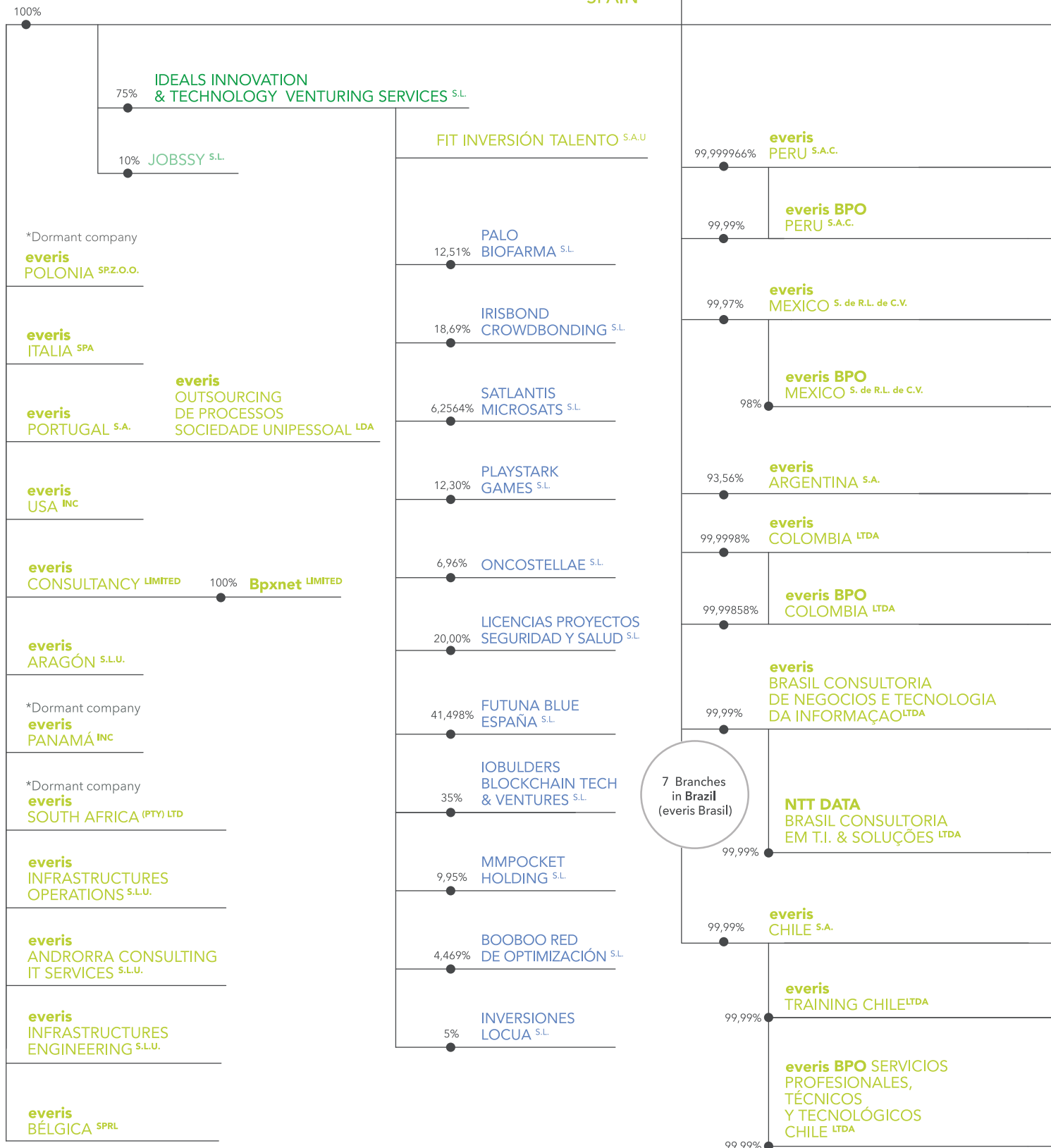


Figure 2. Company's organisational structure

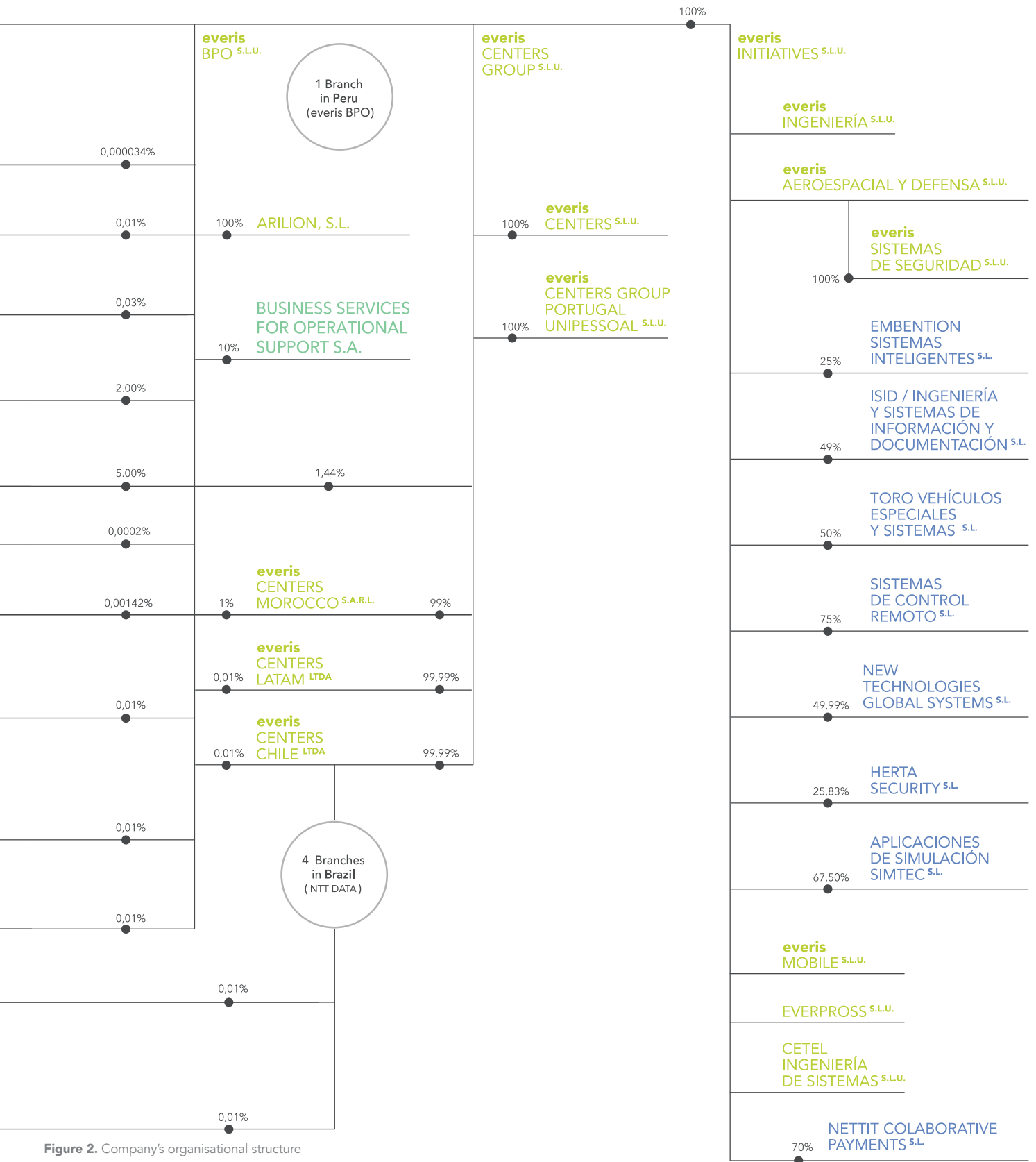


Figure 2. Company's organisational structure

1.3 Sectors in which the company operates

As mentioned beforehand, everis is a multinational consulting firm providing business, strategy, digital transformation, technological application development and maintenance solutions and outsourcing solutions, and therefore operates in the following sectors:

Banking:



Our aim is to cut costs, increase efficiency and improve risk management. We want to boost innovation in the operating model to offer increased customer focus.

Insurance:



We play a role in the digital transformation of insurance companies by personalising services that are based on segmentation of target audiences, by improving business processes and models and by developing value propositions..

Telecom & Media:



We focus on operator efficiency so we can bring these operators to new digital customers, with a model based on agility, simplicity and transparency.

Public Sector:



We work with public administrations to make strides in the move towards digital, open, transparent, citizen-focused government. We do so through the use of innovative technology such as the IoT, big data, analytics and mobility solutions.

Utilities & Energy:



everis offers specialised services in technology, consulting, engineering and operational infrastructure services for the energy, water, transport and environment sectors, with a strong focus on innovation, ICT and sustainability.

Infrastructure & Real State:



We design corporate business strategies and implement the most complex tools and processes, meaning we can give a more technical touch to our customers' value offers.

Consumer Goods:



At **everis**, we help redefine the vital value proposition needed in order to stay competitive in the long term.

Logistics & Transport:



Business analytics, the Internet of Things, big data, control towers, e-commerce, globalisation and specialisation all enable us to offer specific solutions for this sector.

Life Sciences:



Our strategy is centred on patients, their needs and how to bring them value. We make this a reality through the three main axes of the digital era: processes, technology and culture.

Health:



The company plays a part in the evolution of the health system, pushing for technological advances, scientific innovation and cultural changes for patients.

Aerospace & Defense:



The **everis** Group's Aerospace & Defence department offers global solutions for the implementation of critical systems in the aerospace, defence, safety and simulation sectors.

Automotive:



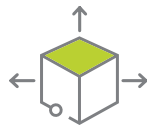
The company is working on priorities in the sector, including: increasing investment in IT, developing new products and reducing downtimes. The company supports innovation, research and development.

Tourism & Leisure:



The company is changing the way customers make decisions on leisure and tourism consumption, and the way they take out and use these services.

Distribution & Retail:



Its aim is to help increase sales and improve company image, thanks to innovative initiatives centred on getting to know customers..

Manufacturing:



everis helps to improve both product design and relationships with providers. It supports innovation, research and development so the transformation can be a complete one.

Services:



The company helps push companies in the sector to set up and implement new digital business lines and to reduce the cost of commercial product-based infrastructures..

Environment & Sustainability:



We cover the entire business value chain, positioning ourselves as an innovator in the sector and making quality, disruptive products available to companies.

The company draws on the support of an ecosystem of partners comprising more than 30 technology partners, strategic alliances and associations to tackle the challenges it faces in all of the above sectors. Some of these partnerships are described below:



everis is a Microsoft Gold Cloud Partner, which means we can position ourselves as a strategic partner in cloud solutions and complement **everis'** offerings with all the cloud technology Microsoft has to offer.



everis is a global Oracle Platinum Partner. This recognition demonstrates our expertise in this technology and is testament to the maximum quality we offer in project implementation.



As part of the NTT DATA Group, **everis** is one of the world's top 10 Salesforce Global Strategic Partners. This represents a powerful, wide range of capabilities, which enables us to support our clients from all sectors in their digital transformation, anywhere.



everis is a SAP Global Partner and Gold Partner. This relationship demonstrates not only our level of expertise in this technology, but also our top-quality project and service delivery. Together, we are constantly striving to boost our clients' revenue as much as possible. Our partnership is a strategic one, and represents the highest level of recognition and certification, which enables us to offer solutions in all fields for all company types, on an international scale.

1.4 Business trends

everis analyses third-party economic forecasts, new technology developments and exchange rates when assessing the company's business outlook and to draw up plans and strategies.

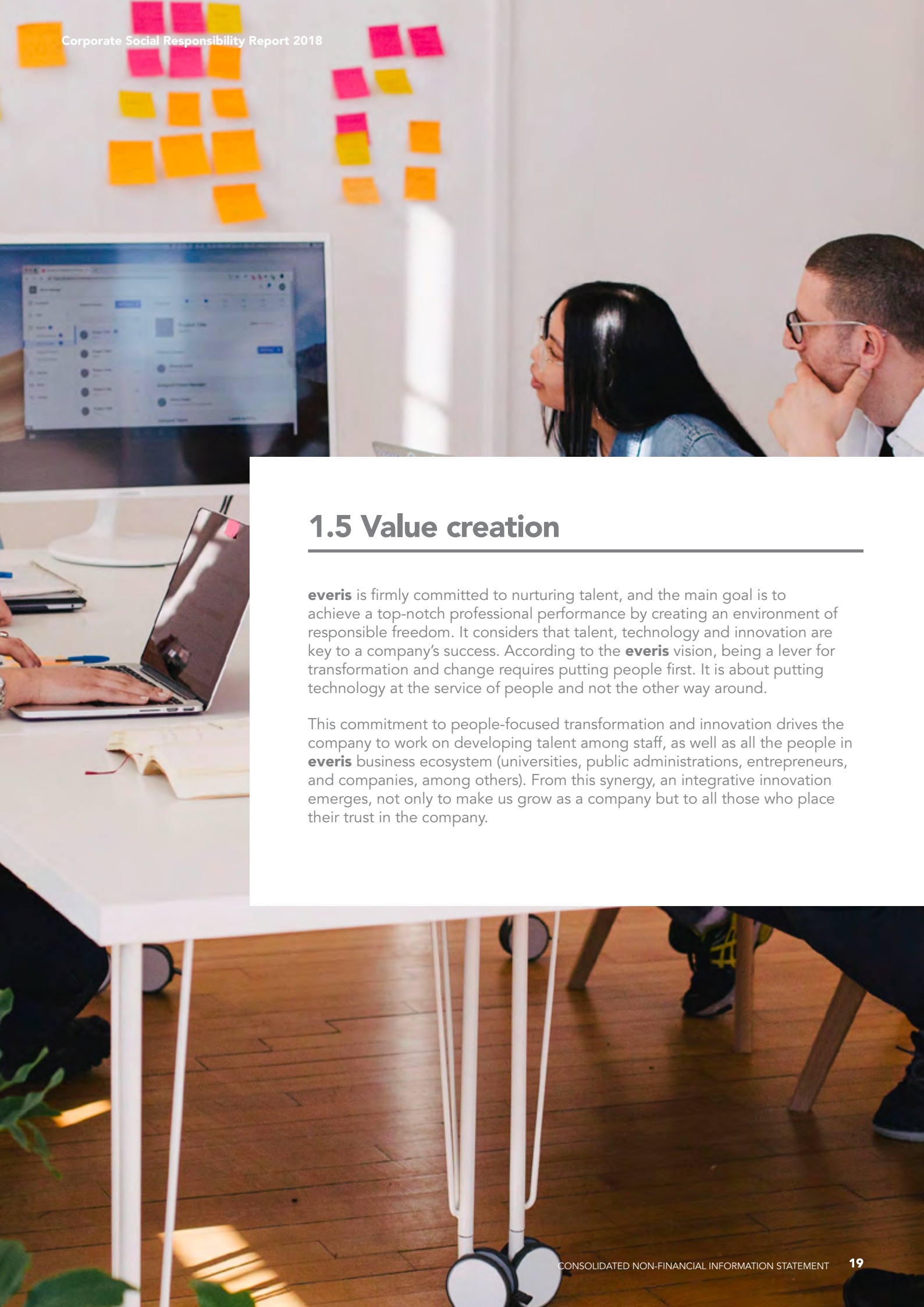
All these areas are regularly reviewed by **everis'** Board of Directors and Management Committee when monitoring the company's sales and financial results.

It is worth mentioning that the technology sector is currently enjoying strong demand, fuelled by the digital transformation, which is, in turn, leading to disruptive and structural changes in all businesses. Huge opportunities to create value are therefore opening up.

Technology providers, **everis** among them, are today leading this digitalisation and are in an unrivalled position to exploit this growth.

That said, the digital boom is also leading to increased competition around the globe to hire technology talent, hindering the ability to attract and retain these individuals.

Significant changes have been made to the organisation and its supply chain in FY18, and two new work centres were opened in the Netherlands and Switzerland.



1.5 Value creation

everis is firmly committed to nurturing talent, and the main goal is to achieve a top-notch professional performance by creating an environment of responsible freedom. It considers that talent, technology and innovation are key to a company's success. According to the **everis** vision, being a lever for transformation and change requires putting people first. It is about putting technology at the service of people and not the other way around.

This commitment to people-focused transformation and innovation drives the company to work on developing talent among staff, as well as all the people in **everis** business ecosystem (universities, public administrations, entrepreneurs, and companies, among others). From this synergy, an integrative innovation emerges, not only to make us grow as a company but to all those who place their trust in the company.



Responsible Governance Model

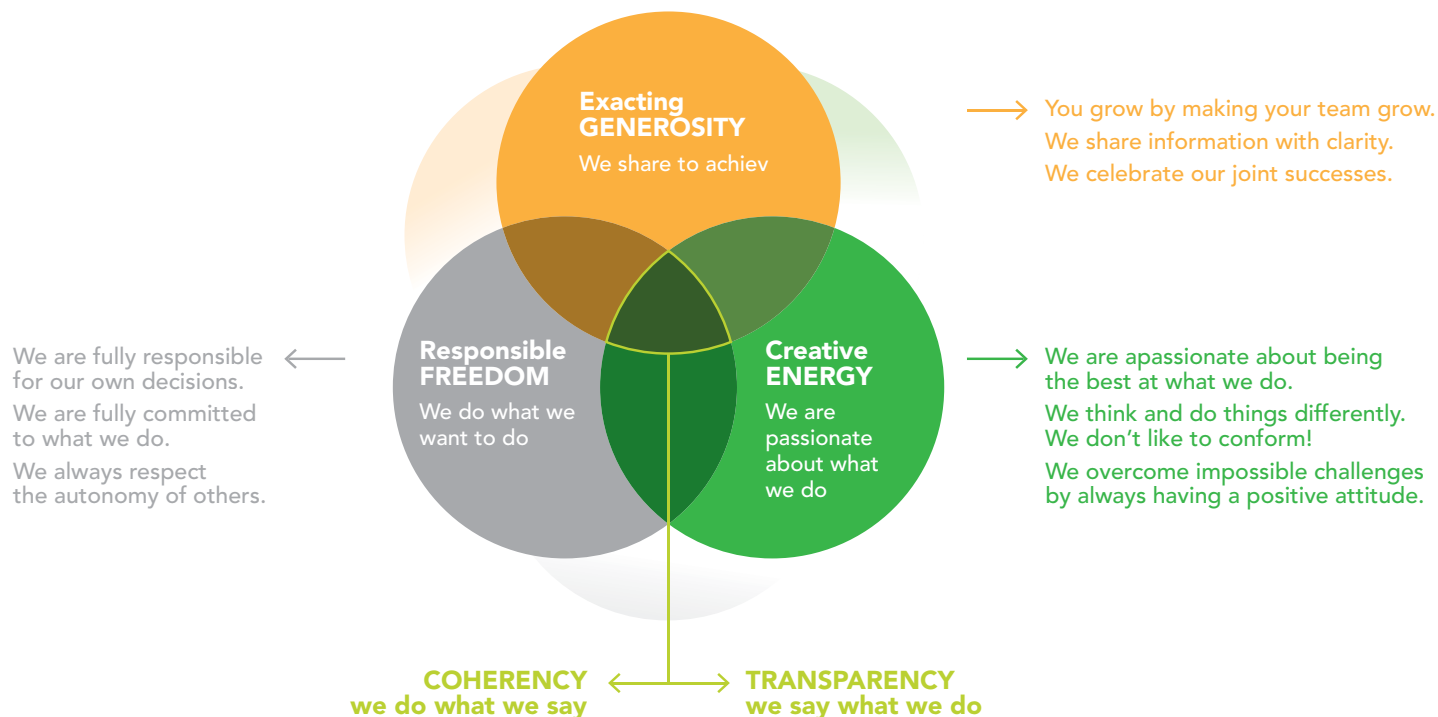
Good Governance, beyond the mechanisms for making and enforcing decisions, is about a company's style

everis' mission is to be a global company, exceptional in ethical and emotional terms and led by values where any dream can be achieved.

Together with NTT DATA, the company works every day to become number one in the market. Joining the NTT DATA Group has enabled us to expand the solutions and services we can offer, helped us provide the most innovative of answers, and increased our technological, geographical and financial resources and capabilities.

everis' strategic vision is projected towards contributing value to society and, above all, towards a strong commitment to each customer. Although it does not stop there. **everis** is also committed to working with companies that reinforce its endeavours, foster internal talent and generate collaborative alliances with different knowledge institutions, in a virtuous circle that reinforces the company's mission and vision.

The following are the values upon which **everis** and the rest of the organisation are built:



COHERENCIA - TRANSPARENCIA

We practise what we preach.
We honor our commitments.
We build trust and we are here to meet your needs.

Figure 3. everis' values

2.1 Governance bodies

everis has the following governing bodies to fulfil the company's goals and ensure its mission:

Board of Directors

The Board of Directors is **everis'** highest decision-making body and its main mission is to steer the company, directing, managing and representing it in all matters related to the activities it undertakes to fulfil its corporate purpose.

The Board's policy is to delegate ordinary management to the executive bodies, the CEO and the company's management team and to concentrate its activities on promoting, supervising and controlling management of the business.

Position	Board Of Directors
Chairperson	Eduardo Serra Rexach
everis Group CEO	Fritz Hoderlein Cabistany
Independent board members	Cristina Garmendia Mendizábal Pilar Zulueta de Oya Alejandro Ferreiro Yazigi Pedro Luis Uriarte Santamarina
Board members representing the NTT DATA Group	Koji Ito Ken Tsuchihashi Benito Vázquez Blanco Manabu Tanaka Kei Anzai
Secretary of the Board	Antonio Gómez Jarillo

Table 1. Governance bodies

The function of the Board of Directors (as the most senior governance body) of the **everis Group's** parent company, with regard to identifying and managing economic, environmental and social impacts, is to be the ultimate gatekeeper, supervising and controlling the global risk management duties performed by the Chief Risk Officer (CRO) and the company's other corporate governance bodies. This function is set out in the internal control, regulatory compliance and good corporate governance principles applied by the company, and the specific measures and plans established and overseen and monitored by delegation by the Audit and Compliance Committee.

In relation to this, the CRO heads up the global Risk & Insurance Management area to ensure the company's risks are managed at group level. As part of this risk management function, the CRO has worked with Risk Management and the Compliance Committee to draw up a global Risk Matrix covering all those linked to the **everis** Group's business.

Risks are included in the matrix according to a specific methodology that uses three categories (external risks, business risks and compliance risks), and their impact and probability of occurrence to quantify each risk. Every FY, the CRO works with the company's other areas involved to present the Annual Risk Assessment to the Audit and Compliance Committee.

This report is prepared three times a year, at the start, midway through and at the end of each FY. In short, the reports include the following information:

- **Report at the start of the FY:** The material or most critical risks in the organisation are identified in the Global Risk Matrix, setting out some of the measures deemed necessary to prevent and/or mitigate them in the current FY.
- **Report midway through the FY:** Half way through the FY, the specific measures adopted by the Group to tackle each of the identified material risks are reported for their prevention and/or mitigation. Also reported are the number of incidents that have arisen, if any, the status of such measures (planned or not) and an assessment thereof, along with any assumed risks that the Internal Audit area may have detected.
- **Report at the end of the FY:** A final assessment of the identified material risks is presented, including the total number of incidents, degree of completion of the measures taken to prevent and/or mitigate the risks, and any measures that are still on-going or will be taken, if necessary, in the following FY.

At each meeting, the **everis Group's** Internal Audit Department also informs the Audit and Compliance Committee of all the work carried out since the committee's last meeting, including details of its reviews and an update on the recommendations acted upon by the units or areas audited.

In turn, the Audit and Compliance Committee reports to the Board in its regular presentation at each meeting, and specifically at the end of each FY, on its conclusions on the Internal Audit area's work and on the aforementioned risk assessment.

The aforementioned risk management procedures include analysing the information collated through the channels that the company has formally established, such as those deriving from its membership of business associations and its involvement in opinion forums connected with its activities.

The function of the Board of Directors of the **everis Group's** parent company with regard to assessing the effectiveness of the risk management processes concerning economic, environmental and social matter in the organisation is also to act as the ultimate gatekeeper. The effectiveness of the aforesaid processes is therefore evaluated by delegation by the Audit and Compliance Committee as explained before. This committee supervises any incidents and the measures required in relation to the independent function performed by the Internal Audit global area concerning the control and effectiveness of internal processes.

In the same vein, the Internal Audit Department also reports quarterly, through the pertinent reports, to this committee. In turn, the latter reports to the Board of Directors to enable it to evaluate the effectiveness of the risk management processes in the aforementioned areas.

The Board of Directors carries out assessments of economic, environmental and social issues and the impacts, risks and opportunities thereof regularly, throughout each FY and at least every two months.

Delegate committees

In exercising its organisational functions, the Board formally established two delegate committees: the audit and compliance committee and the appointments and remuneration committee, mentioned beforehand.

POSITION	APPOINTMENTS AND REMUNERATION	AUDIT AND COMPLIANCE
Chairperson	Cristina Garmendia Mendizábal	Alejandro Ferreiro Yazigi
Members	Pilar Zulueta Koji Ito Ken Tsuchihashi Manabu Tanaka Pedro Luis Uriarte	Pilar Zulueta Ken Tsuchihashi Manabu Tanaka Kei Anzai
Secretary	Antonio Gómez Jarillo	Antonio Gómez Jarillo

In addition, and in order to guarantee the representation of independent directors, the Board may appoint a representative as a coordinating director or Lead Director. This person's main role is to manage the coordination of external board members.

everis has drawn up Board of Directors Regulations which lay down, as per good corporate governance and transparency principles, the rules for the organisation and functioning of **everis SPAIN, S.L.U.'s** Board of Directors.

2.2 Measures taken to prevent corruption and bribery

During FY18, as part of the regular analysis forming part of the corporate governance procedure in relation to opportunities and/or activities performed by the **everis Group**, no materially contingent cases related with corruption were evaluated. In this respect, during the annual risk management performed by the Group's CRO (which includes the reporting to the Group's Audit and Compliance Committee) in coordination with the other areas involved, no corruption-related incidents were detected and therefore no evaluations were necessary.

Furthermore, the Group received no reports of alleged acts of corruption through its global (internal and external) whistleblowing channels or systems. That said, a number of lawsuits were in progress during the year, which are still ongoing. None of these are, however, deemed to be significant for the organisation as, following internal analysis performed, it is considered that the company has not committed any bad practice.

Without prejudice to the aforesaid, on 25 April 2016, **everis Spain, S.L.U.** was served notice as per Article 49.1 of Anti-Trust Act 15/2007, of 3 July 2007, by Spain's National Competition and Markets Commission (CNMC) of the opening of disciplinary proceedings against 11 software and IT service companies, including this company. The proceedings were widened to include three more companies on 19 October 2017.

As part of the case, the company lodged its pleadings against the affidavit of facts and proposed resolution, setting out the arguments and evidence showing the company had not committed an illegal act.

On 26 July 2018, the Competition Tribunal of the Council of Spain's National Competition and Markets Commission (CNMC) issued a provisional ruling whereby, as per the regulator's sole criteria, fines were handed down to companies in the technology sector including an individual fine to **everis Spain, S.L.U.** (EUR 800,000) due to alleged mitigated and unintentional liability vis-à-vis anti-trust practices. This fine is the only one to be imposed on **everis Spain, S.L.U.** in this case.

The ruling has been contested, with the Company lodging an appeal for judicial review with Spain's National High Court on 31 October 2018. The grounds for defence have been reiterated and added to, arguing that no action was taken that contravened anti-trust rules.

At the date of preparing the non-financial information statement, a ruling on this appeal has not been issued and therefore, the aforementioned ruling is not outright or final at this date.

Moreover, to avoid any anti-trust practices, **everis Spain, S.L.U.** has reinforced its already robust Compliance Programme, which includes the systematic and controlled implementation of awareness-raising measures on anti-trust rules and risk management practices, to enhance prevention and avoid supposed anti-trust practices.

The **everis Group** has zero tolerance to corruption and has measures and procedures in place to prevent it. It has put steps in place to raise awareness of and provide training on the internal anti-trust policies and procedures, and offers global training across the organisation and reaching all levels and categories of staff.

In particular, training has been provided on the following:

Code of Ethics and Professional Conduct of the Group

(including the NTT DATA Global Compliance Policy):
Available on the corporate website (www.everis.com) and for staff via the global intranet, this prohibits corruption and bribery directly or indirectly in both the private and public sectors.

Global Anti-corruption Policy:

Applicable to all the **everis Group's** workforce and all collaborators, advisors, agents, distributors, interns and other subcontractors, provided they are acting on behalf of or partnering with **everis**. The **everis Group** also requires all third parties with which it works to adopt this Policy and ensure compliance therewith within their own organisations, including their administrators, directors, staff and legal representatives and any third parties these parties have a relationship with.

All the organisation's areas, especially its business areas, must be very familiar with this policy and duly apply and comply with it in full.

It establishes zero tolerance to any form of corruption and provides guidelines on the matter. It also specifies that in its operations, the Group will always strive to comply with all anti-corruption rules (especially the United States Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act (UKBA)). It promotes the use of anti-bribery clauses prepared by the association, TRACE International (Anti-Bribery Compliance Solutions), in all the international contracts to which the company is party.

Global Gifts and Hospitality Policy:

This applies to all the **everis** Group's staff and includes specific guidelines to be followed in the public sector (it prohibits, except for a few justifiable exceptions, giving or offering directly or indirectly, gifts or hospitality expenses to public servants, irrespective of their amount or value or if there is a tendering process that could benefit **everis**), in the private sector and within the organisation.

Global compliance course

Obligatory for all the Group's workforce, by the NTT DATA's express request. This will be monitored annually and the course includes training on anti-corruption and anti-bribery.

Specific awareness-raising, training and communication campaigns

At group level and targeting groups that are especially exposed or pose a risk, to prevent criminal acts, in particular those related with corruption, bribery or money laundering in the organisation.

Global Compliance Risk Matrix

Sets out potential breaches of regulations and/or crimes associated with corruption, bribery or money laundering, and the specific measures to prevent them.

Anti-corruption Pledge

Included in all contracts to be entered into with external advisors and commercial intermediaries (commission agents, representatives and distributors).

Audit, monitoring, corrective and control procedures

Intended to implement effective measures to detect, monitor and correct infringing conduct that involve crimes or compliance risks in the organisation and associated with corruption and associated behaviours.

Whistleblowing channels or systems:

La compañía tiene implementados dos canales de denuncia o Sistemas de Alertas Profesionales, de carácter global: 1) Interno: confidencial (no anónimo), disponible en la Intranet global corporativa para todos los empleados del Grupo, y 2) Externo: confidencial y anónimo (sólo si así lo quiere el denunciante), habilitado en la web corporativa de **everis (www.everis.com)** para todos los empleados del Grupo y cualesquiera otros terceros (clientes, proveedores, etc.) que actúen en nombre de **everis** o que, de cualquier modo, interactúen o colaboren con ella.

It is also worth noting the following communication campaigns in FY18:

- Information on the Group's internal anti-corruption procedures and policies has been shared with members of the Board of Directors.
- The organisation's workforce has been informed about the Group's internal anti-corruption procedures and policies, which are prominently located on the global corporate intranet.
- The anti-corruption procedures and policies are internal, although the lion's share thereof is presented to all types of business partner with which the Group interacts.
- Information on campaigns run to raise awareness of and provide training on anti-corruption has been reported to the members of the Board of Directors.
- The Group's employees have received anti-corruption training.

2.3 Measures to combat money laundering

Anti-money laundering measures and controls over contributions to non-profit foundations and entities in place in **everis** are summarised hereon.

- Compliance: Global Anti-corruption Policy.
- Compliance: Global Compliance Risk Matrix.
- Financial: Financial controls.
- Internal audit: Internal audit controls.
- Internal control and corporate governance Group Authority Matrix (GAM) and **everis** Equivalent GAM (eEGAM).

2.4 Risk management

As per its internal control and good governance principles, the **everis Group** has a global Risk & Insurance Management area headed up and managed, at group level, by the Chief Risk Officer (CRO). As part of this risk management function, the CRO has worked with Risk Management and the Compliance Committee to draw up a Global Risk Matrix covering all those linked to the Group's business.

Risks are included in the matrix according to a specific methodology that uses three categories (risks related with external environment, business risks and compliance risks), and their impact and probability of occurrence to quantify each risk. The three categories are:

- **Risks that could affect the company's model** (primarily referring to protecting the Quality and Generosity Model) and its growth.
- **Business risks**, such as exogenous or market risks, responsibility for which is assigned by the Audit Committee to **everis'** executives and management.
- **Operational risks**, which are analysed and assessed by the Internal Audit Department. The outcomes of this work are presented in various studies and reports and in each detailed and complete Risk Matrix of each audit unit, after being reviewed. Operational risks are environmental, social and economic risks and the impacts thereof.

Each FY, the parent company also includes the different measures and action plans in the matrix, to ensure they are not overlooked and can be prevented.

Risk management methodology

Each tax year, the CRO works with the company's other areas involved to present the Annual Risk Assessment to the Audit and Compliance Committee in three stages:

Stage 1. At the start of the year, the material and most critical risks are identified in the Global Risk Matrix, setting out some of the measures needed for the financial year ahead to prevent and/or mitigate these risks or cover their impact through pertinent insurance during the year in question.

Stage 2. Half way through the year, the specific measures adopted by the Group to tackle each of the identified material risks are reported for their prevention and/or mitigation. Also reported are the number of incidents that have arisen, if any, the status of such measures (planned or not) and an assessment thereof, along with any issues that the Internal Audit area may have detected.

Stage 3. At year-end, a final assessment of the identified material risks is presented, including the total number of incidents, degree of completion of the measures taken to prevent and/or mitigate the risks, and any measures that are still on-going or will be taken, if necessary, in the following FY.

In the recent releases of the Compliance Programme that the Company is implementing and in order to ensure in the medium term that the programme is certified as per the Spanish standard UNE 19601- Criminal Compliance Management Systems, a global in-house project (Compliance Gap Analysis) was carried out in FY18 to identify any possible areas for improvement in the programme and immediately adopt any pertinent measures.

An outline of the company's internal risk control system is provided in the following figure:

everis Internal Control System

(According with the Internal Control Policy and another Policies and Procedures of everis)

ISO's CERTIFICATES:

- . Service Mngt System (ISO 20000)
- . Quality Mngt System (ISO 9001)
- . Environ. Mngt System (ISO 14001)
- . Inform. Security Mngt System (ISO 27001)
- . Energy Management (ISO 50001)

NTTD CERTIFICATES:

- . J-SOX GELC
- . Audit Review of IA Function
- . Group Unified Audit
- . Information Security Audit

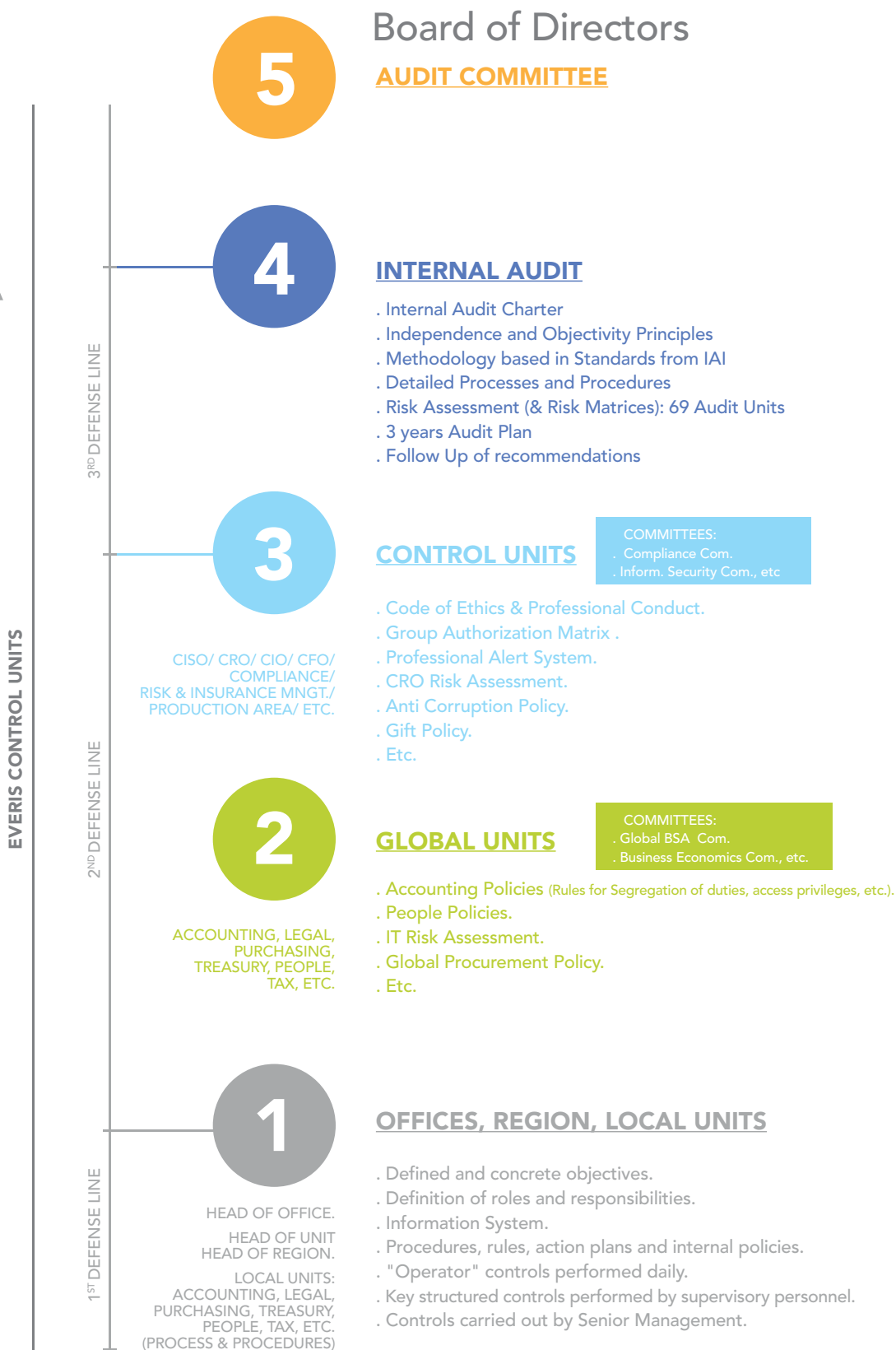
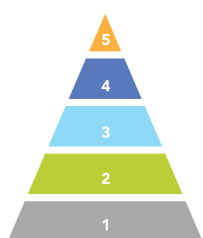


Gráfico 2. Sistema de control interno

3

Responsible Taxpayer

everis has a tax policy and governance model that ensure its actions as a taxpayer are ethical, transparent and with integrity.

everis is currently carrying out the **Tax Governance project**, the aim of which is to establish a process to control and manage tax matters that will **ensure due compliance with its tax obligations and avoid potential contingencies**.

The project involves the following strategy and action points:

- **Design and formalisation of corporate tax strategy**, which has been approved by the Board of Directors. This document sets out the principles and guidelines on **everis'** tax strategy to define the approach to tax matters, all in accordance with the laws applicable in each of the regions and countries in which it operates.
- **Design and formalisation of the tax control framework regulations** establishing the basic policies and guidelines at corporate level, responsibilities concerning tax control and management, and regulating the principles to which **everis'** tax function must adhere.
- **Formalisation of roles and responsibilities** of main tax-related processes at the corporate level.
- **Preparation of a map of areas where there is some uncertainty concerning tax matters** at the corporate level.

3.1 Profits/(loss) by country

The following table shows the profits or losses posted by each country before and after tax.

PROFIT/(LOSS) BY COUNTRY (€)		
COUNTRY	PRE-TAX PROFIT/(LOSS) BY COUNTRY	AFTER-TAX PROFIT/(LOSS) BY COUNTRY
SPAIN	24,939,547.80	20,484,334.06
EUROPE		
PORTUGAL	2,584,125.73	1,892,045.37
UK	1,491,339.12	-51,160.83
BENELUX*	-1,351,160.65	-2,357,563.54
ITALY	2,963,383.67	1,901,909.51
ANDORRA	-1,436,927.03	-1,436,927.03
SWITZERLAND	1,351,271.83	1,053,965.81
AMERICA		
BRAZIL	-4,259,839.51	-4,266,516.15
COLOMBIA	169,092.65	764,430.84
MEXICO	1,459,210.65	1,075,854.11
PERU	12,467,254.82	7,186,520.47
CHILE	2,088,634.91	1,170,783.22
ARGENTINA	-2,651,077.49	-1,916,019.70
USA	-123,406.22	-179,210.94
AFRICA		
MOROCCO	-644,885.32	-644,885.32
TOTAL	39,046,564.96	24,677,559.88

Table 2. Profits obtained by country. *Includes Belgium, the Netherlands, France and Luxembourg

3.2 Taxes on profits paid

The following table shows taxes on profits paid and public grants received.

TAXES ON PROFITS PAID (€)	
COUNTRY	TAXES ON PROFITS PAID DURING THE YEAR APRIL 2018 TO MARCH 2019
SPAIN	5,780,130.15
EUROPE	
PORTUGAL	934,631.99
UK	0.00
BENELUX*	162,720.00
ITALY	1,285,968.00
ANDORRA	0.00
SWITZERLAND	0.00
AMERICA	
BRAZIL	347,177.09
COLOMBIA	0.00
MEXICO	376,481.25
PERU	1,979,766.53
CHILE	1,241,459.88
ARGENTINA	0.00
USA	0.00
AFRICA	
MOROCCO	0.00
TOTAL	12,108,334.89

Table 3. Taxes on profits paid

3.3 Public grants received

The following table shows public grants received.

PUBLIC GRANTS RECEIVED DURING THE 2018 TAX YEAR (€)	
COUNTRY	
SPAIN	2,029,351.60
EUROPE	
PORTUGAL	0.00
UK	0.00
BENELUX	444,555.86
ITALY	0.00
ANDORRA	0.00
SWITZERLAND	0.00
AMERICA	
BRAZIL	0.00
COLOMBIA	0.00
MEXICO	0.00
PERU	0.00
CHILE	0.00
ARGENTINA	0.00
USA	0.00
AFRICA	
MOROCCO	0.00
TOTAL	2,473,907.46

Table 4. Public grants received

4 People

4.1 Employment

Total headcount

The total headcount in all the countries in which **everis** does business was 25,119 at the FY18 close, as can be seen from the following table. The centres in Spain accounted for 13,237 employees, 52.7% of the total.

The following table shows the distribution of the workforce by country.

DISTRIBUTION OF THE WORKFORCE BY COUNTRY			
TOTAL HEADCOUNT AND DISTRIBUTION OF EMPLOYEES BY GENDER AND COUNTRY	FEMALE	MALE	TOTAL
SPAIN	3,581	9,656	13,237
EUROPE			
PORTUGAL	290	553	843
UK	88	227	315
BENELUX	69	158	227
ITALY	186	561	747
ANDORRA	5	20	25
AMERICA			
BRAZIL	630	1,810	2,440
COLOMBIA	533	661	1,194
MEXICO	220	433	653
PERU	802	2,063	2,865
CHILE	261	1,478	1,739
ARGENTINA	180	400	580
USA	30	106	136
AFRICA			
MOROCCO	52	66	118
TOTAL	6,927	18,192	25,119

Table 5. Headcount by country

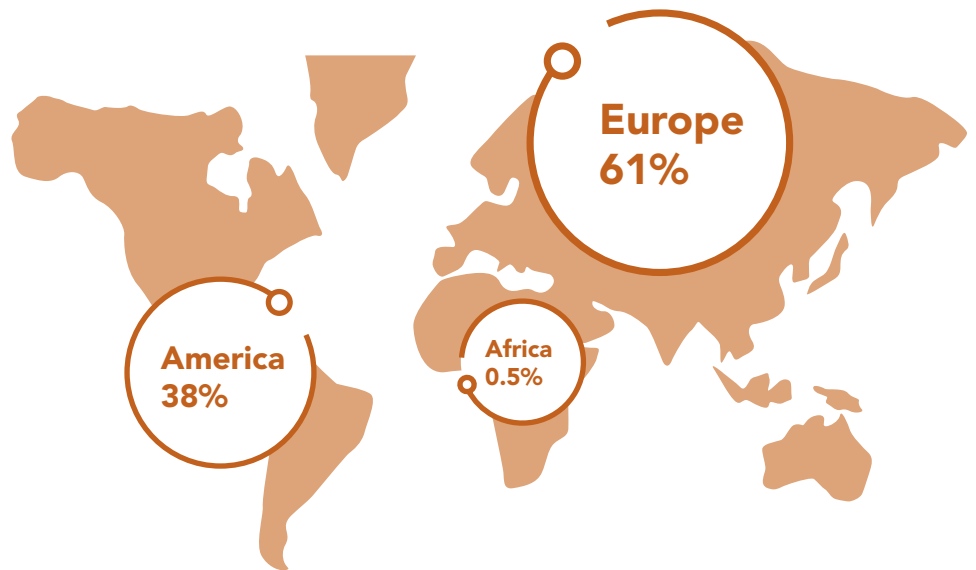


Figure 4. Distribution of the workforce by continent

Indicator 1 in annex 3 shows the total headcount broken down by gender, age, country and professional category.

To promote employment, **everis'** training policy ensures the continuous learning of knowledge, methods and technologies adapted to the new requirements and highly customised. This significantly enhances employees' employability. Respect for the staffing process is the guarantee for knowing new sectors and clients, exploring other areas and continuing to develop through project rotation.

Distribution by type of contract

As regards the total number and distribution of the company's different types of contract, the following table shows the annual average percentage for each type of contract, with over 90% being permanent.



Table 6. Percentages of types of contract

This year there have been a total of 9,694 new contracts; full details of the types of contract can be found in **indicator 2 of annex 3**.

Dismissals

In this financial year a total of 1,011 dismissals have been recorded, with the total headcount at the FY18 close being 25,119. The figures broken down by gender, age, country and professional category can be found in **indicator 4.1 of annex 3**. As can be seen from the following chart, Spain has the largest number of dismissals and also has the largest headcount. Similarly, there is a larger number of dismissals among men as these represent a greater proportion of employees.

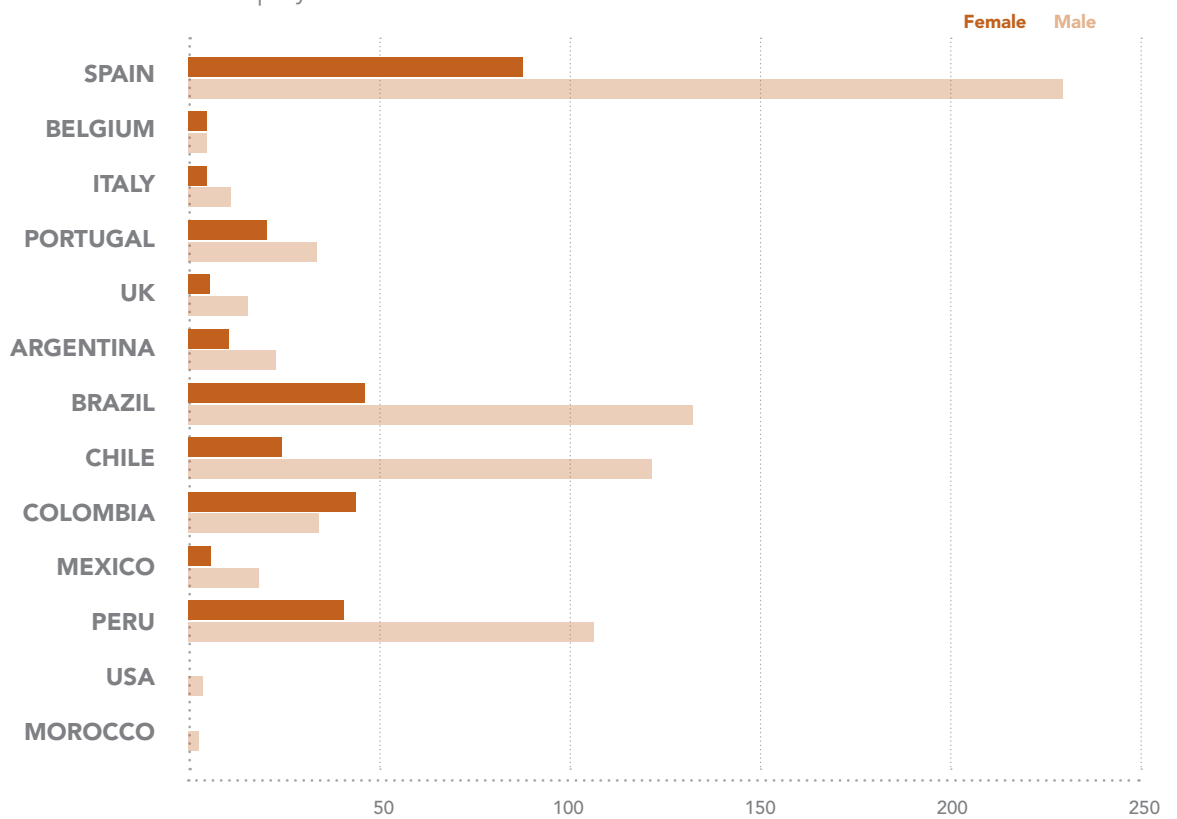


Chart 3. Number of dismissals by country and gender

Employee turnover

The total rate of **employee turnover is 25.18%**, with the percentage turnover being smaller among women (23.81%) than among men (25.18%). Total employee turnover in FY18 broken down by age group, gender and region can be found in **indicator 4.2 of annex 3**.

Turnover data are obtained from voluntary redundancies, objective dismissals, fair dismissals, voluntary unpaid leave without job reservation, unfair dismissal without just cause, leave without expiry, mutual agreement, end of job reservation and failure to pass trial period (desired and voluntary).

Wage gap

There is no wage gap in **everis** as, just like our professional categories, remuneration is the same for men and women alike.

Average remuneration of board members, top-tier management and corporate management

The following tables show the average remuneration of board members, top-tier management and corporate management, comprising fixed salaries, bonuses, allowances and indemnifications.

BOARD REMUNERATION*	AVERAGE REMUNERATION, FEMALES	AVERAGE REMUNERATION, MALES
Executive board members**	-	897,690.48€
Independent board members	103,500.00€	101,000.00€
Average remuneration, board members		367,396.83€

Table 7. Average remuneration of board members

* Board members representing the NTT DATA Group have not been included as they receive no pay from **everis**.

** Comprises the Board Chairperson and the CEO.

REMUNERATION OF TOP-TIER MANAGEMENT*	
Average remuneration (€)	
680,814€	
AVERAGE REMUNERATION, MALES	AVERAGE REMUNERATION, FEMALES
680,814€	-

Table 8. Average remuneration of top-tier management

* Includes total remuneration (fixed salaries, bonuses and expatriation allowances) of top-tier management (European CEO, US CEO and country managers).

REMUNERACIÓN DIRECCIÓN CORPORATIVA*	
Remuneración media (€)	
320,360 €	
AVERAGE REMUNERATION, MALES	AVERAGE REMUNERATION, FEMALES
323,329 €	311,452 €

Table 9. Remuneración media Dirección Corporativa

* Includes total remuneration (fixed salaries, bonuses and expatriation allowances) of top-tier management (Chief Financial Officer (CFO), Chief BSA Officer (CSO), Chief Legal Officer and Chief People Officer (CPO)).

Average remuneration of the workforce

The following table shows the average wage in all countries in which the group does business, by professional category. The figures broken down by gender, age and country can be found in **indicator 5 of annex 3**.

Partner 146,555€	Executive Director 97,762€
	Director 92,042€
	Manager 61,609€
	Leader 40,399€
	Staff 20,386€

Figure 5. Average remuneration by professional category

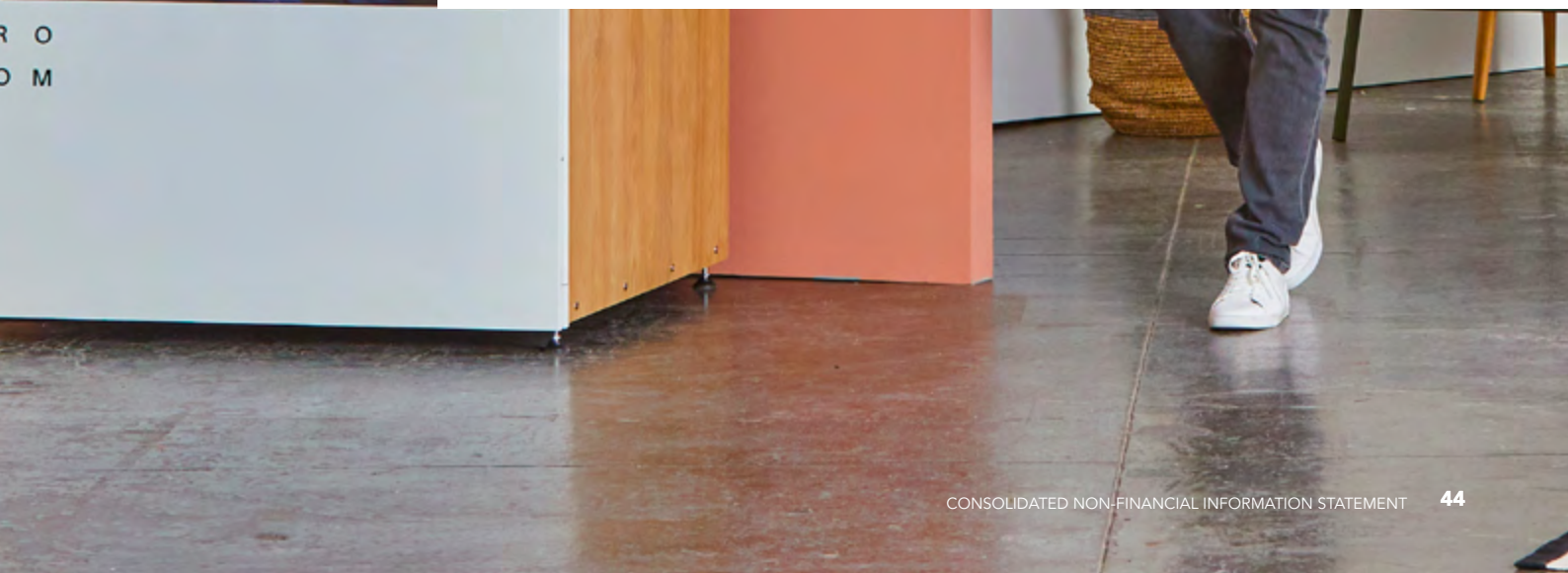
4.2 Organisation of work

Throughout the year the company has had available to it the tools needed to adapt work time management to the requirements of the business and employees' demands, with the aim of improving both business competitiveness and the welfare of the workforce enabling the creation of a corporate culture focused on results.

In addition, at everis, adopting flexibility and work-life balance measures is encouraged on the basis of each employee's needs according to their life cycles.

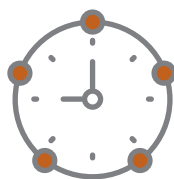
In all countries in which **everis** operates it always acts in accordance with prevailing local legislation. **Most employees have a flexible work schedule of 40 hours a week**, except for some countries like Luxembourg and France which have a fixed schedule, Colombia where they work 46 hours a week and the US with 38.5 hours a week. Countries that stand out include Spain where there are specific summer work schedules with 7-hour intensive working days to allow employees to better achieve a work-life balance.

The following figure shows the type of schedule (flexitime or fixed hours) and working hours per week laid down in law in each country in which the company operates. At the close of this report, Luxembourg, Morocco, Andorra and France still have to report.



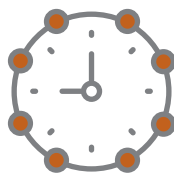
The following figure shows the type of schedule (flexitime or fixed hours) and working hours per week laid down in law in each country in which the company operates. At the close of this report, Luxembourg, Morocco, Andorra and France still have to report.

Flexible Schedule



Argentina 40 Hours
Belgium & Netherlands 38 Hours
Italy 40 Hours
Spain 40 Hours
UK 40 Hours

Fixed Schedule



Brazil 40 Hours
Chile
Colombia 46 Hours
Mexico
Peru
Portugal 40 Hours
USA 38,5 Hours

Figure 6. Example of type of work schedule and hours worked per week

As regards absenteeism, in FY18 the total number of absent hours was 636,597. As **everis** has 25,119 employees, absenteeism per employee and year was an average of 25 hours.

For this calculation, absenteeism has been considered to be those hours entered by the employees themselves directly in **everis'** work time management system under the "sickness" category (absence due to illness without justified sick leave), so it does not include voluntary leave, justified sick leave, maternity and paternity leave, among others, and holidays and freely disposable hours.

4.3 Work-life balance measures

In addition to the flexible work schedule measures outlined in the previous section, **everis** has the following programmes and measures:

everislife programme

everis has work-life balance policies which vary for each of the countries in which the company is present. At the global level it has a work-life balance programme in Spain called **everislife**. The **everislife** programme includes the Flexiblework initiative which aims to promote flexible working hours and access to teleworking, based on a model that responds to employees' needs for personal, family and work balance.

Some of the measures included in **everislife** are:

- Special unpaid leave of longer than the month established in the collective bargaining agreement. Minimum social security payments, seniority, and medical, life and accident insurance are maintained. (it lasts for up to a year).
- Flexibility as regards when employees start and finish work.
- Teleworking policy.
- A day's leave to register in the civil partnership register.
- 4 days' leave in the event of the death of a direct family member (parent, spouse or child) - **everis** adds a day more if the employee has to travel abroad.

In **Spain, 24.5% of employees do some form of teleworking**, being able to choose from 1-5 days a week, while in Italy 49% of the workforce have joined the flexibility plan, which any employee can join voluntarily. In Colombia, the percentage is smaller, with only 1% using it, with 7 employees doing teleworking (2 days a week) and 8 employees using the home office (1 day a week).

The aim for FY19 is to report the percentage of teleworking in the other countries.

The countries with teleworking measures are shown below:

- Spain: 1-5 days/week.
- Italy.
- Colombia: 1-2 days/week.
- UK.
- Benelux (Belgium and the Netherlands).
- Portugal.
- Argentina: 2 days/week.
- Brazil: 1 day/week.
- USA: as agreed with the employee's line manager in respect of time and form.

Mexico and Peru do not yet have a teleworking policy

Paternity and maternity

Equally the company aims to improve the compatibility of work with paternity/maternity, promoting co-responsibility and offering the same measures to men and to women such as for example leave for children's medical appointments, always improving on legal requirements. As an example of this, at a global level, the following measures that improve on legal requirements are applied:

- Complement of up to 100% of the wage during temporary disability, maternity and paternity leave.
- Accumulation of nursing leave after maternity leave of 21 calendar days (6 more than legally established).
- Annual educational aid.

In addition to globally applicable measures, various countries also improve on the measures envisaged in legislation with the following measures:

- **Spain:** tax relief for nursery schools.
- **Chile:** possibility of a gradual return to work so that the 12 weeks of working a full day are equivalent to 24 or more weeks working a half day and not just the 18 established by law.
- **Argentina:** currently working on extending maternity and paternity leave and a gradual return to work.
- **US:** under parental policy either the woman or the man has an additional 4 hours each week to look after newborn for the first six months of their lives.

The following table shows information about employees who have taken parental leave, by gender:

PARENTAL LEAVE*	MEN	WOMEN	TOTAL
Total number of employees who have had the right to parental leave	690	399	1089
Total number of employees who have taken parental leave	683	399	1082
Total number of employees who returned to work within the period covered by this report after finishing parental leave	674	375	1049
Total number of employees who returned to work after finishing parental leave and who were still employees 12 months later	613	441	1054
Rates of return to work of employees who took parental leave	99%	90%	

Table 10. Parental leave

*Figures correspond to Spain, UK, Mexico, Colombia, Andorra, USA, Portugal, Peru, Chile, Brazil, Italy, Benelux.

** Data for FY17 and FY18 have been used in the calculation because permits have been given for very long stays.

We are working on ways of reporting figures for rates of retention of employees who take parental leave as a target for FY19.

Encouraging mobility

In order to achieve a work-life balance, the **everislife** programme includes, among others, the following measures to promote mobility and teleworking:

- Laptop computers.
- Mobile phones for staff and leaders (according to the needs of the project or position).
- Management tools that can be accessed from outside the office: (Intranet, e-mail).
- e-learning training platforms.
- Access to mobile training.
- Virtual meetings via tele-meetings and video-conferences.
- International mobility through the publication of internal job vacancies and payroll management of tax relief for exempt income (7P).

Digital disconnection

The company is fully aware of the need to protect its workers' health, guaranteeing their rest, leave and holiday time, and protecting their personal and family life. To ensure this protection, the company is studying, in accordance with legislative changes in Spain, the creation of a policy setting out the content and ways of exercising the right to digital disconnection to be applied in all its work centres.

everis is carrying out internal actions to establish the technical means for ensuring the effectiveness of the right to digital disconnection in the workplace and put in place the appropriate training and awareness measures regarding a reasonable use of technological tools.

4.4 Equality

Code of Ethics and Professional Conduct

The **everis** group currently has a Code of Ethics and Professional Conduct which, in addition to outlining the company's basic principles and policies, also establishes a broad spectrum of regulatory compliances including the principles of non-discrimination and equality.

everis promotes equal treatment of men and women in respect of access to employment, to training, to promotion and to working conditions.

All **everis** employees have the equal right to a safe working environment, free of harassment in which people who do suffer from this are guaranteed help, with the appropriate disciplinary and corrective measures being put in place to prevent these situations from being repeated.

In Spain, in the context of Organic Law 3/2007 of 22 March, for effective equality between men and women, **everis** is committed to further improvement with initiatives that contribute to optimising welfare and quality in the workplace, and defining an Equality Plan applicable to each and every one of the areas in which it carries out its business in Spain.

In the other countries in which **everis** operates, it always acts in accordance with prevailing local legislation, although many countries do not yet have a specific law for equality. However, regardless of the specific legislation, all the countries are governed by the principles and policies included in the aforementioned Code of Ethics.

everis strives to be a benchmark in the areas of equality of opportunity, maintaining a balance in the distribution by gender of the workforce as a whole and guaranteeing non-discrimination by reason of gender.

In FY18 various initiatives and policies were developed in the **everis** group's centres aimed at achieving effective equality between men and women such as:

COUNTRY	MEASURES ADOPTED TO PROMOTE EQUALITY OF TREATMENT AND OF OPPORTUNITIES BETWEEN MEN AND WOMEN
SPAIN	Co-operation in mentoring with https://www.allwomen.tech/ .
	Scholarships for girls through framework agreements with universities based on various criteria (scholarships, prizes for academic record, etc.)
	Celebration of Ada Lovelace day with a Coding Dojo, open to invited students.
	Dissemination of #girlsgonna through the "It's cool at school" association which promotes ICT careers.
	Participation in the "Liderazgo en femenino" round table, at the BGCW19 in co-operation with the FIB.
	Sponsorship in co-operation with the FIB of Womenencourage: https://womencourage.acm.org/2019/
CHILE	Participation in the MAD_Programa Promociona, created by ESADE and the CEOE together with the ministry of equality to promote female executive talent.
	Awareness breakfasts, events and workshops to define the main obstacles facing women in their careers within the company.
MEXICO	No discrimination statement that forms part of the Inclusion and Management of Diversity Policy.
	Policy of non-discrimination in recruitment and hiring as outlined by the legal framework underpinning the application of this policy within Mexican legislation in respect of non-discrimination.
UK	The everis is Diversity plan which seeks to increase awareness of and unlock the value of diversity from the perspective of each person's uniqueness. Two basic aspects will be worked on: gender and culture.
	everis follows the "ACAS Code of Conduct".
USA	Equality measures contained in the Employee Handbook

Table 11. Measures to promote equality

Global Senior Woman Leadership Program

In addition, equality of treatment and opportunity for men and women is incorporated into talent management. To this end, in order to continue to improve the gender balance in the workforce and guarantee non-discrimination, **everis** is committed to backing the development of female leadership by taking part in NTT's "Global Senior Woman Leadership Program", a program for women executives, and forms part of the WIN (Women in NTT DATA) initiative, which seeks to establish a network of women to work together within the Group and promote equality.

Ongoing assessments

In order to identify possible inequalities, ongoing assessments are carried out which take into account the presence of men and women in the workforce as a whole and in the various professional categories, and also in the various stages of hiring and promotion.

At the FY18 close, 28% of the workforce were women, with men accounting for 72%, without any case of discrimination being reported during this period. The distribution of women in the global workforce by professional category is as follows:

Professional category	% of women in the workforce
Partner	9.59%
Executive Director	34.65%
Director	16.21%
Manager	24.89%
Leader	28.33%
Staff	28.16%

Table 12. Percentage of women in the workforce

Some 17% of the members of the Board of Directors are women while 83% are men. All are over 50 years old except for one person in the 30-50 year age range.

At present **everis** employees have an average age of 31 and in FY18 there were no retirements. In coming years the company aims to implement programs aimed at the transition to help employees who retire.

Indicator 1 of annex 3 shows the distribution of each country's workforce by professional category, gender and age range.

Outstanding countries include Colombia where close to 40% of executive directors are women.

4.5 Prevention of harassment

Code of Ethics and Professional Conduct

The **everis** group currently has a Code of Ethics and Professional Conduct which, in addition to outlining the company's basic principles and policies, also establishes a broad spectrum of regulatory compliances including a safe work environment.

The infringement of the rules contained in this Code by the persons subject to it shall be deemed a violation of this and may result, depending on the analysis of the events, in the imposition of the corresponding sanction and/or adoption of the corresponding legal actions.

Internal protocol for the prevention, treatment and sanctioning of workplace harassment

Specifically, and through the areas of People and Human Resources Management, there exists an internal protocol for the prevention, treatment and sanctioning of workplace harassment, both moral and gender-based, to resolve discriminatory situations and minimise their consequences, guaranteeing the rights of the people involved, with the corresponding management procedures and the co-operation of a mediator and a committee of control and prevention. **everis** provides its employees and third parties with channels of notification and denouncement via the Whistleblowing warning system for the confidential and/or anonymous reporting of this kind of situation. This system and its internal procedures are available on the corporate global intranet and the corporate website: www.everis.com.

While all countries are governed by the principles of the company's ethics code, in addition some have specific protocols and policies for dealing with harassment. The following table shows some specific measures for the prevention of harassment.

COUNTRY	SPECIFIC MEASURES FOR THE PREVENTION OF HARASSMENT
SPAIN AND MEXICO	Protocol against sexual and moral harassment
COLOMBIA	Workplace Coexistence Committee
PERU	Policies against discrimination in its internal regulations
USA	Measures contained in the Employee Handbook
UNITED KINGDOM	Following of the ACAS (Advisory, Conciliation and Arbitration Service) code

Table 13. Measures for the prevention of harassment

4.6 Talent management

everis offers different career paths and opportunities for development, to enable employees to achieve their maximum potential. In this respect, it has various kinds of tools that it uses in a customised way:

- Group and individual coaching.
- Mentoring.
- Monitoring and tutoring.
- Annual review and continuous feedback.

everis takes part in programs such as the Multi-company Talent Development Programme. This initiative makes use of intercompany co-operation to help manage, development and retain talent.

These measures ensure employees are constantly acquiring new knowledge, methods and technologies, thereby enhancing their employability.

Global Leadership Program

This program focuses on developing global leaders who know the NTT DATA group's strategy and the services portfolio.

Moreover, training in and learning **everis'** policy are key aspects for attracting talent, being a benchmark employer brand, and for the integral development of its employees and their ability to contribute value.

everis University

At a global level, **everis** provides the training necessary for each employee to be able to achieve their development goals through a broad program of continual training, technical training and skills-based training: **everis University** and the e-learning web platform **ULearndx**.

everis University is the company's training area and brand. It acts globally and locally, designing various general and specific training plans to satisfy the company's needs with a strategic line of personalised training. Although each training plan is local, they are very similar and are even shared between many countries, as is the case for Colombia, which is governed by the plan for Spain.



Figure 7. Executive School

In general, the training plan includes:

- **Executive team: everis** University includes the **everis** Executive School, which has specific training plans for executives divided into 5 areas of knowledge (Business Management, Evolving People, Communication, Creativity & Innovation and Strategic Vision). It also offers a first year plan for managers, in addition to programs which deal with strategy, vision and continuous feedback. In FY18, each of these received an average of 3 hours of training.
- **Leaders:** training plans to meet needs from the competence and management viewpoints (bases for excellence, Empowerment Leaders, benchmark leaders, Leadership Challenge). In FY18, each employee of this category received an average of 26 hours of training.
- **Staff:** training plans to meet needs from the competence and productivity viewpoints (bases for excellence, young talent, continuous feedback and future leaders). In FY18, each employee of this category received an average of 22h of training.

Some of the qualifications covered by **everis University** are PMP, CAPM, PSMI, ITIL FOUNDATION V.3, PRINCE 2 and PMO-CP.

As regards languages, classroom classes in the F2F format, workshops and intensive courses are offered. Also licences are available for eLearning training. Various flexible initiatives are also available:

Linguistic Advice: A service which advises and helps the student to improve their language skills in their proposals, presentations, emails, specific matters, etc. that can be done in the classroom or via Skype.

Discussion Clubs: Informal chats in a relaxed atmosphere in the various offices.

Podcasts: On various subjects to promote language learning in a different way.

Betotw: A weekly e-mail that includes vocabulary, expressions and activities.



Investment in training

In FY18, in Spain, 13 million euros were invested in the company's internal talent training with a total of 390,380 hours.

At the global level, all professional categories received some kind of training course, with a total of 563,652 hours of training being given. Staff and leaders have received the most training, exceeding 400,000 and 100,000 hours respectively, with countries such as Chile and Mexico having set a goal of 40h of training per year for people in these categories.

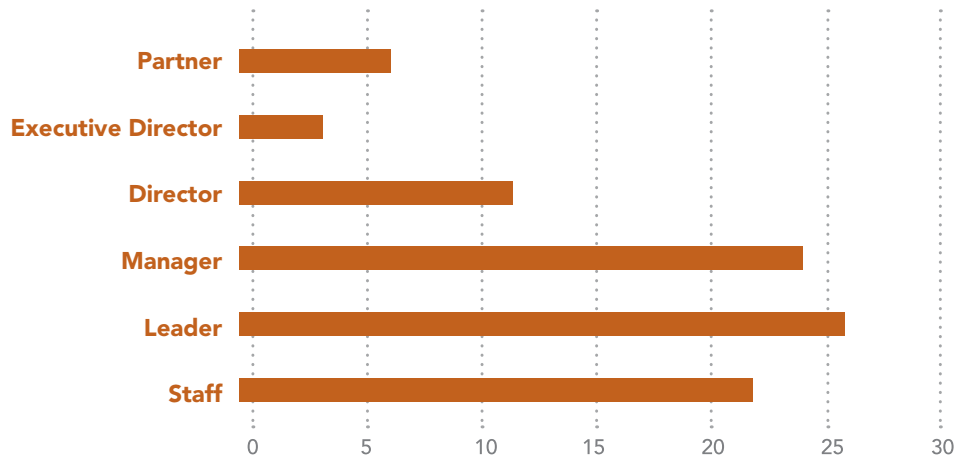


Chart 4. Average hours of training by professional category at the global level

Indicator 6 of annex 3 shows the number of hours of training received by professional category, country and gender.

The most popular training programmes are those related to the company's values and culture. Demand for training related to self-knowledge is in great demand, as is training in personal and professional development where leadership, communication, innovation and creativity skills are developed.

4.7 Health and Safety

everis is committed to ensuring the highest possible level of safety, health and well-being for its employees, regardless of their business area, geographical location or activity.

Accordingly, each **everis** group company meets the legal requirements of its country in respect of health and safety.

everis promotes an environment of health and safety at work with training actions aimed at raising awareness and sensitivity, encouraging a culture of prevention in all the activities carried out by the company. Moreover, it has formal policies governing all these initiatives in the following countries: Spain, UK, Portugal, Benelux, Brazil, Chile, Colombia, Italy, and the USA.

The Group has health and safety delegates when the country's regulation requires it, as health and safety systems are defined and overseen at the level of each company and 100% of the employees are covered by a system of prevention of workplace risks.

In FY18 there were a total of 40 occupational accidents, most of which were small and occurred on the way to or from work.

COUNTRY	NUMBER OF OCCUPATIONAL ACCIDENTS	NUMBER OF OCCUPATIONAL ILLNESSES
SPAIN	17	0
PORTUGAL	4	0
UK	0	4
BENELUX	4	0
ITALY	3	0
ANDORRA	-	-
BRAZIL	3	13
COLOMBIA	0	0
MEXICO	1	0
PERU	2	0
CHILE	2	0
ARGENTINA	4	0
USA	0	0
MOROCCO	-	-
TOTAL	40	17

Table 14. Accidentes laborales y enfermedades profesionales

Indicator 7 of annex 3 shows these figures broken down by country and gender.

The formulas used to calculate the index of severity and frequency are those available at the Spanish ministry of Employment and Social Security: <http://calculadores.insht.es/Accidentesdetrabajo/Introducci%C3%B3n.aspx>.

At the moment, tools are not available to obtain reliable data regarding the types of accident and number of hours lost by gender and professional category, or the number of serious accidents and the rate of days lost, as to date these figures have not had to be collected by the work centres. Work is ongoing to report these data as a target for FY19.



Psychological and physical well-being

everis promotes the well-being of its employees with initiatives and projects aimed at looking after their psychological and physical health. There are specific well-being projects in Spain and Peru.

In the Madrid office this year the Wellbeing program has been implemented, which consists of two services


- Well-being services: **everis** employees are offered a number of services provided directly in our installations aimed at health and well-being in general. These services are: a physiotherapist, a nutritionist, a sports consultant, and mindfulness workshops
- Cyclical campaign: Actions that seek to generate positive emotions and the engagement of employees with the company, promoting actions closely associated with the personal well-being of our employees and their productivity which lead to their emotional equilibrium and healthy work-life balance.

These initiatives are encompassed in a cyclical plan throughout the year::

September - December: Move on, initiatives associated with physical wellbeing, encouraging physical activity and sport. Examples: yoga, pilates, sport in the office and raising awareness in this respect.

January - May: Take care, initiatives associated with emotional wellbeing and linked to healthy eating. Examples: fruit month, workshops on the impact of the emotions on health, recommendations for a healthy diet, etc.

June - August: Summer time, initiatives associated with preparing our bodies for the hottest months of the year. Examples: workshops on skin care, hydration, etc.



In Barcelona, **the Enjoy your life programme** allows employees to enjoy actions and initiatives in 4 areas: world (charity runs), leisure (cinema), health (spa) and future (IoT world congress). 504 people took part in the programme in 2018 and 41 activities were distributed at random.

In Peru, the programme includes the following initiatives:

- Physiotherapy service.
- Psychoprophylaxis and nutritional advice during pregnancy.
- A programme to protect employees with disabilities in order to implement a safe and healthy workplace which meets the needs of disabled staff. Currently there are 12 collaborators.
- Nutrition programme - critical cases. Currently there are 24 critical cases under nutritional surveillance and 240 in the regular Nutrition programme.
- Programme - handling stress.
- In-house workshops Including massage sessions and yoga classes.
- Healthy basket. Consists of distributing a piece of fruit to collaborators every Monday.
- Personal finance workshops.

4.8 Social dialogue

All **everis Group** companies believe in the importance of employee participation in the life of the company, both through the bodies of legal representation and through other ways and channels of participation implemented by the group.

Therefore, in accordance with the value of transparency which characterises **everis**, group companies inform and consult with workers' representatives and the workers themselves about questions affecting them, and about the state of the company and employment within this, on a regular basis, and exceptionally when circumstances so demand, and always under the terms and conditions set out in applicable legislation in each country where **everis** is present.

everis has a tool called **One Voice**, which is an internal survey regarding employees' perception of the company and their level of satisfaction and association. It is carried out every two years at the global level within all the companies comprising the NTA DATA group. It measures not only the degree of employee association and commitment but also a number of manageable factors essential to defining mid and long term strategies and plans of action within the company.

The results of this survey are analysed both at the global level and by regions, offices, units and departments, with the aim of enabling those responsible to create a personalised plan of action depending on the results obtained.

The aspect receiving the highest score from employees globally was "atmosphere and team work" (89%).

This survey has been carried out since 2008 and has always had a high level of participation which reached 81% in the last edition of 2017. The aspect receiving the highest score from employees globally was "atmosphere and team work" (89%) while the lowest score was for "work schedule and work-life balance" (39%), a percentage that was unchanged from the same survey in 2015.

It is important for **everis** to create plans for improvement so that negative percentages such as these are not repeated. To this end, various strategies have been designed such as those regarding work schedules and teleworking implemented in Spain in FY18 in an attempt to improve flexibility and the work schedule so there is a better work-life balance. Also, more and more countries are bringing in flexible working given the clear advantages it brings in terms of work-life balance. In coming years we will be able to report on the results of this.

Percentage of employees covered by collective bargaining agreements by country

100% of employees are covered by collective bargaining agreements in Spain and work is ongoing to adopt this measure in the other countries where it is not yet applied. The following table shows the percentage of employees covered by collective bargaining agreements by country:

PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS BY COUNTRY (%)	
SPAIN	100%
EUROPA	
PORTUGAL	N/A
UK	6%
BENELUX	N/A
ITALY	100%
ANDORRA	100%
AMERICA	
BRAZIL	100%
COLOMBIA	N/A
MEXICO	100%
PERU	N/A
CHILE	N/A
ARGENTINA	N/A
USA	N/A
AFRICA	
MOROCCO	N/A

Table 15. Employees covered by collective bargaining agreements

**Balance of the collective bargaining agreements
(particularly in the field of health and safety in the workplace)**

We would also point out that in most of the countries where **everis** does business, collective bargaining agreements do not deal specifically with health and safety at work as the activity is not unionised. However, Italy does have a national collective bargaining agreement, while the UK has 6% of professionals under a collective labour agreement and in Mexico labour reform is pending with collective bargaining agreements being one of the main points.

4.9 Accessibility and disability

everis meets the requirements expressed in RDL 1/2013 of 29 November and its method of compliance, as regards **everis** companies in Spain who have this obligation, is shown in the following table:

COMPANIES SPAIN	TOTAL NUMBER OF EMPLOYEES	EMPLOYEES WITH DISAB.	2% QUOTA	DIFF. IN ABSOLUTE TERMS	% COMPLIANCE OF QUOTA	ALTERNATIVE MEASURES (€)		
						OBLIGATORY	REAL	DIFFERENCE IN FAVOUR SECS (**)
everis Aragón	253	5	5	0	100	N/A		
everis BPO	656	5	13	8	38.46	174,258	182,498	8,239
everis Spain	6,230	36	125	89	28.80	1,703,863	2,357,372	653,509
everis Centers	1,641	13	33	20	39.39	367,879	516,699	148,819
everis inf. Engineering	328	5	7	2	71.42	*Incorporated in 2018		
everis inf. Operations	530	4	11	7	36.39	*Incorporated in 2018		
everis Engineering	65	1	1	0	100.00	N/A		
everis Initiatives	70	0	1	1	0.00	* in process due to increase in headcount		
everis Aerospace	187	3	3	0	100.00	N/A		

(*) Spanish companies subject to Royal Decree Law 1/2013, of 29 November, approving the Revised Text of the General Law governing the rights of persons with disability and their social inclusion. At least 2% of the workforce in companies with 50 or more employees must be workers with disability. As these companies were incorporated in 2018, a certificate of exceptionality has been requested and granted, so in 2019 the alternative measures will be applied.

everis Initiatives has increased its headcount recently so is in the process of requesting a certificate of exceptionality.

(**) This figure shows how **everis**' commitment goes beyond the legal requirement, indicating the spending by **everis** that exceeds the established legal obligation. This year this spending has gone on purchases in Special Employment Centers.

SPAIN FY18					
COMPANIES	TOTAL NUMBER OF EMPLOYEES	EMPLOYEES WITH DISABILITY	FROM 33% TO 65%	FROM 33% TO 65% WITH AID	EQUAL TO OR HIGHER THAN 65%
everis Aragón	253	5	4	1	0
everis BPO	656	5	4	0	1
everis Spain	6230	36	26	1	9
everis Centers	1641	13	11	1	1
everis inf. Engineering	328	5	4	0	1
everis inf. Operations	530	4	3	0	1
everis Engineering	65	1	1	0	0
everis Initiatives	70	0	0	0	0
everis Aerospace	187	3	3	0	0

All everis employees with disability in Spain have permanent labour contracts.

Other **everis** companies doing business in other countries apply their specific disability laws such as; the UK where **everis** complies with the 2010 Equality Law, which stipulates a category for employees with disability and Italy, where **everis** complies with Law 68/1999, according to which 7% of the workforce must be comprised of people with disability. In FY18 **everis** companies in the UK had no employees with disability while in Italy there were 25 out of a total headcount of 747.

In the other countries in which **everis** has companies, no legal requirement for the obligatory inclusion of employees with disability has been identified. At the FY18 close, **everis** reported the following figures for employees with disability in these companies.

NUMBER OF EMPLOYEES WITH DISABILITY BY COUNTRY	
EUROPE	
PORTUGAL	N/A
BENELUX	0
ANDORRA	-
AMERICA	
BRAZIL	27
COLOMBIA	1
MEXICO	0
PERU	11
CHILE	4
ARGENTINA	3
USA	0
AFRICA	
MOROCCO	-
TOTAL	164

Table 16. Employees with disability in other countries

Among the measures implemented by **everis** Spain for employees with disability is the offer of a parking space and teleworking when the employee requests this.

In co-operation with the **Prodis Foundation** in Spain, the workplace integration of people with intellectual disability for business area support functions has been implemented, and as a result of this work **everis** now has 3 employees with intellectual disability.

Also, in conjunction with **Specialisterne**, **everis** provides high added value training and employment opportunities in the Telecoms sector to people with autism and Asperger's syndrome in Belgium, Italy and Spain.

everis is working on universal accessibility to its work centres enabling the inclusion of a significant number of employees with disability as shown in the tables included in this section.

In 2019 **everis** will transfer its Madrid head offices to a new building that will comply with all the requirements of universal accessibility allowing the incorporation of more employees with disability. Equally, other companies are adapting their workplaces to criteria of universal accessibility in order to increase the inclusion of people with disability as in Chile where the head offices are being modernised (adapted restrooms, access ramps, guide plates, work station adaptation) to meet universal accessibility regulations.

4.10 Compensation and social benefits

everis employees enjoy a wide range of social benefits and personal advantages. Although these vary by location, efforts are made to offer medical insurance, financial help for food, life and accident insurance, flexible remuneration, a corporate American Express card and a flexible work schedule, among others.

At the corporate level general guidelines for implementing and managing social benefits for **everis** employees are provided which each office adapts to its own situation.

An example of this is **everis** in Spain, where the compensation and benefits area is managed from Living **everis** through "Mi compensación", an initiative aimed at optimising employees' total remuneration. The three areas comprising "Mi compensación" are:



Launched in 2010, this is a platform from which everis employees can acquire certain products and services with tax benefits, which vary by location.



Specifically for employees in Spain, it offers various financial products (for example: payroll bank account, personal loans, among others) with significant benefits from the everis virtual office.



This is an online shopping portal exclusively for company employees with a range of options and plans.

Also, in each location **everis** contributes to its employees' health through actions such as health fairs, arrangements with gyms, physiotherapy in the office, fruit for employees in communal areas, among others.

In addition, **everis** employees can create or join **everclubes**, groups of employees who meet to practise a specific activity or hobby. The aim is to channel initiatives that generate interest among our employees, creating common spaces in which they can share hobbies and helping to integrate new hires.



Impact on society

The **everis Group's** Code of Ethics and Professional Conduct promotes the active participation of the company in social initiatives such as volunteer work or other activities in the community in compliance with its corporate responsibility policy.

It also has to respect the diversity of cultures and values and contribute to the development of the societies in which it does business, and refuse to take part in any commercial relationship with anti-social forces..

everis realises that much of its success as a company lies in its continual co-operation with all its stakeholders. everis works closely and with a shared vision, with its clients, suppliers, schools and colleges, entrepreneurs and society in general.

This co-operation gives rise to innovative initiatives, encouragement of enterprise and projects with a large social impact; in addition to mutual learning, growth and enrichment. This enables **everis** to grow as a company and also, in a virtuous circle, offer its stakeholders a better service in all aspects: business, knowledge transfer and social value.

Impact of the company’s activity on employment and local development

everis tries to promote the development and sustainability of all the communities in which it operates. It co-operates actively with the various agents that comprise society, supporting and promoting initiatives with a favourable impact on the population and the environment, especially through initiatives and projects of enterprise, innovation and social action.

The company tries to enhance the **everis** and NTT DATA Company brand as an **employer brand; it has a workforce of 25,119 employees** with first job hires in the consultancy sector accounting for 55%, and with over 90% on permanent contracts.

Moreover, the number of hires has increased by 17% vs the previous year, giving rise to **9,694 new hires**, as shown in the following chart.

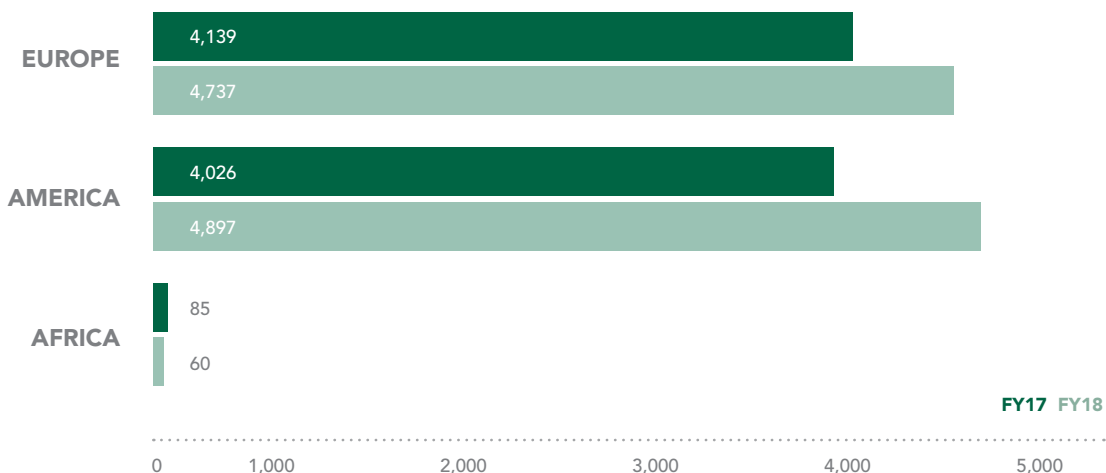


Chart 5. Number of hires

By purchasing from local suppliers, **everis** contributes to the development and growth of the businesses in its communities. In 2018, 78% of purchases were made from local suppliers. A supplier is deemed local when the country of origin of the supplier (registered offices) is the same as the country making the purchase.

5.1 Initiatives in education

everis promotes social development through the **everis Educación** initiative, dedicated to the Education sector, which works through two business lines. The K-12 line deals with solutions for regulated and obligatory education, including, among other developments:

- **Xtend**, a social learning environment aimed at schools which encourages the active participation of students. The platform can recommend, in real time, the best content and materials while allowing the teacher to generate personalised schedules, contributing intelligence to decision-taking.
- **EducaGen**, a learning analytics solution for schools that analyses motivation, social interaction and the semantic information generated by the students to predict and recommend the most appropriate teaching resources..
- **e-Confidence**, an EU funded project whose goal is to create a new behaviour transformation method for serious games. This project has developed two games aimed at children between the ages of 12 and 14: one to prevent bullying and the other on the safe use of the internet. **everis** is preparing the business model and plan, also taking part in the pilot activities and the integration of the games in the Xtend platform.
- **everis school**, comprised of vocational training centres which teach the Development of Multi-platform Applications qualification. This is the first time in Spain that the employer has become the trainer.

At the same time, **everis Educación** also takes part in corporate training projects, an area in which the team has over 18 years of experience of executing proposals related to the digitisation of teaching, virtual platforms, the design and development of e-learning content and collaborative learning through virtual environments.

Collaboration with universities

Since its beginnings, **everis** has collaborated with the leading universities in each country where it does business with the purpose of helping and supporting the generation of talent. Accordingly, **everis** employees take an active role in a host of initiatives including:

- Open days in the offices of **everis**.
- Transversal workshops.
- Sponsorship of the best students.
- Collaboration with students' associations.
- Participation in job fairs.
- Final year project in **everis**.

Talks



Smartcities-Smartgrids



Big Data



Cloud Computing



SAP



Digital Banking



Robotics



User Experience

Workshops



Android



Cybersecurity



SAP



Job Search



+ discussions agreed with a teacher



everis, offers various scholarship programmes for university talent as a way of incorporating young people into the world of work.

These programmes are carried out by working hand in hand with the main universities in the localities in which the company operates.

In this way, the value that the University contributes to society by developing talent is continued and the transition towards sustainable quality employment is made easier. In addition to signing scholarship agreements to incorporate graduates, **everis** employees take an active role in university life, carrying out training and dissemination activities in various faculties, maintaining the following channels of dialogue with the universities:

CHANNELS OF DIALOGUE

Sessions and actions aimed at capturing talent.

Job fairs in universities.

Hackathons

everis Open Days

Participation in forums with discussions and presentations

Talent prizes and prize for academic merit.

Table 17. Channels of dialogue. University





5.2 Social commitment

Volunteer programmes

The **everis foundation** aims to promote the spirit of enterprise, boost innovation and encourage people's talent. These three pillars allow the company to give back to society what it has received from it, thanks to the voluntary commitment and transforming capabilities of the people who work for **everis** in the countries in which it operates.

Over 1,000 everis employees throughout the world and nearly 500 external volunteers participate selflessly in the initiatives, making the implementation of the projects a reality in 22 offices in 11 countries: Argentina, Brazil, Belgium, Chile, Colombia, USA, Spain, Italy, Mexico, Peru and Portugal.

Programmes promoting innovation

There are various initiatives in this area:



This year **everis** has opened its first LivingLab, a laboratory of innovation and co-creation in Spain for interaction between employees, customers, technological partners and the entrepreneurial and academic ecosystem. This open space enables joint work on innovation to tackle the technological challenges which are transforming the business and social ecosystem. LivingLab is part of **everis'** strategy to create its own network of centres of innovation which will unite with the hubs that NTT DATA has at the global level.



A NTT DATA initiative that seeks to find innovative commercial ideas which can be adapted to NTT DATA's existing services/solutions, and which are attractive to customers (large corporations).



everis hosted the final stage of NTT DATA's hackathon, at which employees of various companies developed and presented their ideas to a jury comprised of experts in innovation and enterprise, belonging to the group.

KEEP CODING

Collaboration agreement with the leading training centre for developers in Spain, with the goal of promoting the training of ICT professionals linked to the real needs of the current market.



An innovation incubator: a platform for connecting the global innovation ecosystem, providing access to an ecosystem of millions of start-ups throughout the world..

Digital platforms

Social initiatives like #girlsgonna are created with the aim of contributing as a company to the important work of reducing the gender gap in the digital sector. It is aimed at families and the teaching community as these are the groups that most influence the decisions taken by boys and girls when it comes to choosing their studies and careers.



The girlsgonna.com website contains educational material, designed using the Made-with-CLOQQ method, so any parent or teacher can facilitate Maker and STEM learning experiences that eliminate gender stereotypes associated with technology

5.3 Activities, partnerships, sponsorships, awards and social actions

The **everis foundation** launches activities, prizes and actions with a clear social component, that improve people's quality of life and have a transforming effect on the environments in which they take place.

Sponsorship in co-operation with the FIB of WomenENCourage

WomenENCourage brings together women from the world of IT and related technical fields to exchange knowledge and experiences, and provides special support to women who want to obtain their academic qualifications and begin their IT careers. <https://womencourage.acm.org/2019>.



Technology workshops for children

With the backing of CLOQQ, initiatives are developed to prepare young talent and the new generations for the STEAM (Science, Technology, Engineering, Arts, and Mathematics) field. Practical workshops of digital creation are organised for children and their families that encourage their interest in scientific-technological careers.

everis volunteers train in their spare time in order to run these workshops for the children and relatives of their co-workers and for children and young people from under-privileged backgrounds. This initiative take place in 21 everis offices in Argentina, Brazil, Chile, Colombia, USA, Spain, Mexico, Peru and Portugal.

These are the figures:

- More than 700 trained volunteers (**everis** employees).
- Over 1,600 child participants.
- More than 300 families trained (workshops for the parents of the children attending).

During this period, partnerships have been created with institutions to offer these workshops to children and young people from under-privileged backgrounds:

- Spain Hospital La Fe (Valencia); United Way; Aspanion.
- Latin America: Lima para Peques, Museo Papalote del Niño, the Bogota Chamber of Commerce and Colegio Argentina.

Programa Tech4change

The **everis foundation** together with United Way, has created a specific, technology-based programme, **Tech4change**, for secondary school students with learning difficulties and at risk of dropping out of school. This project is run by **everis** Madrid volunteers.

Also, in order to upscale this project and facilitate its growth, the **everis foundation** is working on a free MOOC (Massive Online Open Course) for trainers, so that any person, institution, NGO, or school in any country can carry out these workshops with children in the vicinity.

In addition, in order to continue to promote these careers among **everis'** employees' children, the foundation has held the third edition of its global "Christmas with Scratch competition" for Christmas cards made with Scratch by the smallest members of the household. The prize for the winner of the competition in each office is a Robot Mbot so they can continue programming from home.

Inter-American Development Bank (LACCHAIN)

The everis foundation together with the IDB has signed a letter of intent to work together in promoting blockchain technology through the LACCHAIN initiative, promoted by BID Lab together with some of the key players of this technology, of which everis and NTT DATA have the privilege to form part.

As part of this partnership, both entities will launch an initiative to encourage enterprise based on blockchain technology for projects to prevent, mitigate and control violence against, harassment, and abuse of women, children and the elderly, in addition to projects that enable the control of public policy in these matters.

Teaming: Crowdfunding social platform

The Teaming foundation, with the backing of **everis**, has created an online platform to raise funds for social causes through micro-donations of 1 euro a month.

everis' commitment to this platform has led the foundation to create a specific landing page to give visibility to and collaborate with employees' causes.

At the end of FY18, these are the groups created by **everis** employees:

- Intheos foundation against cancer.
- ALUDME - fight against dystonia and MDS.
- ¿Nos ayudas a saber qué le pasa a Marta?
- El Pozo de los Deseos – Malawi.
- NGO Jardín de Amor - Guatemala.
- Dando vida con la música.
- Asociación Reacción Solidaria.
- IdiPaz: Tumour – Immunology.
- Cris foundation against cancer.
- FSH Muscular dystrophy.
- El mundo con Yessica.
- We want to continue research into treatment for children with brain damage

All the **everis** causes: <https://www.teaming.net/landing/everis>

Púlsar Programme: mentoring of gifted girls by successful women

This initiative is based on personalised mentoring and consists of six, one-hour sessions a month in which leading women in various fields act as professional role models for female adolescents. The aim is to help the girls to discover and make the most of their talent, empowering them to continue with higher education.

It is present in 7 cities in Spain, Brazil and Peru.

This year, the **everis foundation** has given motivational talks in schools to almost 2,000 adolescents (girls and boys) to teach them the importance of self-esteem in adolescence and make them aware of the gender gap in Society.

The fourth edition of the PÚLSAR programme in Spain involves 100 mentors and 100 girls from schools in Madrid, Barcelona, Cartagena and Santiago de Compostela.

The second edition of the programme is ongoing in Brazil and the first in Peru, and its internationalisation continues with the launch of the PÚLSAR Programme in Colombia and Mexico.

In order to upscale this project and facilitate its growth, the **everis foundation** held a free MOOC (Massive Online Open Course) with all the methodology and best practices of the Programme, so that any person, institution, NGO, or school in any country can implement it with adolescents in the vicinity.

The Púlsar Programme has won the following awards:

- NTT DATA Contribution Award.
- 100 best ideas of Actualidad Económica.
- Best social mentoring practice by the Mentoring Network.
- Premios Brasil, by the Brazil-Spain chamber of commerce.

Enterprise challenge

The **everis foundation** has taken part again in Desafío Emprende, an initiative launched by Obra Social la Caixa which promotes enterprising values and attitude among youngsters, with the participation of close to 1,400 schools teams throughout Spain.

The **everis foundation**, as a participating partner, has proposed a challenge to the students of the assigned school in Barcelona based on its Healthy Pets project: a collar for pets that sends health and well-being information to their owners via a mobile app. With the challenge proposed by the **everis foundation** - to think of other intelligent devices apart from the telephone which could benefit from the data sent by the collar - they have travelled to Silicon Valley to learn from the experience of professionals who work in some of the world's leading companies. This is an experience that will strengthen their enterprise skills and personal growth.

everis enterprise awards

For 18 years, the **everis foundation** has held the **everis** enterprise awards to promote enterprising spirit and research at an international level. This contest rewards projects based on technological innovation with a high social impact with the aim of improving the quality of life of people and Society.

The foundation's panel awarded the **2018 everis Prize** to NaviLens, a patented BIDI tag that, with the help of an application, makes public and private spaces accessible to visually impaired people. It allows them to move around on their own in places they have not yet memorised and especially in places where there is no GPS signal (for example, the underground, trains, airports).

A runner-up award went to MJN Neuroserveis, a device that can predict an epilepsy attack in advance, improving the safety and quality of life of sufferers from this disease.

Awards for social intrapreneurship

These awards reward the enterprise of **everis** employees who head innovative projects, based on technologies with a strong social component and which impact people's quality of life. The winner of this edition led a project to improve people's quality of life via an alternative communications system (ACS) to give a voice to people who for various reasons cannot speak or use sign language, and need a tool in order to be able to communicate.

Other partnerships and associations

everis establishes partnerships with NGOs focused on the inclusion of people at risk of social exclusion, with particular focus on mitigating the consequences of the digital divide in the following countries

COUNTRY	ORGANISATION/ASSOCIATION
BELGIUM	YouthStart NGO everis works with this NGO via workshops to give young people the necessary knowledge and skills to become entrepreneurs.
UK	She Can Be initiative everis backs this initiative promoted by the NGO The Lord Mayor's Appeal, which aims to inspire future talent and guarantee equality of opportunity for girls and young women.
PORTUGAL	Initiatives in partnership with the main social organisations and players everis places its talent and capabilities at the disposal of institutions and organisations working for local development.
MEXICO	everis contributes to various social and environmental initiatives With volunteers in co-ordination with the various activities.
CHILE	Talent Fest The country's largest hackathon, in conjunction with Laboratoria y Kodea, with the goal of boosting the education of girls and female adolescents in technological subjects.
COLOMBIA	everis has a partnership with the Chaminade Foundation which enables it to exchange experiences with members of the indigenous communities in which the organisation works.

Table 18. Other partnerships in the countries in which everis does business

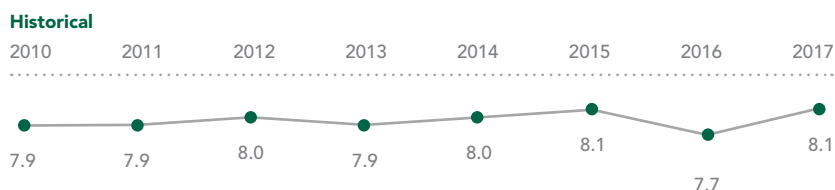
5.4 Customers

everis has a very clear policy with customers, based on proximity and innovative, integral and high quality solutions. Each customer is assigned a manager responsible for all the activities affecting them, from the identification of needs to project execution.

In order to know the degree of customer satisfaction with respect to the quality of the service provided by **everis**, various communications channels have been established with them:

- **Customer satisfaction report:** this report is prepared annually based on the responses obtained in customer surveys. It is a survey aimed at measuring the degree of customer satisfaction with the quality of service in each of its phases based on detailed questions.

At the time of writing, figures for FY18 are not yet available so the final marks (out of 10) for customer satisfaction in recent years are shown below (always above 7.7):



- **Customer Management:** as previously mentioned, each client has a global management structure headed by a Client Manager whose tasks include directly addressing any concerns or worries that the client may have and leading the associated action plan to resolve potential contingencies.
- **Claims management:** this process is the responsibility of **everis'** legal department. In FY18 no legal claim was reported from our customers.
- On a regular basis, the Brand and Communications department is asked for information about communications received through social media about Quality and the Environment

In addition to the above, **everis** signs contracts with customers that are appropriate in form and content, supplying systems and services in accordance with what is offered and stipulated.

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

CHANNELS OF DIALOGUE WITH CUSTOMERS
Business proposals and their monitoring.
Business development activities.
Events: congresses and conferences.
Satisfaction surveys.
Annual sustainability report.

Table 19. Channels of dialogue. Customers

No security breach occurred in FY18 resulting in loss of/damage to personal data in the area of customers relations that could have caused an incident in respect of data protection policy (GDPR).

everis has continued on the development of the internal project to bring the company into line with General Data Protection Regulations, whose main objective has been to accommodate the necessary processes, methodologies and tools for compliance with the requirements of the new regulations regarding the Company's responsibility for data processing when applicable in the execution of its activities.

In addition, and considering the paradigm shift that these regulations imply, awareness and training campaigns have been carried out aimed at company employees which have consisted mainly of the following actions:

- In the ten weeks before the regulations fully came into force, internal messages were sent regarding key aspects of the Group's accommodation to the new rules.
- The first of these messages was to inform employees of an obligatory online course with a test requiring 100% correct answers.
- Also, various classroom-based courses were given to those employees whose responsibilities require greater involvement with the processing of personal data and training talks were also given to managers and business units.
- Together with the awareness campaign, a competition was launched to award knowledge of these regulations.
- In addition, the creation of the Data Protection Office was formally announced, headed by the **everis** group's data protection officer, appointed by the company's senior management..

Although the internal accommodation project was concluded on the full coming into force of the General Data Protection Regulations (25 May 2018), the collegiate body created and our Data Protection Officer continue to improve internal processes and ensure correct compliance with the rules, in order to consolidate the organisation's sensibility in respect of privacy.

5.5 Suppliers

Although these vary by location, **everis** has established the following over-riding criteria when choosing a supplier:

- **Equality of conditions among them.** Three proposals from different companies are always assessed to compare criteria and quotes.
- **Transparency in respect of each proposal received.** The internal customer has at their disposal all the information regarding each supplier proposed.
- **Internal assessment process to classify the service provided.**
- **Analysis of project management criteria, as well as their design and development.**

Subcontractor incorporation policy

Policies have been stipulated with suppliers so that subcontracted personnel work with the same tools. They state that **everis** has a Code of Ethics and Professional Conduct whose content also applies to the companies and professionals with whom the company collaborates, who will be required to respect the fundamental rights of each person; the creation of a suitable working environment 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 soliciting or offering any type of gift to clients and/or suppliers, including Public Administrations, that exceeds mere courtesy to obtain a benefit, favour, subsidy or advantage in favour of **everis** or in its own favour; as well as the adequate management of resources and respect for the environment.

There is also a **certification form by which the subcontractor** must accept **everis'** environmental policy based on regulation ISO 14001 and the energy policy based on regulation ISO 50001:2011.

Finally, **everis** always acts with integrity and in compliance with the corresponding laws and regulations applicable to operations with suppliers and respects the contracts signed with these, establishing, in this respect, the following channels of dialogue:

CHANNELS OF DIALOGUE WITH SUPPLIERS
Mailbox for delivering bids
Negotiation process
Constant management of the relationship
Certification process
Regular service assessment

Table 20. Channels of dialogue. Suppliers

Purchasing policy

everis' purchasing policy includes the regulations, responsibilities and basic conditions for corporate acquisitions. It includes the company's code of ethics, which should be followed by any **everis** employee who comes into contact with suppliers. In addition, there are internal policies that stipulate the processes for the awarding of services and supplies to suppliers, which are based on principles of impartiality, transparency and sustainability.

everis' purchasing function comprises all the teams that intervene directly or indirectly in purchasing processes and is headed by the procurement team, with a Global Co-ordination and Governance Structure (GCGS) headed by the Global Head of Procurement.

The Procurement team comprises a group of professionals deployed geographically according to each country's business requirements. In this way, these professionals can provide support for local, regional and global purchasing projects.

everis is working on the purchasing policy for suppliers with the aim of including social, gender equality and environmental aspects as an objective for 2019.

Supplier oversight

everis has an internal assessment process carried out by the Procurement teams following the guidelines established in the global coordination and governance structure. This ensures that the supplier meets expectations in respect of the agreed execution and delivery deadlines and ensures the quality of the products and services contracted.

everis reserves the power to appoint at its own discretion and cost, an independent auditor to carry out supplier certification for purposes of verifying compliance by the supplier with the responsibilities undertaken within the scope of the contract entered into.

In addition, **everis'** policy states that the supplier must carry out independent quality control tests on a regular basis. If the category of services which are the object of the contract involve relations with **everis** customers, these tests shall consist, without prejudice to others, of surveys of customers on the quality, effectiveness, treatment and characteristics of the services provided by the supplier.

In this supplier oversight exercise, **everis** is working on the inclusion of social, gender equality and environmental measures as an objective for 2019.

5.6 Awards

The awards obtained by **everis** both at the global level and by country in FY18 are shown below:

PAÍS	AWARDS
GLOBAL	Business Excellence Award – “Rising Star” category, Cloudera Global Partner Summit
BRAZIL	Top Employer Brazil certification for the best practices in human resources – Top Employers Institute.
SPAIN	<p>National Alares 2018 award. The Alares foundation granted the ex aequo award in the “Large Company” category to everis for its work in favour of the work-life balance and social responsibility.</p> <p>Top Employer Spain certification for the best practices in human resources – Top Employers Institute.</p> <p>SAP Quality Awards 2018 to Iberdrola’s New Treasury System project (Spain and Portugal) - SAP</p> <p>Highest growth partner in the area of Human Capital Management (HCM) – Oracle.</p> <p>Talent Investment Partner – Salesforce.</p> <p>IV LinkedIn Talent Awards – Finalist in the Best Culture of Learning category for the everis University – LinkedIn.</p> <p>2019 Sapiens awards – Inter-institutional Delegated Acts Register project category - everis’ “Electronic Delegated Acts Register of the European Commission – Exporting value to Europe”.</p> <p>IX National Biotechnology Award - Cristina Garmendia, everis independent director, for her work in favour of the Spanish economic and scientific sector - ALITER business school.</p> <p>Award for job creation in the autonomous region of Aragon - Actualidad Económica magazine.</p> <p>“Company that collaborates the most in practical training and employment” recognition - Alicante university.</p> <p>2018 Titanes de las Finanzas award – granted to Billib in the products and services category – ECOFIN.</p>
ITALY	Best Spanish company in Italy - Chamber of Commerce in Spain in Italy.
FUNDACIÓN EVERIS	<p>everis foundation’s Púlsar Programme - Brazil-Spain chamber of commerce (“Social Work” category)</p> <p>everis foundation’s Púlsar Programme - Mentoring network of Spain (“Best practice in social mentoring in Spain”).</p>

Table 21. Awards received



Environment

6.1 Environmental Policy

Detailed information about the current and foreseeable effects of the company's activities on the environment and, if applicable, health and safety

everis' Environmental Policy establishes a commitment to improve its environmental performance, in line with the philosophy that the company has had since its creation of being a responsible business. This is also aligned with its ISO 14001 certification that provides a reference framework to achieve balance between socio-economic needs and protecting the environment.

everis' commitment to ensuring the highest possible level of safety, health and well-being of its professionals, regardless of their business area, geographical location or activity, is included in its Occupational Health and Safety Policy, Corporate Social Responsibility Policy and Professional Code of Ethics and Conduct.

The Group has health and safety officers, when required by a country's regulations, since health and safety systems are defined and supervised at the individual company level. In **everis**, 100% of employees are covered by an occupational health and safety system.

The scope of the company's activities relating to the environment, health and safety is therefore exhaustively controlled and continuously improved.

Furthermore, the Environmental Policy is approved, promoted and supported by the management, which takes responsibility for it and demonstrates its commitment.

Accordingly, the Environmental Policy defines the following objectives related to the effects of the company's activities on the environment:

1. Work in a way that is respectful of the environment.
2. Encourage environmental responsibility among our professionals, clients, suppliers and other stakeholders.
3. Integrate environmental-related factors into our processes.
4. Comply with prevailing international, national, regional and local legislation related to the environment, and with the other requirements adopted by the organisation in relation to its environmental aspects, including adhering to stricter limits whenever possible.
5. Identify the environmental impacts caused by the company's activities and establish plans to eliminate them.
6. Prevent pollution by minimising our consumption of natural resources, eliminating our waste in a responsible way and recycling the materials that we use.
7. Establish and review our environmental objectives to ensure they are appropriate and viable.
8. Continuously improve our environmental management system and the way it is implemented.

6.2 Environmental Management System

Environmental evaluation and certification procedures

everis has implemented and maintains an Environmental Management System (EMS) based on the international ISO 14001 standard, as a tool to develop its environmental policy, to manage environmental issues, and to plan responsibilities, practices, procedures, processes and resources.

The EMS has a team of people that implement environmental procedures and its management objectives are set every tax year.

During FY 2018, the objectives of the environmental management system for the offices where it has been implemented included the following:

- Internally integrate the Quality and Environment systems before the end of 2019.
- Reduce paper consumption by reducing the volume of printed copies by 5%.
- Increase the consumption of recycled materials compared to non-recycled in the consumable items used in the cafeteria.
- Reduce the amount of plastic packaging and paper/cardboard waste, reducing the consumption of these materials.
- Optimise the separation of our waste.
- Reduce our consumption of heating oil by 5% compared to FY17 in relation to average occupancy.
- Reduce our acetone consumption by 60% compared to FY17 by replacing it as a cleaning material.
- Analyse electricity consumption in offices where this is not already done.

Furthermore, the **everis** Group holds other environmental certifications for some of its work centres, as shown in the following table:

INDICATORS	FY2018	
Certifications implemented in everis and management systems		
Management systems and certifications currently implemented in everis relating to the environment, quality, energy efficiency and sustainability. Offices where implemented.		
ISO 14001	Spain	Madrid (Novus, Manoteras 52, Sevilla-Torre Pelli, Segovia)
ISO 50001	Spain	Avenida Manoteras nº 52
ISO 9001:2015	Spain	Sevilla (Cartuja y Torre Sevilla); Madrid: Boadilla del Monte, Manoteras 52; Bilbao; Valencia; Zaragoza; Las Palmas de Gran Canaria; Barcelona (Diagonal 605); A Coruña; Murcia; Valladolid; Alicante; Hontoria-Segovia
Certificación BREEAM Comercial	Spain	Headquarters at Manoteras 52 (Madrid - Spain)
Certificación BREEAM EN USO	Spain	Edificio NOVUS, Fuente de la Mora, 1 (Madrid - Spain)
EUROPE		
ISO 9001:2015¹	Portugal	Lisbon
	UK	London W1W 8HS, Glasgow G3 8JU
	Benelux	Brussels
	Italy	Milan, Rome
ISO 14001	UK	London
ISO 14001	Portugal	Lisbon
AMERICA		
ISO 9001:2015	Brazil	Sao Paulo, Uberlândia
	Chile	Temuco, Santiago de Chile
	Colombia	Bogotá, Medellín
	USA	Arlington VA, Boston MA
	Mexico	Mexico City
	Peru	Lima, Trujillo
	Argentina	Buenos Aires, Tucumán,
AFRICA		
ISO 9001:2015*	Morocco	Tetuán

The scope of ISO 9001:2015 certification includes the following activities: Strategy and business process consultancy, information technology and outsourcing IT and business services, project management; analysis, design, development, testing and implementation of IT systems, as well as technical support and maintenance work for these systems. Technical consultancy services. Solutions, projects and consultancy products, technical assistance, consultancy, design, development, integration, production configuration, installation, after-sales services and software maintenance, firmware and hardware for corporate and military activities.

Resources, provisions and guarantees used to prevent environmental risk

At **everis**, both the senior management of the company and its employees are firmly committed to environmental issues.

As part of the environmental management system, **everis** produces an inventory of risks related to factors that could generate variations in the processes of the Environmental Management System. Environmental risks are identified, analysed qualitatively, the strategy to mitigate or accept them is then planned, and they are monitored, ensuring that a precautionary approach is applied.

The identification of these risks is exhaustive, and the main processes that are affected by these risks are divided into threats and opportunities, as well as identifying the priority for treating these risks.

With regards to guarantees, **everis** does not have a policy to cover environmental risks due to the nature of the services offered by the company.

Given **everis'** activities, the risk of producing serious or irreversible damage to the environment is highly unlikely, however, as previously stated, the risk identification process is exhaustive and the necessary measures are implemented to prevent environmental damage.

everis has a team of professionals that specialise in environmental management and the ISO 14001 standard. Global production is the area responsible for maintaining the EMS and adapting it to the company's activities. **everis Engineering** specialises in the design, implementation and management of integral technology solutions in the field of energy efficiency, as well as protecting the environment and sustainability.

Cleaning and maintenance works are carried out by a subcontracted company, which is also responsible for reporting the quantity of the waste it collects. The company has modern facilities, with the latest technologies and excellent public transport communications and services. Given that the company's primary activity is consultancy, the products and services it offers tend to use few resources and produce little waste.



6.3 Good environmental practices

Prevention, recycling and reuse measures

To comply with company policy, the EMS carries out numerous awareness campaigns and training and communication actions to promote care for our surroundings and protection of the environment.

As previously described, the EMS' objectives include:

- Reduce paper consumption.
- Increase consumption of recycled materials.
- Reduce plastic packaging and paper/cardboard use.
- Improve the separation of all types of waste produced at our facilities.

One of the best practices put in place this tax year is the separation of the wastes generated at **everis**' facilities, which are placed into specific containers designed for each type of waste. Awareness raising campaigns have also been carried out regarding the judicious use of resources in our offices.

Indicator 8 of Annex 3 shows the list of the wastes generated at **everis** offices in FY18.

6.4 Climate Change Strategy

Important elements of greenhouse gas emissions

To demonstrate our environmental commitment through data and facts, every year our carbon footprint is calculated in an initiative that allows an organisation's total Greenhouse Gas Emissions to be measured that it produces directly or indirectly. The company's emissions are therefore reported to its stakeholders in a transparent way.

The calculation of **everis'** Carbon Footprint for the **2018 tax year** comprises the period **between 01/04/2018 and 31/03/2019**. The scope of the Carbon Footprint calculation covers the work centres in Spain, for all of companies that are consolidated in **everis Spain S.L.U.** and operate in Spain.

It is worth noting that the figures relating to the Carbon Footprint calculation for FY2018 mentioned below have been verified by an independent third-party, although as at the date of this report, the administrative process of recording the company's carbon footprint in the Carbon Footprint Register of the Ministry for the Ecological Transition has still not been completed.

The organisation learns about its emissions through this calculation and its subsequent verification, and the potential measures that it can take to reduce them are therefore proposed and defined in this document.

CARBON FOOTPRINT FY 2018	EMISSIONS SOURCE	t CO ₂ eq.	t CO ₂ eq.
Scope 1	Refrigeration gases	82	82
Scope 2	Electricity consumption	2,203	2,203
Scope 3	Business travel, by land	1,377	8,241
	Business travel, by air	6,357	
	Business travel, by rail	507	
TOTAL (t CO₂ eq.)			10,526

Table 23. Result of the Carbon Footprint for tax year 2018

everis has defined the following indicator to assess the company's performance with regards to Carbon Footprint reduction targets in both absolute and relative terms:

$$\text{Carbon Footprint KPI FYx} = \frac{(\text{Carbon Footprint FYx})}{(\text{Average N}^\circ \text{ Employees FYx})}$$

everis CARBON FOOTPRINT KPI FY2018
0.80 t CO₂e / employee

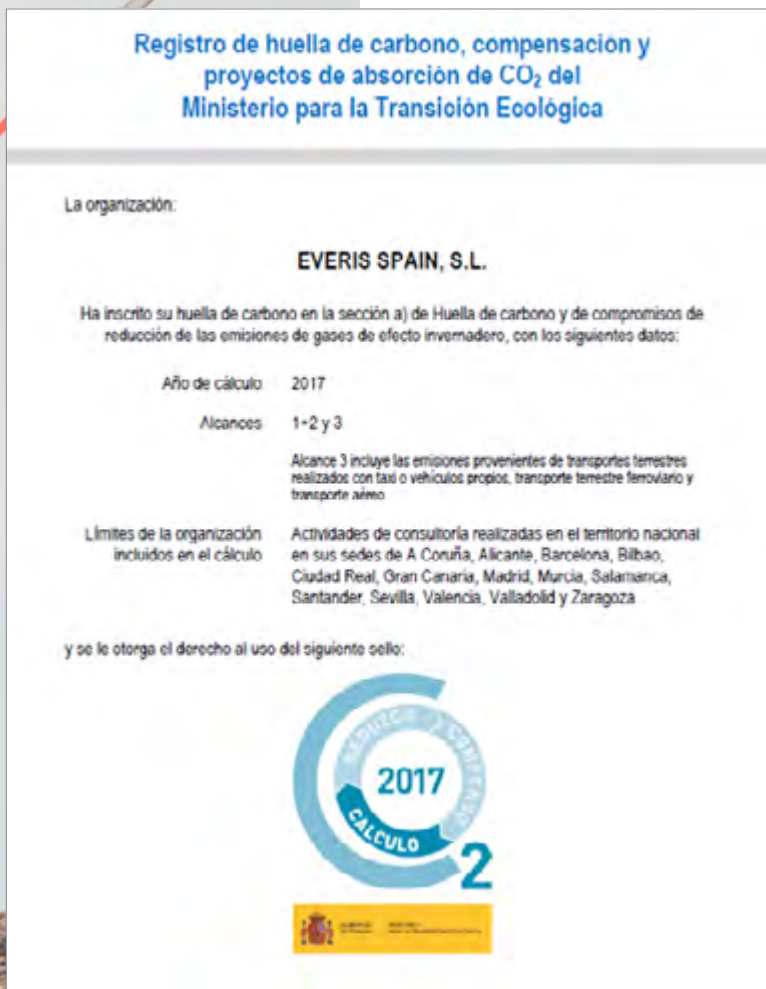
Table 24. Result of the Carbon Footprint indicator for tax year 2018.

Given the nature of the organisation’s activities, the bulk of the emissions fall within Scope 3, in other words related to business travel, and within this category, the majority of the emissions come from air travel.

After air travel, the activities that generate the most emissions are journeys by land. Taking action to reduce the emissions in this scope is complicated as **everis**’ employees need to travel to the different locations where its projects are located in order to achieve excellence in these projects. Nevertheless, a series of corporate measures have been proposed and work is being carried out on potential reductions in this Scope.

Work is also being done to reduce Scope 2 emissions, which are the second highest contributor to the carbon footprint.

everis had its carbon footprint verified by an independent third-party for the first time in FY17, in accordance with the requirements of the ISO14064/1 standard, and was included in the Carbon Footprint Register of the Ministry for the Ecological Transition, obtaining the “Calculation” seal. This fact has been reported internally and represents a major achievement in the process of setting reduction goals and commitments.



Register of carbon footprint, CO2 offsetting and absorption projects of the Ministry for the Ecological Transition.

The organisation: everis SPAIN, S.L.

Has registered its Carbon Footprint in section a) Carbon Footprint and commitments to reduce greenhouse gas emissions, with the following information:

Calculation year 2017.

Scopes 1, 2 and 3.

Scope 3 includes emissions from travel by land carried out with taxis or private vehicles, railway transport and air transport.

Limits of the organisation included in the calculation.

Consultancy activities carried out in national territory at its offices in A Coruña, Alicante, Barcelona, Bilbao, Ciudad Real, Gran Canaria, Madrid, Murcia, Salamanca, Santander, Seville, Valencia, Valladolid and Zaragoza.

and is hereby granted the right to use the following symbol:

Figure 9. Certificate that accredits that **everis** calculates its Carbon Footprint under Scopes 1, 2 and 3

Measures to adapt to climate change consequences

everis is putting in place measures to adapt to climate change in the field of energy efficiency. For more information, see the response to “Energy consumption, measures taken to improve energy consumption and the use of renewable energy”.

Established reduction goals

In general, the company’s reduction strategy includes expanding the scope of the carbon footprint to all **everis** centres around the world and reduction measures will be adapted to changes in the Carbon Footprint calculation.

The following table shows the evolution of the Carbon Footprint KPI defined by **everis** in 2017 and 2018, as well as comparisons with the target set for 2021.

CARBON FOOTPRINT INDICATOR		
Expected reduction in emissions per employee (t. CO2 eq. / employee)		
The organisation’s greenhouse gas emissions, in tonnes of equivalent carbon dioxide per employee, that are proposed in the tax year 2017 and expected to be reduced by the tax year 2021.		
KPI FY2017 (t CO2e / employee)	KPI FY2018 (t CO2e / employee)	KPI FY2021 (t CO2e / employee)
0.80	0.80	0.70

Table 25. Result of **everis**’ emissions per employee in previous years and target year of 2021



The KPI FY2017 was 0,80 tCO₂ e/ employee, extremely similar to 2018, but it should be noted that there has been a considerable increase in the number of employees. To date, the reduction target to be implemented in the **everis** Carbon Footprint Reduction Plan is expected to be achieved by tax year 2021. Both absolute and relative targets will be assessed, but **everis'** performance in terms of reducing its Carbon Footprint will be evaluated based on the performance of the previously defined KPI.

Taking into account the implementation of the reduction measures and best practices described in section 6.5 and 6.6, total greenhouse gas emissions per employee (Scopes 1, 2 and 3) are expected to be reduced by 20% compared to FY2021, in other words to achieve a KPI of 0.70 tCO₂e per employee, assuming that the number of employees remains unchanged.

In order to attain the commitment and involvement of the organisation's employees and achieve the reduction targets proposed in the plan, the information relating to the company's Carbon Footprint for its activities of the corresponding tax year will be included in the annual Corporate Social Responsibility Report.

Similarly, the Reduction Plan, the commitments adopted and the proposed measures will be published internally so that the whole company is aware of the need to reduce the impact of its activities.



Measures to prevent, reduce or identify carbon emissions

In addition to the numerous energy-saving measures described in the energy efficiency section, **everis** has planned other reduction measures to achieve its targets, many of which have already been implemented, which affect the emission of refrigeration gases and travel. This latter aspect has become a focus for the organisation, as it accounts for the majority of the carbon emissions produced by the company due to the nature of its consultancy and engineering activities, which makes travel to work sites frequently necessary.

Las medidas propuestas por **everis** para reducir sus emisiones relativas al alcance directo, son las siguientes:

- **everis** shall adopt a commitment to implement sustainability criteria when assessing the cooling systems of potential buildings that it intends to occupy in the future. These criteria will translate into a greater desire by the company to lease buildings with cooling systems that are based on less polluting technologies compared to those based on refrigeration gases.
- Replacement of cooling equipment for the DPC: 2 STULTZ ALD 452 GE units. This measure has already been implemented.
- Improve the effectiveness and efficiency of the procedures for managing and maintaining the cooling equipment of buildings (to be implemented in the short-term)

The measures proposed by **everis** to reduce its emissions relating to the indirect scope, are as follows:

- A series of corporate campaigns will be carried out, which will primarily seek to raise awareness among all company employees about the impact of air travel on the company's total carbon footprint.
- At the same time, **everis** will outline a series of strategic lines in which it will propose a range of viable options to employees (video conferences, digital and telephone communications) so that they travel by plane only when strictly necessary (short-term).
- For taxi journeys taken by employees, contracts will be promoted with taxi firms that can offer low-carbon services (short-term).

In addition to the above, work has been carried out and continues to be carried out on other generic measures:

- For tax year 2018, the **everis** Carbon Footprint will be verified again in accordance with the ISO 14.064/1 standard, by an accredited entity. This process underpins the entire credibility of the calculation and the reduction measures for **everis**' clients who regularly ask for its emissions report.
- Draft a calculation procedure for the Carbon Footprint so that this calculation occurs automatically in the future. We intend to implement this measure in the short-term.
- Introduce low-carbon purchasing criteria into contracts with different suppliers, who will also be asked to calculate their own carbon footprint as far as possible. This measure is intended to be implemented in the medium-term.



6.5 Sustainable resource consumption

The **everis Group** encourages efficient resource use (water, paper, energy) and thanks to the operational control process for recycling the waste generated in our offices included in the scope of the EMS, the company has managed to put in place meticulous control and take measures that help to reduce the amount of waste generated. It has also put in place circular economy measures and sustainability improvements.

Water consumption based on local restrictions

Water consumption is not currently deemed to be a material consideration for **everis**, based on the scale of our impact on these areas and the relative importance that interested parties place on other issues. Nevertheless, this issue is regularly reviewed and we expect to be able to report this information in the future.

Consumption of raw materials and measures adopted to improve the efficiency of their use

Another measure included in the environmental policy and part of the EMS is to raise awareness among all employees about the need to get involved in habitually using water, paper and energy in a rational way, as well as best practices for minimising the use of natural resources that can be extended to all of our daily lives.

Furthermore, at **everis** we have an operational control process for recycling the waste generated in our offices, included in the scope of the EMS.

We identify our waste, which is subsequently stored, separated into containers to be reused, recycled or processed. The separation of this waste is based on the criteria established under current legislation.

The recycling control process is subject to a system that defines different levels of responsibility in order to ensure effective management. This system comprises:

- An environmental manager.
- An environmental office manager.
- Professionals.

everis has specific measures to promote the sustainable use of raw materials. For example, internally encouraging people not to print on paper, and using campaigns and posters that encourage employees not to use plastic cups or lids.

Indicator 10 in Annex 3 shows the figures relating to the consumption of raw materials.



Energy consumption, measures taken to improve energy consumption and the use of renewable energy

Since 2016, the company has implemented and certified an Energy Management System in accordance with the ISO 50001 standard at its offices in Madrid (Manoteras 52) and is currently working to incorporate new offices in the Group into the project which already have energy audits.

Taken as a whole, the energy-saving measures identified in those audits would represent an average saving of 10% annually over the baseline for consumption.

The final objective is to reduce energy consumption by 20% by 2020 compared to the base trend.

everis' Carbon Footprint Reduction Plan includes a series of reduction commitments in the field of energy efficiency. The global measure proposed by **everis** to reduce the carbon footprint in the area of electricity consumption relates to the widening the scope for the aforementioned ISO 50.0001 standard on Energy Management Systems to cover more of the Group's work centres.

The main objective of the standard is to maintain and improve an energy management system in an organisation that seeks to enable continuous improvement in energy efficiency, energy security, energy use and energy consumption through a systematic approach. This standard helps the organisation to continuously improve its efficiency, energy-related costs and Greenhouse Gas Emissions.



The specific energy-saving measures proposed by **everis** for electricity consumption are described below:

- Gradually introduce electricity supply contracts from renewable energy sources.
- Include sustainable purchasing criteria when selecting a supplier and type of electrical power. These criteria will favour electricity companies that can offer energy generated with a lower emissions factor.
- Implementation of best practices related to the control of electricity bills in order to accurately understand the data and trends in the company's energy consumption, which can help to make beneficial decisions in relation to **everis'** energy consumption (this measure has already been implemented in some work centres).
- Strengthen the role of the energy manager. **everis** currently has such a role and this measure has therefore been implemented. The energy manager's role is to guide the company in various energy-related processes. In other words, to guide **everis** through the procedures to be carried out, so that it always obtains the best conditions and services. Furthermore, this generates financial and energy savings for the company; it takes into account current legislation; and it uses a tool developed by **everis** to monitor quarterly consumption, thereby reducing the total amount of energy consumed.
- Replacement of T5 fluorescent lighting with LED fluorescent lighting (a measure to be implemented in the medium-term).
- Management of awareness of the need for efficient energy use (already implemented).
- Optimise lighting times based on a detailed study of the presence of personnel in our offices and on projects in progress (to be implemented in the short-term).
- Optimisation of lighting presence control times in order to combine comfort, safety and economy (to be implemented in the short-term).

The measures proposed by **everis** to save energy related to air conditioning are described below:

- The programming for air conditioning systems across all work centres will be adjusted (to be implemented in the short-term).
- Implementation of high-efficiency filters in rooftop air conditioning units (already implemented).
- Implementation of centralised air-conditioning control software (implemented).
- Zone-based temperature management, managed by the maintenance team (implemented).

Indicator 11 of Annex 3 shows the figures relating to energy.

6.6 Atmospheric pollution, including noise and light

Noise and light pollution

Noise and light pollution are not currently deemed to be a material consideration for **everis**, based on the scale of its impact on these areas and the relative importance that interested parties place on such issues. Therefore, apart from the information given below, data collection on these impacts has not been systematised.

Nevertheless, as previously mentioned, **everis** has implemented and has held a Building Sustainability Certificate since 2016 based on the BREEAM Commercial and BREEAM In-Use methodologies. This sustainability certification, which has already been implemented at the Manoteras 52 headquarters (BREEAM Commercial) and the NOVUS building located at Fuente de la Mora 1 (BREEAM In-Use), ensure significantly better quality levels for air, lighting and noise compared to Spanish law, for example.

The inclusion of **everis** buildings in this classification promotes:

- Concentration of outdoor lighting in the appropriate areas
- Minimise any up-lighting that is not strictly necessary to reduce light pollution, energy consumption and nuisance for neighbouring properties.

Another objective is to reduce the possibility that noise from the installations of new buildings affect neighbouring buildings that may be noise-sensitive.



6.7 Biodiversity

This is not a material issue for the company. The **everis Group** does not have land that is home to habitats of interest or that is subject to any degree of protection or conservation requirement due to the existence of endangered species. No impacts on biodiversity resulting from operational facilities that are owned, leased, managed, adjoining or derived from the company's activities or products were recorded in 2018.

None of the subsections (304-1) of the GRI 304: BIODIVERSITY standard therefore apply to the activities of the **everis Group**.



Human Rights

7.1 Application of due diligence procedures related to human rights

The **everis** Group must follow the “NTT Group’s Human Rights Charter” at the express request of NTT DATA, and publish this Charter on its global intranet system to inform all employees.

everis UK has a specific internal policy to comply with UK legislation under the UK Slavery Act.

7.2 Prevention of risks to human rights breaches

everis has always promoted and complied with all legal provisions related to upholding the freedom of association and the right to collective-bargaining, as well as the provisions contained in EU law, the Spanish Constitution, international treaties and agreements (ILO Convention), the Spanish Workers' Statute and Organic Law 11/1985 of 2 August on the freedom of association.

Furthermore, **everis** is a global company, guided by the values of responsible freedom, discerning generosity, creative energy, consistency and transparency, concerned not only for the integral development of its employees, but also for the communities where it is present.

Internally the company has procedures and policies that ensure compliance and respect with human rights, such as the code of ethics and professional conduct, the harassment policy, the equality policy, policies on work-life balance, etc. No cases of discrimination were received in FY18.

everis believes that every professional must be treated with respect and dignity, preventing any kind of discrimination on grounds of race, gender, ideology, nationality, religion, sexual orientation or any type of disability.

In accordance with these rights, everis is committed to maintaining and protecting a working environment that respects its employees' dignity and fundamental working rights using all of the measures available to it.

Accordingly, the **everislife** programme currently combines legal requirements with supplementary measures by the company, as well as the company's own existing measures, as indicated in section 4.

Although the consultancy sector in Spain is not an activity in which these types of serious violations occur, **everis** categorically condemns forced labour and child labour.

Equally, **everis** upholds all laws relating to the minimum working age, both in Spain and in the other countries where it is present, and requires its subcontractors, suppliers and other commercial partners to fight against child labour.

ANNEXES

ANNEX 1
Materiality analysis

ANNEX 2
**Sustainable Development Goals
(SDGs)**

ANNEX 3
**Breakdown of non-financial
indicators**

ANNEX 4
**Content of Non-financial
Information Report Act 11/2018
/ GRI Indicators**

ANNEX 5
**Independent Verification
Report**

Annex 1

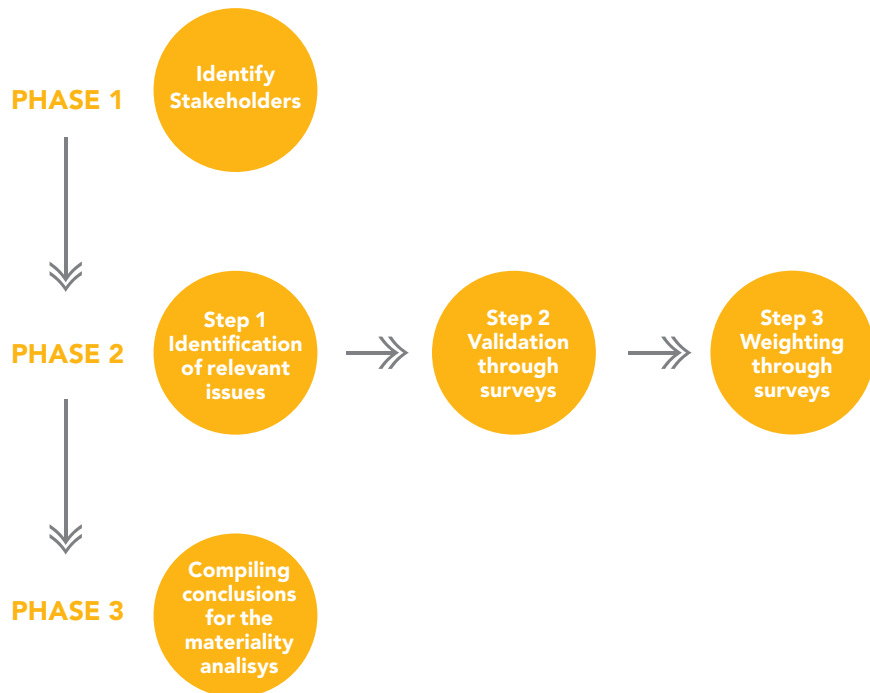
Materiality Analysis



Materiality analysis has been carried out through a study of the most relevant matters for the company and its stakeholders to report on material matters, the strategy for handling them and the concerns expressed by **everis'** stakeholders.

The report has been prepared using the results of the materiality analysis performed in 2017.

The materiality analysis comprised the following phases to identify these matters:



Once the different stakeholders were defined, the priority topics for **everis** and the different groups were identified following these steps:

- **Identify the most relevant issues that affect the technological consulting sector:** Based on the study of the best practices of companies in the sector and on the global context, some aspects were identified that could have positive or negative impacts for stakeholders and for the company in carrying out its activity, from an economic, social, environmental or good governance point of view.
- **Validate these relevant topics:** Once identified, the company's leaders from the areas of people management, business, purchase department and customer relations were asked to validate these aspects considered of special relevance and determine their importance for **everis**, the impact that the company's activity has on each one and the stakeholders that are affected by each one.
- **Weighting and identification of material issues:** Finally, those responsible for these areas were asked to weigh these issues to determine their importance in accordance with the company's mission and strategy, and with stakeholders' knowledge. Once the most relevant aspects for **everis** were identified, those that are "material" for the company were determined; that is, those that have greater importance in the good governance, economic, social and environmental areas.

The following stakeholders were identified from this analysis:

Shareholders



Customers



Employees



Trade and sector associations



Suppliers



Society



**Academic institutions
(universities)**



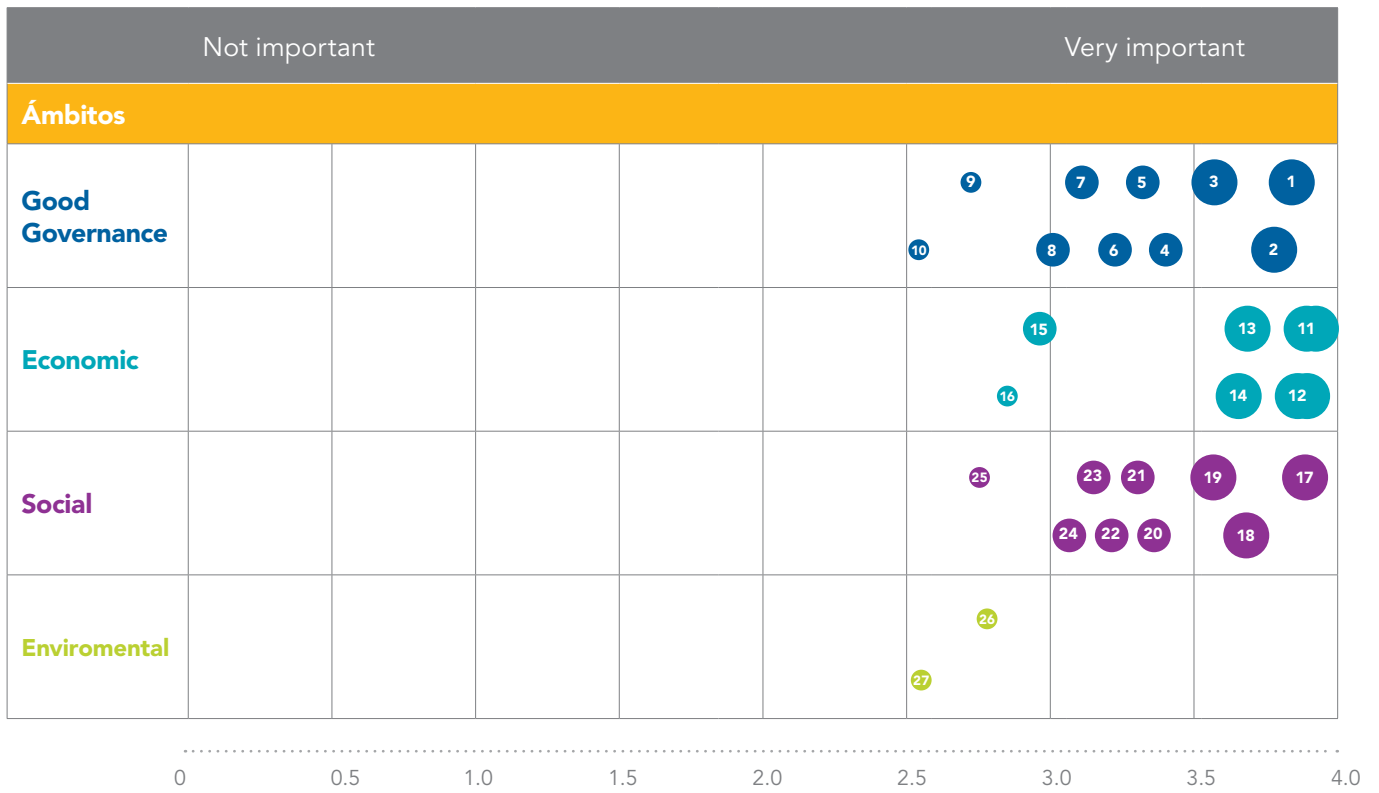
Having defined the stakeholders, their priority concerns were detected, validated and weighted accordingly.

- 1. Information security and data protection. 3.87
- 2. Anticorruption, legal compliance and ethical code. 3.80
- 3. Reputation and image. 3.56
- 4. Good Corporate Governance. 3.40
- 5. Crisis management. 3.30
- 6. Fair competition. 3.20
- 7. Informative transparency. 3.10
- 8. Independence. 3.00
- 9. Risk management and internal control systems. 2.80
- 10. Safe infrastructure. 2.62

- 11. Economic sustainability. 3.96
- 12. Client satisfaction. 3.85
- 13. Job creation. 3.78
- 14. Innovation, R&D+i and new product and service portfolio. 3.74
- 15. Fiscal Responsibility. 3.00
- 16. Efficiency. 2.96

- 17. Training and career development plan + Human Resources IT development. 3.96
- 18. Caring for people. 3.60
- 19. Contribution to the local community for volunteering and entrepreneurship. 3.58
- 20. Compliance with employment practices. 3.40
- 21. Local community: Contribute to developing the services sector and knowledge sharing. 3.38
- 22. Commitment to the local community to achieve a fairer society. 3.36
- 23. Diversity in hiring and promotion. 3.30
- 24. Suppliers. 3.16
- 25. Relationship with the stakeholders. 2.80

- 26. Enviromental management: Eco-efficiency and climate change. 3.20
- 27. Enviromental awareness actions. 2.54



The stand-out material aspects broken down by the stakeholder they have an impact on are:

Relevant issue	Area	Stakeholders affected	Direct/indirect impact
Economic sustainability	Economic	All	Direct
Job creation	Economic	Local community, society. universities, schools, companies	Direct
Innovation. R&D and new portfolio	Economic	Customers, partners, niche companies and society	Direct
Customer satisfaction	Economic	Customers and staff	Direct
Career training and development plan. IT talent development	Social	Current and potential staff	Direct
Caring for people	Social	Current and potential staff	Direct
Contributing to the local community for volunteering and entrepreneurship	Social	Staff. local community and society	Direct
Compliance with employment practices	Social	Staff. public administrations	Direct
Local community: Contribute to developing the services sector and knowledge sharing	Social	Staff. local community and society	Direct
Commitment to the local community to achieve a fairer society	Social	Staff. local community and society	Direct
Diversity	Social	All	Direct
Information security and data protection	Good Corporate Governance	Customers and society	Direct
Anticorruption. legal compliance and Code of Ethics	Good Corporate Governance	All	Direct
Reputation and image	Good Governance	All	Direct/indirect
Good corporate governance	Good Governance	All	Direct
Crisis management	Good Governance	Staff, customers and shareholders	Direct

Table 26. Relevant issue






Annex 2

Contribution to Sustainable Development Goals (SDGs)



In 2017 and 2018, a growing interest was piqued in society to know the extent to which the private sector contributes toward Sustainable Development Goals (SDG). These are 17 objectives established by the United Nations in 2015 to achieve a sustainable planet from an environmental, social and economic point of view. Together with them, 169 goals that countries should achieve by 2030 were specified. The United Nations called for action from the private sector to work with the governments of the different countries to achieve these objectives.

The SDGs with which everis contributes in the different economic, social and environmental areas are as follows:

Area	SDG with which it contributes	Contribution with this SDG/Initiatives	Explanation of how everis contributes with this SDG
Economic	<p>SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work.</p> 	Job creation.	Between 2015 and 2017 everis increased its annual hires by 32% from 6.271 people in 2015 to 8.250 in 2017. This pledge to create jobs boosts economic growth in the communities in which the company operates.
<p>Social</p>  <p>MATERIAL ISSUES FOR EVERIS IN THE SOCIAL SPHERE:</p> <p>Train and employ people in STEM careers</p> <p>Promote diversity and inclusion</p> <p>Promote decent and stable work</p>	<p>SDG 4: Guarantee inclusive and equitable, quality education and promote lifelong learning opportunities.</p> 	Career training and development plan. IT talent development.	Investment in the development of staff and other groups (school communities, university students, etc.) to ensure their continuous professional training and their current and future employability in STEM skills.
	<p>SDG 5: Achieve gender equality and empower all women and girls.</p> 	<p>Equality and Diversity Plan.</p> <p>Programming and robotics workshops for children.</p> <p>GirlsGonna. Women in science.</p> <p>Teaming: Crowdfunding social platform.</p> <p>Púlsar Programme: Successful women mentoring brilliant girls.</p>	<p>The equality plan with specific measures and objectives is aimed at ending any type of discrimination against women.</p> <p>The company's diversity criteria are also taken into account so that the different professional profiles and diversity in selection are reflected in the company's actions. It is aimed at ensuring equal access to jobs for everyone, irrespective of their age, gender, level of disability, race, ethnicity, nationality, religion, etc.</p>
	<p>SDG 10: Reduce inequality.</p> 	<p>Contributing to the local community for volunteering and entrepreneurship.</p> <p>Social Intrapreneurship Awards.</p> <p>Technovation Challenge - Chile and Spain</p>	<p>Promoting corporate volunteering and support for entrepreneurship.</p> <p>This contributes to creating decent jobs and entrepreneurship, creativity and innovation and promoting the creation of micro-companies.</p>









Ámbito	ODS con los que contribuye	Contribución con este ODS / Iniciativas	Explicación sobre cómo se contribuye con este ODS en everis
<p>Social</p> 	<p>SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work.</p> 	<p>everis social hub.</p> <p>Local community: Contribute to developing the services sector and knowledge sharing.</p>	<p>Developing projects aimed at improving and professionalising the service sector through providing professional services in government bodies and undertaking pro-bono projects that contribute to increasing the impact of the activity.</p>
<p>Enviromental</p>  <p>MATERIAL ENVIROMENTAL ISSUES FOR EVERIS</p> <p>Responding to the threat of climate change Volume of GHG emissions</p>	<p>SDG 13: Adopt measures to combat climate change and its effects.</p> 	<p>Our commitment to the environment.</p> <p>Environmental management at everis.</p> <p>ISO 14001</p> <p>Environmental awareness campaigns.</p> <p>Carbon Footprint.</p>	<p>everis is committed to preserving the environment through an environmental policy that serves as a frame of reference to minimise, reverse or eliminate any possible damage to nature.</p>
<p>Innovation</p>  <p>MATERIAL INNOVATION ISSUES FOR EVERIS:</p> <p>Help develop innovative IT solutions for society and customers</p> <p>Support and collaborate with the start-up ecosystem</p> <p>Foster a culture of innovation</p>	<p>SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.</p>  <p>SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.</p>  <p>SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p> 	<p>Innovation. R&D and new portfolio.</p> <p>everis Entrepreneurship Awards.</p> <p>Open Innovation Contest</p> <p>everisLiving Lab.</p> <p>Forging of alliances with various organisations Social projects for customers.</p> <p>Cotec</p>	<p>By investing in innovation, the company helps boost the economic productivity of its customers.</p>

Table 27. Sustainable Development Goals

Annex 3

Breakdown of non-financial indicators



Indicator 1 Distribution of workforce by country



Distribution of workforce by country (number)			ARGENTINA		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ARGENTINA	Partner	41-50	1	1	2
		51-60	0	2	2
	Total Partner		1	3	4
	Executive Director	41-50	0	1	1
		Total Executive Director		0	1
	Director	31-40	1	1	2
		41-50	1	4	5
		Total Director		2	5
	Manager	21-30	0	1	1
		31-40	1	6	7
		41-50	5	10	15
		51-60	1	2	3
		Total Manager		7	19
	Leader	21-30	3	6	9
		31-40	17	31	48
		41-50	9	24	33
		51-60	0	6	6
		+60	0	1	1
		Total Leader		29	68
	Staff	-20	1	0	1
		21-30	59	144	203
		31-40	58	115	173
		41-50	19	36	55
		51-60	4	5	9
		+60	0	4	4
		Total Staff		141	304
TOTAL ARGENTINA			180	400	580

Distribution of workforce by country (number)		BELGIUM				
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1				
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
BELGIUM	Director	31-40	0	1	1	
		41-50	1	2	3	
		51-60	0	1	1	
	Total Director			1	4	5
	Manager	31-40	1	4	5	
		41-50	1	6	7	
		51-60	0	2	2	
		+60	0	1	1	
	Total Manager			2	13	15
	Leader	21-30	3	0	3	
		31-40	7	7	14	
		41-50	1	8	9	
		51-60	0	2	2	
	Total Leader			11	17	28
	Staff	21-30	13	10	23	
		31-40	21	20	41	
		41-50	6	12	18	
		51-60	0	4	4	
	Total Staff			40	46	86
	TOTAL BELGIUM			54	80	134

Distribution of workforce by country (number)		BRAZIL				
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7, 102-8, 405-1				
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
BRAZIL	Partner	31-40	0	1	1	
		41-50	0	5	5	
	Total Partner		0	6	6	
	Executive Director	41-50	0	1	1	
		51-60	1	1	2	
	Total Executive Director		1	2	3	
	Director	31-40			12	12
		41-50	3	11	14	
		51-60	3	7	10	
	Total Director		6	30	36	
	Manager	21-30	0	4	4	
		31-40	11	35	46	
		41-50	6	11	17	
		51-60	1	3	4	
	Total Manager		18	53	71	
	Leader	21-30	4	18	22	
		31-40	45	102	147	
		41-50	26	41	67	
		51-60	3	10	13	
		+60	2	3	5	
	Total Leader		80	174	254	
	Staff	-20	2	4	6	
		21-30	236	796	1.032	
		31-40	203	514	717	
		41-50	60	155	215	
		51-60	19	64	83	
		+60	5	12	17	
Total Staff		525	1,545	2,070		
TOTAL BRAZIL			630	1,810	2,440	

Distribution of workforce by country (number)		CHILE			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
CHILE	Partner	41-50	1	5	6
	Total Partner		1	5	6
	Executive Director	41-50	0	1	1
	Total Executive Director		0	1	1
	Director	31-40	0	7	7
		41-50	1	17	18
	Total Director		1	24	25
	Manager	31-40	8	15	23
		41-50	4	20	24
		51-60	1	2	3
	Total Manager		13	37	50
	Leader	-20	0	0	0
		21-30	3	22	25
		31-40	37	167	204
		41-50	16	78	94
		51-60	1	13	14
		+60	1	1	2
	Total Leader		58	281	339
	Staff	-20	1		1
		21-30	93	486	579
		31-40	61	500	561
		41-50	24	109	133
		51-60	8	22	30
	+60	1	13	14	
Total Staff		188	1,130	1,318	
TOTAL CHILE			261	1,478	1,739

Distribution of workforce by country (number)		COLOMBIA				
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1				
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
COLOMBIA	Partner	31-40	0	2	2	
	Total Partner		0	2	2	
	Director	31-40			5	5
		41-50	1	4	5	
		51-60	1	0	1	
	Total Director		2	9	11	
	Manager	21-30		0	1	1
		31-40	2	16	18	
		41-50	7	4	11	
		51-60	1	1	2	
	Total Manager		10	22	32	
	Leader	21-30		5	7	12
		31-40	45	59	104	
		41-50	10	19	29	
		51-60	1	8	9	
	Total Leader		61	93	154	
	Staff	-20		1	0	1
		21-30	278	318	596	
		31-40	148	176	324	
		41-50	31	31	62	
		51-60	2	9	11	
		+60	0	1	1	
	Total Staff		460	535	995	
TOTAL COLOMBIA			533	661	1,194	

Distribution of workforce by country (number)		SPAIN			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7, 102-8, 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SPAIN	Partner	31-40	1	9	10
		41-50	12	106	118
		51-60	5	42	47
		+60	0	1	1
	Total Partner		18	158	176
	Executive Director	41-50	5	27	32
		51-60	2	8	10
	Total Executive Director		7	35	42
	Director	31-40	8	52	60
		41-50	32	135	167
		51-60	4	26	30
		+60	0	1	1
	Total Director		44	214	258
	Manager	21-30	1	3	4
		31-40	69	245	314
		41-50	69	153	222
		51-60	7	21	28
		+60	1	4	5
	Total Manager		147	426	573
	Leader	21-30	40	112	152
		31-40	457	1,141	1,598
		41-50	234	519	753
		51-60	23	66	89
		+60	2	4	6
	Total Leader		756	1,842	2,598
	Staff	-20	0	4	4
		21-30	1,145	3,673	4,818
31-40		994	2,419	3,413	
41-50		389	724	1,113	
51-60		75	152	227	
+60		6	9	15	
Total Staff		2,609	6,981	9,590	
TOTAL SPAIN			3,581	9,656	13,237

Distribution of workforce by country (number)		ITALY				
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1				
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
ITALY	Partner	41-50	0	4	4	
	Total Partner		0	4	4	
	Executive Director	51-60	1	0	1	
	Total Executive Director		1	0	1	
	Director	31-40	41-50	1	5	6
			41-50	1	9	10
			51-60	0	4	4
			Total Director	2	18	20
	Manager	31-40	41-50	2	17	19
			41-50	2	11	13
			51-60	0	1	1
			Total Manager	4	29	33
	Leader	21-30	31-40	3	19	22
			31-40	37	115	152
			41-50	13	43	56
			51-60	0	3	3
			Total Leader	53	180	233
	Staff	21-30	31-40	73	205	278
			31-40	47	107	154
			41-50	6	13	19
			51-60	0	5	5
			Total Staff	126	330	456
	TOTAL ITALY			186	561	747

Distribution of workforce by country (number)		LUXEMBOURG			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
LUXEMBOURG	Director	30-40	0	1	1
	Total Director		0	1	1
	Executive Director	50-60	0	1	1
	Total Executive Director		0	1	1
	Manager	40-50	0	1	1
	Total Manager		0	1	1
	Leader	30-40	0	2	2
	Total Leader		0	2	2
	Staff	21-30	0	3	3
		31-40	5	21	26
		41-50	2	18	20
		51-60	0	3	3
		+60	0	1	1
	Total Staff		7	46	53
TOTAL LUXEMBOURG		7	51	58	

Distribution of workforce by country (number)			MEXICO		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MEXICO	Partner	41-50	0	2	2
		+60	0	1	1
	Total Partner		0	3	3
	Director	31-40	1	6	7
		41-50	4	14	18
		51-60		4	4
	Total Director		5	24	29
	Manager	31-40	7	19	26
		41-50	1	3	4
		51-60	0	2	2
	Total Manager		8	24	32
	Leader	21-30	13	32	45
		31-40	57	89	146
		41-50	10	25	35
		51-60	2	4	6
	Total Leader		82	150	232
	Staff	21-30	70	153	223
		31-40	43	53	96
		41-50	9	14	23
		51-60	3	10	13
		+60		2	2
	Total Staff		125	232	357
	TOTAL MEXICO			220	433

Distribution of workforce by country (number)		PERU			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PERU	Partner	51-60	0	1	1
	Total Partner		0	1	1
	Director	31-40	0	4	4
		41-50	1	6	7
		51-60	1	4	5
	Total Director		2	14	16
	Manager	31-40	4	13	17
		41-50	6	23	29
		51-60	1	4	5
		+60	0	1	1
	Total Manager		11	41	52
	Leader	21-30	8	12	20
		31-40	62	138	200
		41-50	17	61	78
		51-60	1	4	5
		+60	0	1	1
	Total Leader		88	216	304
	Staff	-20	1	0	1
		21-30	444	1,019	1,463
		31-40	222	633	855
		41-50	30	113	143
		51-60	3	20	23
		+60	1	6	7
Total Staff		701	1,791	2,492	
TOTAL PERU			802	2,063	2,865

Distribution of workforce by country (number)		PORTUGAL			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PORTUGAL	Partner	41-50	0	5	5
		+60	0	1	1
	Total Partner		0	6	6
	Director	31-40	0	3	3
		41-50	3	8	11
		51-60	0	1	1
	Total Director		3	12	15
	Manager	31-40	5	15	20
		41-50	3	6	9
		51-60	0	1	1
	Total Manager		8	22	30
	Leader	21-30	11	15	26
		31-40	31	71	102
		41-50	6	42	48
		51-60	1	3	4
	Total Leader		49	131	180
	Staff	21-30	170	251	421
		31-40	53	110	163
		41-50	7	14	21
		51-60	0	6	6
		+60	0	1	1
	Total Staff		230	382	612
	TOTAL PORTUGAL			290	553

Distribution of workforce by country (number)		UNITED KINGDOM			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
UNITED KINGDOM	Partner	41-50	0	6	6
	Total Partner		0	6	6
	Director	31-40	1	3	4
		41-50	1	9	10
	Total Director		2	12	14
	Manager	31-40	2	14	16
		41-50	1	6	7
		51-60		2	2
	Total Manager		3	22	25
	Leader	21-30	3	7	10
		31-40	14	41	55
		41-50	4	11	15
		51-60	2	6	8
		+60	0	2	2
	Total Leader		23	67	90
	Staff	21-30	27	57	84
		31-40	25	35	60
		41-50	5	18	23
		51-60	3	8	11
		+60	0	2	2
	Total Staff		60	120	180
TOTAL UNITED KINGDOM			88	227	315

Distribution of workforce by country (number)		USA			
Total headcount and distribution of employees by gender, age, country and professional category		GRI 102-7. 102-8. 405-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
USA	Partner	41-50	1	3	4
		51-60	0	1	1
	Total Partner		1	4	5
	Director	31-40	0	1	1
		41-50	0	2	2
		51-60	0	1	1
	Total Director		0	4	4
	Manager	31-40		3	3
		41-50	1		1
		51-60	0	1	1
	Total Manager		1	4	5
	Leader	21-30	0	1	1
		31-40	1	14	15
		41-50	1	5	6
	Total Leader		2	20	22
	Staff	21-30	8	17	25
		31-40	10	28	38
		41-50	6	17	23
		51-60	2	10	12
		+60	0	2	2
Total Staff		26	74	100	
TOTAL USA			30	106	136

Distribution of workforce by country (number)			MOROCCO		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MOROCCO	Director	51-60	0	1	1
	Total Director		0	1	1
	Leader	31-40	0	1	1
		41-50	2	3	5
	Total Leader		2	4	6
	Staff	21-30	39	34	73
		31-40	11	26	37
		41-50	0	1	1
		Total Staff		50	61
	TOTAL MOROCCO		52	66	118

Distribution of workforce by country (number)			ANDORRA		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ANDORRA	Manager	41-50	0	1	1
	Total Manager		0	1	1
	Leader	31-40	2	3	5
		41-50	1	1	2
	Total Leader		3	4	7
	Staff	21-30	1	6	7
		31-40	1	5	6
		41-50	0	3	3
		51-60	0	1	1
	Total Staff		2	15	17
TOTAL ANDORRA		5	20	25	

Distribution of workforce by country (number)			NETHERLANDS		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
NETHERLANDS	Director	41-50	1	1	2
	Total Director		1	1	2
	Manager	41-50	0	1	1
		51-60	0	1	1
	Total Manager		0	2	2
	Leader	31-40	1	2	3
		41-50	3	1	4
		51-60	0	1	1
	Total Leader		4	4	8
	Staff	21-30	1	4	5
		31-40	2	4	6
	Total Staff		3	8	11
TOTAL NETHERLANDS			8	15	23

Distribution of workforce by country (number)			FRANCE		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
FRANCE	Leader	21-30	0	1	1
		31-40	0	5	5
		41-50	0	1	1
	Total Leader		0	7	7
	Staff	31-40	0	3	3
		41-50	0	2	2
	Total Staff		0	5	5
TOTAL FRANCE			0	12	12

Distribution of workforce by country (number)			TOTAL		
Total headcount and distribution of employees by gender, age, country and professional category			GRI 102-7. 102-8. 405-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
TOTAL GENERAL			6,927	18,192	25,119



Indicator 2

Type of contract by gender, age and professional category

Type of contract (number)				FY18	ARGENTINA	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8		
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ARGENTINA	PERMANENT	Partner	41-50	1	1	2
			51-60		2	2
		Total Partner		1	3	4
		Executive Director	41-50		1	1
			Total Executive Director		1	1
		Director	31-40	1	1	2
			41-50	1	4	5
		Total Director		2	5	7
		Manager	21-30		1	1
			31-40	1	6	7
			41-50	5	10	15
			51-60	1	2	3
		Total Manager		7	19	26
		Leader	21-30	3	6	9
			31-40	17	31	48
			41-50	9	24	33
			51-60		6	6
			+60		1	1
		Total Leader		29	68	97
		Staff	-20	1		1
			21-30	59	143	202
			31-40	56	115	171
			41-50	19	36	55
			51-60	4	5	9
			+60		4	4
		Total Staff		139	303	442
		TOTAL PERMANENT			178	399
TEMPORARY	Staff	21-30	0	1	1	
		31-40	2	0	2	
Total Staff		2	1	3		
TOTAL TEMPORARY			2	1	3	
TOTAL ARGENTINA			180	400	580	

Type of contract (number)				FY18	BELGIUM			
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8				
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL		
BELGIUM	PERMANENT	Director	31-40		1	1		
			41-50	1	2	3		
			51-60		1	1		
		Total Director				1	4	5
		Manager	31-40	1	4	5		
			41-50	1	6	7		
			51-60		2	2		
			+60		1	1		
		Total Manager				2	13	15
		Leader	21-30	3		3		
			31-40	7	7	14		
			41-50	1	8	9		
			51-60		2	2		
		Total Leader				11	17	28
		Staff	21-30	12	10	22		
			31-40	20	20	40		
			41-50	6	12	18		
			51-60	0	4	4		
		Total Staff				38	46	84
		TOTAL PERMANENT				52	80	132
		TEMPORARY	Staff	21-30	1	0	1	
				31-40	1	0	1	
				Total Staff				2
TOTAL TEMPORARY				2	2	2		
TOTAL BELGIUM				54	80	134		

Type of contract (number)				FY18	BRAZIL		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8			
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
BRAZIL	PERMANENT	Partner	31-40	0	1	1	
			41-50	0	5	5	
		Total Partner			6	6	
		Executive Director	41-50	0	1	1	
			51-60	1	1	2	
		Total Executive Director		1	2	3	
		Director	31-40			12	12
			41-50	3	11	14	
			51-60	3	7	10	
		Total Director		6	30	36	
		Manager	21-30	0	4	4	
			31-40	11	35	46	
			41-50	6	11	17	
			51-60	1	3	4	
		Total Manager		16	53	71	
		Leader	21-30	4	18	22	
			31-40	45	102	147	
			41-50	26	41	67	
			51-60	3	10	13	
			+60	2	3	5	
		Total Leader		80	174	254	
		Staff	-20	2	4	6	
			21-30	233	787	1,020	
			31-40	203	513	716	
			41-50	60	155	215	
			51-60	19	64	83	
			+60	5	12	17	
Total Staff		516	1,535	2,057			
TOTAL PERMANENT			627	1,800	2,427		
TEMPORARY	Staff	21-30	3	9	12		
		31-40		1	1		
Total Staff		3	10	13			
TOTAL TEMPORARY			3	10	13		
TOTAL BRAZIL				630	1,810	2,440	

Type of contract (number)				FY18	CHILE	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8		
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
CHILE	PERMANENT	Partner	41-50	1	5	6
			51-60		0	0
		Total Partner		1	5	6
		Executive Director	41-50	0	1	1
			Total Executive Director	0	1	1
		Director	31-40	0	7	7
			41-50	1	16	17
		Total Director	1	23	24	
		Manager	31-40	8	15	23
			41-50	4	20	24
			51-60	1	1	2
		Total Manager	13	36	49	
		Leader	-20	1	1	2
			21-30	2	20	22
			31-40	35	164	199
			41-50	17	80	97
			51-60	1	12	13
			+60	1		1
		Total Leader	57	277	334	
		Staff	-20	1		1
			21-30	93	486	579
			31-40	61	500	561
			41-50	24	109	133
			51-60	8	22	30
			+60	1	13	14
		Total Staff	188	1,130	1,318	
		TOTAL PERMANENT				260
TEMPORARY	Director	41-50		1	1	
		Total Director	1	1		
	Manager	51-60		1	1	
		Total Manager	1	1		
	Leader	21-30	1	1	2	
		31-40		1	1	
		51-60		1	1	
+60			1	1		
Total Leader	1	4	5			
TOTAL TEMPORARY				1	6	7
CHILE				261	1,478	1,739

Type of contract (number)				FY18	COLOMBIA		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8			
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
COLOMBIA	PERMANENT	Partner	31-40	0	2	2	
		Total Partner			2	2	
		Director	31-40			5	5
			41-50	1	4	5	
			51-60	1		1	
		Total Director			2	9	11
		Manager	21-30			1	1
			31-40	2	16	18	
			41-50	7	4	11	
			51-60	1	1	2	
		Total Manager			10	22	32
		Leader	20-30	5	7	12	
			31-40	45	59	104	
			41-50	10	19	29	
			51-60	1	8	9	
		Total Leader			61	93	154
		Staff	-20	1	0	1	
			21-30	275	317	592	
			31-40	144	174	318	
			41-50	31	30	61	
			51-60	2	7	9	
			+60	0	1	1	
		Total Staff			453	529	982
TOTAL PERMANENT			406	543	949		
TEMPORARY	Staff	21-30	3	1	4		
		31-40	4	2	6		
		41-50	0	1	1		
		51-60	0	2	2		
		Total Staff			7	6	13
TOTAL TEMPORARY			7	6	13		
TOTAL COLOMBIA			533	661	1,194		

Type of contract (number)				FY18	SPAIN			
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8				
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL		
SPAIN	PERMANENT	Partner	31-40	1	9	10		
			41-50	12	106	118		
			51-60	4	41	45		
			+60	0	0	0		
		Total Partner				18	157	175
		Executive Director	41-50	5	27	32		
			51-60	2	8	10		
		Total Executive Director				7	35	42
		Director	31-40	8	53	61		
			41-50	32	135	167		
			51-60	4	25	29		
			+60	0	1	1		
		Total Director				44	214	258
		Manager	21-30	1	3	4		
			31-40	68	244	312		
			41-50	69	153	222		
			51-60	7	21	28		
			+60	1	4	5		
		Total Manager				146	425	571
		Leader	21-30	40	111	151		
			31-40	457	1,141	1,598		
			41-50	232	519	751		
			51-60	22	65	87		
			+60	2	4	6		
		Total Leader				753	1,840	2,593
		Staff	-20	0	4	4		
			21-30	996	2,908	3,904		
			31-40	974	2,335	3,309		
			41-50	369	716	1,085		
51-60	71		151	222				
+60	3		9	12				
Total Staff				2,413	6,123	8,536		
TOTAL PERMANENT				3,381	8,794	12,175		

PART-TIME	Partner	51-60	0	1	1
	Total Partner		0	1	1
	Manager	31-40	1	1	2
		41-50	0	0	0
		51-60	0	0	0
	Total Manager		1	1	2
	Leader	41-50	2	0	2
		51-60	1	1	2
	Total Leader		3	1	4
	Staff	21-30	18	46	64
		31-40	8	11	19
		41-50	20	2	22
		51-60	4	1	5
	+60	3	0	3	
Total Staff		53	60	113	
TOTAL PART-TIME		57	63	120	
TEMPORARY	Leader	21-30	0	1	1
	Total Leader		0	1	1
	Staff	21-30	131	716	847
		31-40	12	76	88
		41-50	0	5	5
		51-60	0	1	1
Total Staff		143	798	941	
TOTAL TEMPORARY		143	798	941	
TOTAL SPAIN		3,581	9,656	13,237	

Type of contract (number)				FY18	ITALY	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8		
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ITALY	PERMANENT	Partner	41-50	0	4	4
		Total Partner			1	1
		Executive Director	51-60	1	0	1
		Total Executive Director		1	0	1
		Director	31-40	1	5	6
			41-50	1	9	10
			51-60		4	4
		Total Director		2	18	20
		Manager	31-40	2	17	19
			41-50	2	11	13
			51-60		1	1
		Total Manager		4	29	33
		Leader	21-30	3	19	22
			31-40	37	115	152
			41-50	13	43	56
			51-60		3	3
		Total Leader		53	180	233
		Staff	21-30	73	205	278
			31-40	47	106	153
			41-50	6	13	19
51-60			5	5		
Total Staff		126	329	455		
TOTAL PERMANENT		186	560	746		
TEMPORARY	Staff	31-40		1	1	
	Total Staff			1	1	
TOTAL TEMPORARY			1	1		
TOTAL ITALY			186	561	747	

Type of contract (number)				FY18	LUXEMBOURG	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category					GRI 102-8	
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
LUXEMBOURG	PERMANENT	Executive Director	51-60		1	1
		Total Executive Director			1	1
		Director	31-40		1	1
		Total Director			1	1
		Manager	31-40		1	1
		Total Manager			1	1
		Leader	31-40		2	2
		Total Leader			2	2
		Staff	21-30		3	3
			31-40	5	21	26
			41-50	2	18	20
			51-60		3	3
			+60		1	1
		Total Staff		7	46	53
	TOTAL PERMANENT			7	51	58
TOTAL LUXEMBOURG				7	51	58

Type of contract (number)				FY18	MEXICO		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8			
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
MEXICO	PERMANENT	Partner	41-50	0	2	2	
			+60	0	1	1	
		Total Partner			3	3	
		Director	31-40	1	6	7	
			41-50	4	14	18	
			51-60		4	4	
		Total Director		5	24	29	
		Manager	31-40	7	19	26	
			41-50	1	3	4	
			51-60		2	2	
		Total Manager		8	24	32	
		Leader	21-30	13	30	43	
			31-40	56	88	144	
			41-50	10	25	35	
			51-60	2	3	5	
		Total Leader		81	146	227	
		Staff	21-30		2	2	
			31-40	62	135	197	
			41-50	43	53	96	
			51-60	9	13	22	
		Total Staff		117	213	330	
		TOTAL PERMANENT			211	410	621
		TEMPORARY	Leader	21-30		2	2
31-40	1			1	2		
51-60				1	1		
Total Leader			1	4	5		
Staff	21-30		8	18	26		
	41-50			1	1		
Total Staff			8	19	27		
TOTAL TEMPORARY			9	23	32		
TOTAL MEXICO			220	433	653		

Type of contract (number)				FY18	PERU		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8			
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
PERU	PERMANENT	Partner	51-60		1	1	
		Total Partner			1	1	
		Director	31-40			4	4
			41-50	1		6	7
			51-60	1		4	5
		Total Director			2	14	16
		Manager	31-40		4	13	17
			41-50		6	23	29
			51-60		1	4	5
			+60			1	1
		Total Manager			11	41	52
		Leader	21-30		8	12	20
			31-40		62	138	200
			41-50		17	61	78
			51-60		1	4	5
			+60			1	1
		Total Leader			88	216	304
		Staff	-20		1		1
			21-30		444	1,019	1,463
			31-40		222	633	855
			41-50		30	112	142
			51-60		3	20	23
			+60		1	6	7
Total Staff			701	1,790	2,491		
TOTAL PERMANENT				802	2,062	2,864	
TEMPORARY	Staff	41-50			1	1	
	Total Staff			0	1	1	
TOTAL TEMPORARY				0	1	1	
TOTAL PERU				802	2,063	2,865	

Type of contract (number)				FY18	PORTUGAL	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8		
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PORTUGAL	PERMANENT	Partner	41-50	0	5	5
			+60	0	1	1
		Total Partner		0	6	6
		Director	31-40	0	3	3
			41-50	3	8	11
			51-60	0	1	1
		Total Director		3	12	15
		Manager	31-40	5	15	20
			41-50	3	6	9
			51-60		1	1
		Total Manager		8	22	30
		Leader	21-30	11	13	23
			31-40	31	73	103
			41-50	6	41	49
			51-60	1	3	4
		Total Leader		49	130	179
		Staff	21-30	170	251	421
			31-40	53	110	163
			41-50	7	14	21
			51-60	0	6	6
			+60	0	1	1
		Total Staff		230	382	612
		TOTAL PERMANENT			290	552
PART-TIME	Leader	41-50	0	1	1	
		Total Leader	0	1	1	
TOTAL PART-TIME			0	1	1	
TOTAL PORTUGAL			290	553	843	

Type of contract (number)				FY18		UNITED KINGDOM		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category					GRI 102-8			
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL		
UNITED KINGDOM	PERMANENT	Partner	41-50		6	6		
		Total Partner			6	6		
		Director	31-40	1	3	4		
			41-50	1	9	10		
		Total Director		2	12	14		
		Manager	31-40	2	14	16		
			41-50	1	6	7		
			51-60		2	2		
		Total Manager		3	22	25		
		Leader	21-30	3	7	10		
			31-40	14	41	55		
			41-50	4	11	15		
			51-60	2	6	8		
			+60		2	2		
		Total Leader		23	67	90		
		Staff	21-30	27	57	84		
			31-40	25	35	60		
			41-50	5	18	23		
			51-60	3	8	11		
			+60		2	2		
		Total Staff		60	120	180		
		TOTAL PERMANENT				88	227	315
		TOTAL UNITED KINGDOM				88	227	315

Type of contract (number)				FY18	USA			
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8				
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL		
USA	PERMANENT	Partner	41-50	1	3	4		
			51-60		1	1		
		Total Partner		1	4	5		
		Director	31-40		1	1		
			41-50		2	2		
			51-60		1	1		
		Total Director			4	4		
		Manager	31-40			3	3	
			41-50	1			1	
			51-60	0	1		1	
		Total Manager		1	4	5		
		Leader	21-30			1	1	
			31-40	1	14		15	
			41-50	1	5		6	
		Total Leader		1	18	19		
		Staff	21-30	8	17		25	
			31-40	10	28		38	
			41-50	6	17		23	
			51-60	2	10		12	
			+60		2		2	
		Total Staff		26	74	100		
		TOTAL PERMANENT				30	106	136
		TOTAL USA				30	106	136

Type of contract (number)				FY18	MOROCCO	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category					GRI 102-8	
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MOROCCO	PERMANENT	Director	51-60		1	1
		Total Director			1	1
		Leader	31-40		1	1
			41-50	2	3	5
		Total Leader		2	4	6
		Staff	21-30	39	34	73
			31-40	11	26	37
			41-50		1	1
		Total Staff		50	61	111
		TOTAL PERMANENT			52	66
TOTAL MOROCCO			52	66	118	

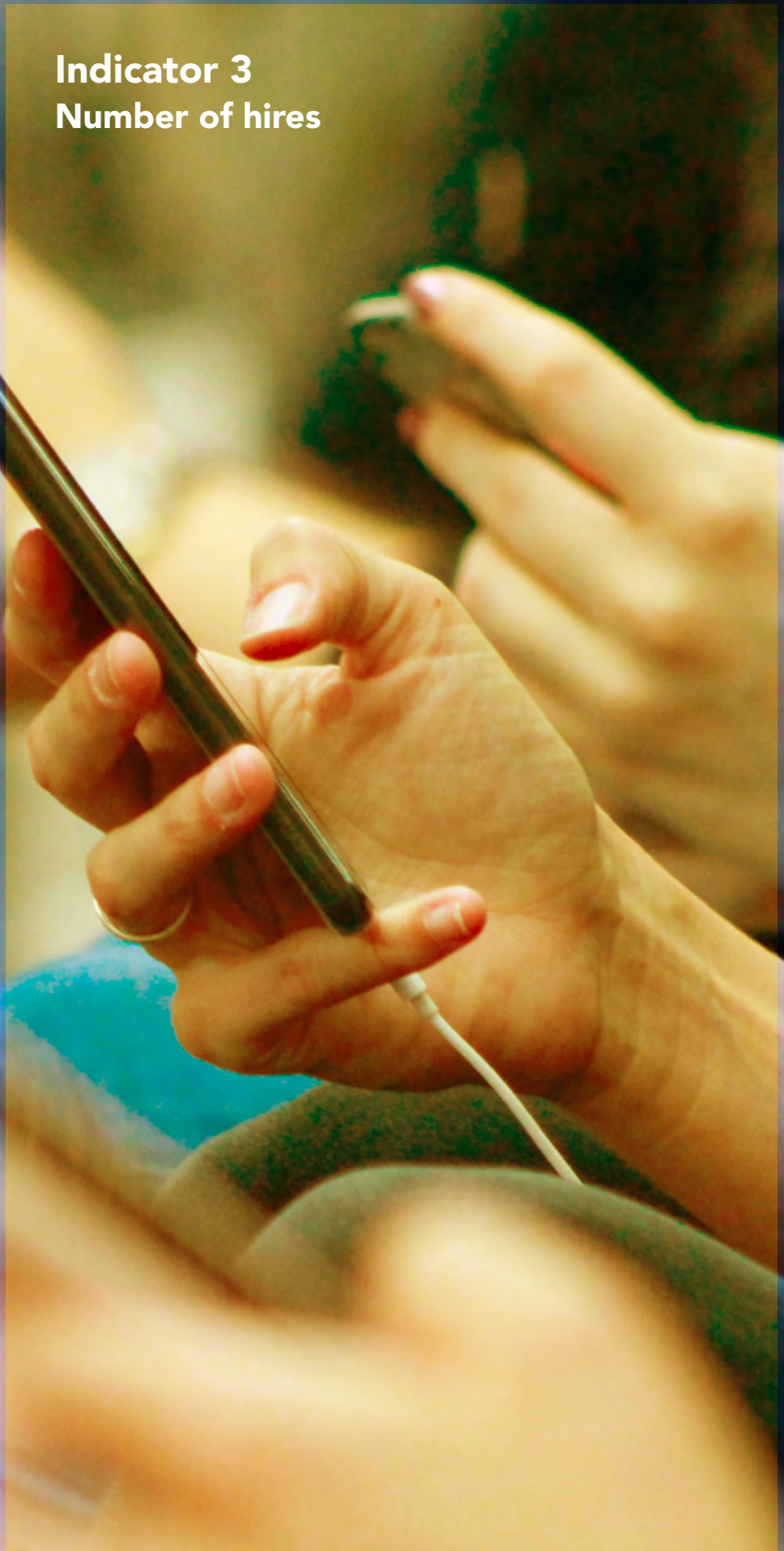
Type of contract (number)				FY18	ANDORRA	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category					GRI 102-8	
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ANDORRA	PERMANENT	Manager	41-50		1	1
		Total Manager			1	1
		Leader	31-40	2	3	5
			41-50	1	1	2
		Total Leader		3	4	7
		Staff	21-30	1	6	7
			31-40	1	5	6
			41-50		3	3
			51-60		1	1
		Total Staff		2	15	17
TOTAL PERMANENT			5	20	25	
TOTAL ANDORRA			5	20	25	

Type of contract (number)				FY18	NETHERLANDS		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8			
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
NETHERLANDS	PERMANENT	Director	41-50	1	1	2	
		Total Director		1	1	2	
		Manager	31-40		1	1	
			41-50		1	1	
		Total Manager			2	2	
		Leader	31-40	1	2	3	
			41-50	3	1	4	
			51-60		1	1	
		Total Leader		4	4	8	
		Staff	21-30	1	4	5	
			31-40	2	4	6	
		Total Staff		3	8	11	
		TOTAL PERMANENT			8	15	23
		TOTAL NETHERLANDS			8	15	23

Type of contract (number)				FY18	FRANCE	
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category				GRI 102-8		
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
FRANCE	PERMANENT	Leader	21-30	0	1	1
			31-40	0	5	5
			51-60	0	1	1
		Total Leader		0	7	7
		Staff	31-40	0	3	3
			41-50	0	2	2
		Total Staff		0	5	5
		TOTAL PERMANENT			0	12
TOTAL FRANCE			0	12	12	

Type of contract (number)				FY18		
Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category						GRI 102-8
COUNTRY	TYPE OF CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
TOTAL GENERAL				6,927	18,192	25,119

Indicator 3
Number of hires



Hires (number)		FY18		ARGENTINA	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ARGENTINA	Director	41-50		1	1
	Total Director			1	1
	Manager	41-50	1	1	2
		51-60	1	2	3
	Total Manager		2	3	5
	Leader	21-30	2	7	9
		31-40	10	12	22
		41-50	2	5	7
		51-60		1	1
	Total Staff		14	25	39
	Staff	-20	1		1
		21-30	27	68	95
		31-40	30	37	67
		41-50	7	14	21
		51-60	2	2	4
	Total Staff		67	121	188
TOTAL ARGENTINA			83	150	233

Hires (number)		FY18		BELGIUM	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
BELGIUM	Manager	41-50	1	2	3
		51-60		2	2
	Total Manager		1	4	5
	Leader	21-30	1	1	2
		31-40	1	4	5
		41-50		7	7
		51-60		2	2
	Total Leader		2	14	16
	Staff	21-30	9	5	14
		31-40	10	9	19
		41-50	3	7	10
		51-60		4	4
	Total Staff		22	25	47
	TOTAL BELGIUM		25	43	68

Hires (number)		FY18		BRAZIL	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
BRAZIL	Director	31-40	1		1
		41-50		1	1
		51-60		2	2
	Total Director		1	3	4
	Manager	31-40	2	9	11
		41-50	2	3	5
		Total Manager	4	12	16
	Leader	21-30	2	6	8
		31-40	18	33	51
		41-50	15	24	39
		51-60		4	4
		Total Leader	35	67	102
	Staff	-20	5	10	15
		21-30	170	636	806
		31-40	78	322	400
		41-50	23	83	106
		51-60	9	34	43
		+60	1	9	10
	Total Staff	286	1,094	1,380	
	TOTAL BRAZIL		326	1,176	1,502

Hires (number)		FY18		CHILE	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
CHILE	Director	41-50		3	3
		51-60		1	1
	Total Director			4	4
	Manager	31-40	1	2	3
		41-50	1	7	8
	Total Manager		2	9	11
	Leader	-20	1	1	2
		21-30	2	4	6
		31-40	5	24	29
		41-50	2	10	12
		51-60		3	3
	Total Leader		10	42	52
	Staff	-20	3		3
		21-30	57	245	302
		31-40	31	141	172
		41-50	8	21	29
		51-60	1	2	3
		+60	1		1
	Total Staff		101	409	510
	TOTAL CHILE			113	464

Type of contract (number)		FY18		COLOMBIA	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
COLOMBIA	Director	31-40	0	2	2
		41-50	1	1	2
	Total Director		1	3	4
	Manager	21-30	0	1	1
		31-40	0	4	4
		41-50	2		2
		51-60	1		1
	Total Manager		3	5	8
	Leader	21-30	2	5	7
		31-40	13	20	33
		41-50	5	10	15
		51-60		3	3
	Total Leader		20	38	58
	Staff	-20	7	2	9
		21-30	124	193	317
		31-40	54	101	155
		41-50	9	12	21
		51-60		6	6
		+60		1	1
	Total Staff		194	315	509
TOTAL COLOMBIA			218	361	579

Hires (number)		FY18		SPAIN	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SPAIN	Partner	31-40	0	1	1
	Total Partner			1	1
	Director	31-40	0	4	4
		41-50	5	6	11
		51-60	1	4	5
	Total Director		6	14	20
	Manager	21-30	0	3	3
		31-40	1	14	15
		41-50	3	7	10
		51-60	0	4	4
	Total Manager		4	28	32
	Leader	21-30	4	14	18
		31-40	47	115	162
		41-50	49	94	143
		51-60	4	16	20
		+60	1	2	3
	Total Leader		105	241	346
	Staff	-20	1	6	7
		21-30	505	1,781	2,286
		31-40	231	599	830
41-50		81	174	255	
51-60		14	35	49	
+60		6	2	8	
Total Staff		838	2,597	3,435	
TOTAL SPAIN			953	2,881	3,834

Hires (number)		FY18		ITALY	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ITALY	Director	41-50	0	3	3
		51-60	0	2	2
	Total Director			5	5
	Manager	31-40	0	3	3
		41-50	1	1	2
		51-60	1	1	2
	Total Manager		2	5	7
	Leader	21-30	1	4	5
		31-40	6	29	35
		41-50	5	18	23
		51-60	0	2	2
		+60	0	1	1
	Total Leader		12	54	66
	Staff	21-30	22	77	99
		31-40	10	21	31
41-50		1	2	3	
51-60		0	3	3	
Total Staff		33	103	136	
TOTAL ITALY			47	167	214

Hires (number)		FY18		LUXEMBOURG		
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
LUXEMBOURG	Director	31-40	0	1	1	
	Total Director		0	1	1	
	Manager	51-60	0	1	1	
	Total Manager		0	1	1	
	Staff		21-30	0	2	2
			31-40	3	10	13
			41-50	1	8	9
			51-60	0	2	2
	Total Staff		4	22	26	
TOTAL LUXEMBOURG		4	24	28		

Hires (number)		FY18		MEXICO	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MEXICO	Director	31-40	1	3	4
		41-50		3	3
		51-60		1	1
	Total Director		1	7	8
	Manager	31-40	2	5	7
		51-60	1	1	2
		Total Manager		3	6
	Leader	21-30	7	22	29
		31-40	21	30	51
		41-50	3	5	8
		51-60		3	3
		Total Leader		31	60
	Staff	21-30	44	119	163
		31-40	14	16	30
		41-50	2	3	5
		51-60		3	3
		+60		1	1
			60	142	202
TOTAL MEXICO		95	215	310	

Hires (number)		FY18		PERU	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PERU	Director	31-40	0	1	1
		41-50	0	1	1
		51-60	0	2	2
	Total Director		0	4	4
	Manager	31-40	0	5	5
		41-50	1	8	9
		51-60	1	1	2
	Total Manager		2	14	16
	Leader	21-30	6	5	11
		31-40	16	42	58
		41-50	2	15	17
		51-60	0	3	3
	Total Leader		24	65	89
	Staff	-20	4	5	9
		21-30	303	741	1,044
		31-40	82	306	388
		41-50	10	46	56
51-60		3	9	12	
+60		2	3	5	
Total Staff		404	1,110	1,514	
TOTAL PERU		430	1,193	1,623	

Hires (number)		FY18		PORTUGAL	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PORTUGAL	Director	31-40		1	1
		41-50		1	1
		51-60		2	2
	Total Director		0	4	4
	Manager	31-40	2	3	5
		41-50	1	2	3
		51-60		1	1
	Total Manager		3	6	9
	Leader	21-30	7	6	13
		31-40	12	24	36
		41-50	3	17	20
		51-60		2	2
	Total Leader		22	49	71
	Staff	21-30	112	158	270
		31-40	33	39	72
		41-50	7	14	21
		51-60		2	2
		+60		1	1
	Total Staff		152	214	366
	TOTAL PORTUGAL		177	273	450

Hires (number)		FY18		UNITED KINGDOM	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
UNITED KINGDOM	Director	31-40		1	1
		41-50		2	2
	Total Director		0	3	3
	Manager	41-50	1	2	3
		Total Manager	1	2	3
	Leader	21-30	1	1	2
		31-40	1	6	7
		41-50	1	1	2
		51-60	1	1	2
		+60		2	2
		Total Leader	4	11	15
	Staff	21-30	20	30	50
		31-40	13	12	25
		41-50	1	6	7
		51-60		1	1
Total Staff		34	49	83	
TOTAL UNITED KINGDOM		39	65	104	

Hires (number)			FY18	USA	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
USA	Leader	31-40		1	1
		41-50	1		1
		51-60		1	1
	Total Leader		1	2	3
	Staff	21-30	5	16	21
		31-40	4	21	25
		41-50	1	11	12
		51-60	3	8	11
		+60		1	1
	Total Staff		13	57	70
TOTAL USA		14	59	73	

Hires (number)			FY18	MOROCCO	
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MOROCCO	Leader	31-40		1	1
		41-50	1	1	2
	Total Leader		1	2	3
	Staff	21-30	15	20	35
		31-40	6	16	22
	Total Staff		21	36	57
TOTAL MOROCCO		22	38	60	

Hires (number)			FY18	ANDORRA		
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
ANDORRA	Manager	41-50		1	1	
	Total Manager			1	1	
	Leader	31-40	1	1	2	
	Total Leader		1	1	2	
	Staff		21-30		4	4
			31-40	1	3	4
			41-50		1	1
			51-60		1	1
	Total Staff		1	9	10	
TOTAL ANDORRA		2	11	13		

Hires (number)			FY18	NETHERLANDS		
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
NETHERLANDS	Manager	41-50		1	1	
		51-60		2	2	
	Total Manager			3	3	
	Leader	31-40	1	3	4	
		41-50	2	1	3	
		51-60		1	1	
	Total Leader		3	5	8	
	Staff	21-30			2	2
		31-40	2	2	4	
	Total Staff		2	4	6	
TOTAL NETHERLANDS		5	12	17		

Hires (number)			FY18	FRANCE		
Total number and distribution of hires by gender, age, country and professional category				GRI 102-8		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
FRANCE	Leader	21-30		1	1	
		41-50		2	2	
		51-60		1	1	
	Total Leader		0	4	4	
	Staff	31-40			4	4
		41-50			1	1
		Total Staff		0	5	5
TOTAL FRANCE		0	9	9		

Type of contract (number)					TOTAL	
Total number and distribution of hires by gender, age, country and professional category					GRI 102-8	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
TOTAL GENERAL			2,553	7,141	9,694	

Indicator 4

Number of dismissals by gender, age, country and professional category

Dismissals by country (number)			FY18	ARGENTINA		
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
ARGENTINA	Director	51-60		2	2	
	Total Director		0	2	2	
	Leader	31-40		1	1	
		41-50		2	2	
		51-60		1	1	
	Total Leader		0	4	4	
	Staff	21-30		6	7	13
		31-40		4	5	9
		41-50		2	3	5
		51-60			2	2
Total Staff		12	17	29		
TOTAL ARGENTINA		12	23	35		

Dismissals by country (number)			FY18	BELGIUM		
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
BELGIUM	Manager	31-40		1	1	
	Total Manager		0	1	1	
	Leader	41-50	1		1	
	Total Leader		1	0	1	
	Staff	21-30		2		2
		41-50			2	2
Total Staff		2	2	4		
TOTAL BELGIUM		3	3	6		

Dismissals by country (number)			FY18		BRAZIL
Total number and distribution of dismissals by gender, age, country and professional category			GRI 401-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
BRAZIL	Executive Director	41-50		1	1
	Total Executive Director		0	1	1
	Director	31-40		1	1
		41-50		1	1
	Total Director		0	2	2
	Manager	21-30	1		1
		31-40	2	1	3
		41-50		1	1
	Total Staff		3	2	5
	Leader	31-40	2	4	6
		41-50	1	7	8
		51-60		3	3
	Total Leader		3	14	17
	Staff	21-30	17	36	53
		31-40	12	50	62
		41-50	7	15	22
		51-60	3	10	13
	+60	1	1	2	
Total Staff		40	112	152	
TOTAL BRAZIL			46	131	177

Dismissals by country (number)		FY18		CHILE		
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
CHILE	Director	41-50		2	2	
	Total Director			2	2	
	Manager	31-40			3	3
		41-50	1		2	3
		51-60			1	1
	Total Staff		1	6	7	
	Leader	21-30		1		1
		31-40		2	14	16
		41-50		3	7	10
	Total Leader		6	21	27	
	Staff	21-30		4	43	47
		31-40		11	31	42
		41-50		3	10	13
		51-60			6	6
	Total Staff		18	90	108	
TOTAL CHILE			25	119	144	

Dismissals by country (number)			FY18	COLOMBIA		
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
COLOMBIA	Director	41-50		1	1	
	Total Director		0	1	1	
	Manager	31-40		1	1	
	Total Manager		0	1	1	
	Leader		21-30	1		1
			31-40	1	3	4
			41-50	4	2	6
			Total Leader	6	5	11
	Staff		21-30	17	14	31
			31-40	18	8	26
			41-50	2	3	5
			51-60		2	2
			Total Staff	37	27	64
TOTAL COLOMBIA			43	34	77	

Dismissals by country (number)			FY18	SPAIN		
Total number and distribution of dismissals by gender, age, country and professional category			GRI 401-1			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
SPAIN	Director	41-50	1	7	8	
		51-60	1	1	2	
	Total Director		2	8	10	
	Manager	31-40	0	3	3	
		41-50	1	1	2	
		51-60	0	2	2	
	Total Staff		1	6	7	
	Leader	21-30	1	0	1	
		31-40	4	18	22	
		41-50	6	19	25	
		51-60	0	5	5	
	Total Leader		11	42	53	
	Staff	21-30	17	77	94	
		31-40	33	64	97	
		41-50	15	21	36	
		51-60	4	6	10	
		+60	3	1	4	
	Total Staff		72	169	241	
	TOTAL SPAIN			86	225	311

Dismissals by country (number)			FY18	ITALY		
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
ITALY	Partner	41-50		1	1	
	Total Partner		0	1	1	
	Director	41-50		1	1	
	Total Director		0	1	1	
	Manager		31-40	1		1
			41-50		1	1
	Total Manager		1	1	2	
	Leader		31-40		2	2
			41-50		1	1
	Total Leader		0	3	3	
	Staff		21-30	2	2	4
			31-40	1	2	3
51-60				1	1	
Total Staff		3	5	8		
TOTAL ITALY			4	11	15	

Dismissals by country (number)			FY18	MOROCCO	
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MOROCCO	Staff	31-40		1	1
	Total Staff		0	1	1
TOTAL MOROCCO			0	1	1

Dismissals by country (number)			FY18		MEXICO
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MEXICO	Partner	41-50		1	1
	Total Partner		0	1	1
	Director	41-50		1	1
		51-60	1	1	2
	Total Director		1	2	3
	Manager	31-40		1	1
		41-50		1	1
	Total Manager		0	2	2
	Leader	31-40	2	3	5
		41-50	1	4	5
	Total Leader		3	7	10
	Staff	21-30		2	2
		31-40	1	4	5
		41-50	1		1
Total Staff		2	6	8	
TOTAL MEXICO			6	18	24

Dismissals by country (number)			FY18	PERU	
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PERU	Director	31-40	1		1
	Total Director		1	0	1
	Manager	31-40	1	2	3
		41-50		2	2
		51-60		2	2
	Total Manager		1	6	7
	Leader	21-30		1	1
		31-40	4	7	11
		41-50	1	1	2
	Total Leader		5	9	14
	Staff	21-30	23	49	72
		31-40	10	36	46
		41-50		4	4
Total Staff		33	89	122	
TOTAL PERU			40	104	144

Dismissals by country (number)			FY18	PORTUGAL	
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PORTUGAL	Leader	21-30		1	1
		31-40	3	1	4
		41-50	1	2	3
		51-60		1	1
	Total Leader		4	5	9
	Staff	21-30	12	17	29
		31-40	4	9	13
		41-50		2	2
	Total Staff		16	28	44
TOTAL PORTUGAL			20	33	53

Dismissals by country (number)			FY18		UNITED KINGDOM	
Total number and distribution of dismissals by gender, age, country and professional category					GRI 401-1	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
UNITED KINGDOM	Director	31-40		1	1	
	Total Director		0	1	1	
	Manager	41-50	1		1	
	Total Manager		1		1	
	Leader		31-40	1	1	2
			41-50		1	1
			51-60		3	3
	Total Leader		1	5	6	
	Staff		21-30	2	3	5
			31-40	3	5	8
			41-50		1	1
Total Staff		5	9	14		
TOTAL UNITED KINGDOM			7	15	22	

Dismissals by country (number)			FY18		USA
Total number and distribution of dismissals by gender, age, country and professional category					GRI 401-1
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
USA	Staff	31-40		2	2
	Total Staff		0	2	2
TOTAL USA			0	2	2

Dismissals by country (number)			FY18	TOTAL	
Total number and distribution of dismissals by gender, age, country and professional category				GRI 401-1	
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
TOTAL GENERAL			292	719	1,011



Indicator 4
**Total employee turnover by age group,
gender and region**

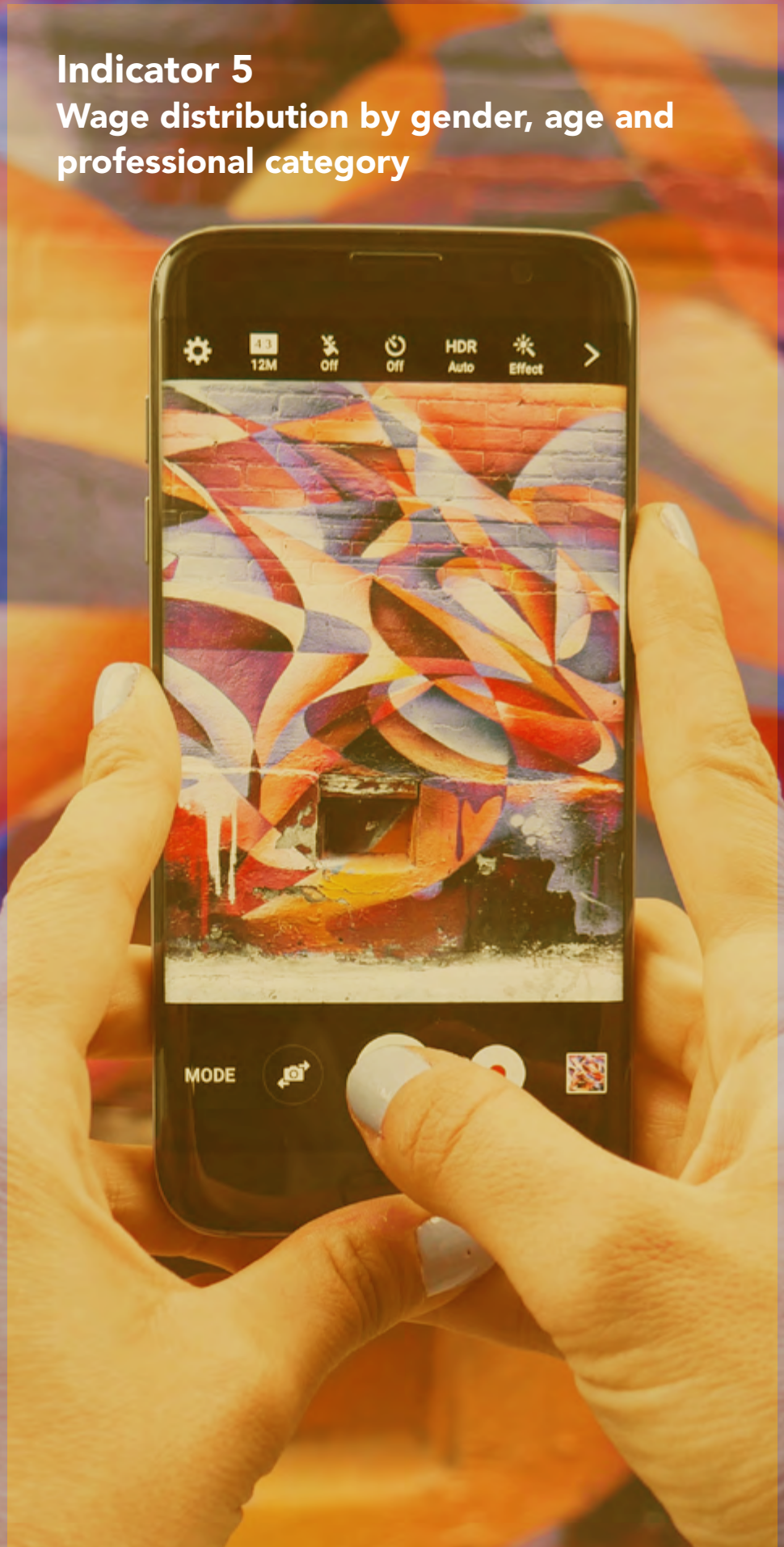
Employee turnover by age group and region		FY18								GRI 401,1
REGION	AGE GROUP									
	18-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	TOTAL	
GLOBAL	30.55	30.16	24.92	19.44	16.69	18.85	19.80	-	25.18	
ANDORRA	54.55	39.34	-	16.00	-	-	-	-	16.61	
ARGENTINA	69.77	54.31	44.65	26.73	22.04	31.07	41.96	94.74	44.40	
BELGIUM	35.29	39.34	21.93	27.07	37.21	24.74	30	-	29.67	
BRAZIL	31.14	38	36.18	33.07	29.73	29.01	29.39	-	33.81	
CHILE	26.06	35.54	30.36	25.71	19.53	36.36	41.71	-	30.00	
COLOMBIA	35.48	31.57	30.61	31.93	26.84	22.89	35.29	20.69	31.98	
USA	48.00	68.18	34.74	19.05	35.59	8.39	-	42.86	33.50	
SPAIN	23.26	21.98	17.73	14.29	13.65	13.5	12.81	-	18.24	
FRANCE	-	-	-	-	66.67	-	-	-	21.05	
ITALY	22.25	34.54	27.77	23.77	13.83	12.29	15.19	48.00	27.18	
LUXEMBOURG	-	57.14	10.81	19.75	17.91	82.76	38.71	-	25.57	
MOROCCO	27.50	36.36	61.40	60.00	-	-	-	-	37.58	
MEXICO	24.22	19.1	33.3	18.56	20.81	35.88	14.81	-	24.13	
NETHERLANDS	-	-	102.86	-	-	-	75	-	29.45	
PERU	46.46	43.99	31.76	24.79	14.33	22.47	12.06	-	37.16	
PORTUGAL	30.44	36.14	24.04	20.25	19.74	24.10	28.24	63.16	28.83	
UNITED KINGDOM	20.17	26.06	40.39	22.19	15.72	22.06	39.81	-	29.48	

Employee turnover by gender and region **FY18** GRI 401.1

COUNTRY	SEXO	
	FEMALE	MALE
GENERAL	23.81	25.71
ANDORRA	35.29	10.86
ARGENTINA	39.26	46.60
BELGIUM	25.17	32.18
BRAZIL	28.31	35.78
CHILE	30.94	29.85
COLOMBIA	30.16	33.53
USA	59.70	24.79
SPAIN	16.43	18.91
FRANCE	-	21.05
ITALY	24.64	28.00
LUXEMBOURG	32.88	24.58
MOROCCO	26.13	46.85
MEXICO	23.96	24.22
NETHERLANDS	16.44	40.00
PERU	39.17	36.31
PORTUGAL	24.71	30.88
UNITED KINGDOM	26.92	30.33

Indicator 5

Wage distribution by gender, age and professional category



Wage distribution by country (€)		FY18	ARGENTINA		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ARGENTINA	Partner	41-50	61,537	76,822	69,180
		51-60	0	84,564	84,564
	Total Partner		61,537	81,984	76,872
	Executive Director	41-50	0	43,002	43,002
		Total Executive Director		0	43,002
	Director	31-40	36,401	33,590	34,995
		41-50	35,631	47,379	45,029
	Total Director		36,016	44,621	42,162
	Manager	21-30	0	20,229	20,229
		31-40	0	24,130	24,130
		41-50	22,738	23,067	22,944
		51-60	28,522	25,670	26,621
		Total Manager		23,565	23,527
	Leader	21-30	16,381	17,535	17,150
		31-40	17,075	17,689	17,467
		41-50	16,381	18,000	17,572
		51-60	0	16,821	16,821
		+60	0	16,100	16,100
	Total Leader		16,787	17,690	17,420
	Staff	-20	3,690	0	3,690
		21-30	7,895	8,294	8,179
		31-40	11,857	11,530	11,641
		41-50	11,052	12,243	11,831
		51-60	15,650	14,760	15,155
		+60	0	15,594	15,594
	Total Staff		10,169	10,199	10,189
	TOTAL ARGENTINA			12,329	13,156

Wage distribution by country (€)		FY18	BELGIUM		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
BELGIUM	Director	31-40	0	127,700	127,700
		41-50	145,530	129,209	134,649
		51-60	0	124,626	124,626
		Total Director		145,530	127,686
	Manager	31-40	84,731	80,417	81,280
		41-50	74,577	89,996	87,793
		51-60	0	114,072	114,072
		+60	0	225,600	225,600
		Total Manager		79,654	101,184
	Leader	21-30	47,504	0	47,504
		31-40	59,173	65,190	62,181
		41-50	69,686	69,917	69,892
		51-60	0	76,671	76,671
		Total Leader		56,946	68,765
	Staff	21-30	35,257	39,224	36,982
		31-40	41,171	50,738	45,838
		41-50	47,952	64,864	59,227
		51-60	0	46,084	46,084
		Total Staff		40,266	51,515
	TOTAL BELGIUM		47,072	67,061	59,005

Wage distribution by country (€)		FY18	BRAZIL		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
BRAZIL	Partner	31-40	0	124,081	124,081
		41-50	0	156,342	156,342
	Total Partner		0	150,965	150,965
	Executive Director	41-50	0	90,451	90,451
		51-60	108,058	94,379	101,218
	Total Executive Director		108,058	92,415	97,629
	Director	31-40	0	85,872	85,872
		41-50	83,514	90,035	88,731
		51-60	89,024	113,323	106,034
	Total Director		86,269	93,942	92,664
	Manager	21-30	0	43,415	43,415
		31-40	52,976	52,427	52,558
		41-50	52,859	50,838	51,551
		51-60	42,623	44,414	43,966
	Total Manager		52,362	50,964	51,318
	Leader	21-30	33,633	29,934	30,462
		31-40	31,336	33,260	32,662
		41-50	32,145	36,582	34,860
		51-60	31,692	34,758	34,050
		+60	30,153	45,169	39,163
	Total Leader		31,669	33,990	33,259
	Staff	-20	9,012	14,437	12,629
		21-30	11,247	11,323	11,306
		31-40	15,570	18,862	17,934
		41-50	16,118	21,265	19,853
		51-60	15,878	22,280	20,814
		+60	17,977	20,346	19,649
Total Staff		13,685	15,386	14,954	
TOTAL BRAZIL			17,915	20,052	19,501

Wage distribution by country (€)		FY18	CHILE			
Average wage and change over time broken down by gender, age and professional category or similar		GRI 405-2				
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
CHILE	Partner	41-50	187,944	193,264	192,377	
	Total Partner		187,944	193,264	192,377	
	Executive Director	41-50	0	154,694	154,694	
	Total Executive Director		0	154,694	154,694	
	Director	31-40	0	106,736	106,736	
		41-50	111,370	105,104	105,452	
	Total Director		111,370	105,580	105,811	
	Manager	31-40	59,789	66,224	63,986	
		41-50	60,044	71,183	69,326	
		51-60	79,300	60,227	66,584	
	Total Manager		61,368	68,580	66,705	
	Leader	-20	38,008	48,691	43,349	
		21-30	36,803	41,061	40,550	
		31-40	38,603	42,158	41,539	
		41-50	44,388	44,796	44,723	
		51-60	33,289	48,042	46,988	
		+60	51,178	31,822	41,500	
	Total Leader		40,320	43,063	42,594	
	Staff	-20	14,600	33,444	22,137	
		21-30	18,437	17,248	17,438	
		31-40	22,106	25,138	24,816	
		41-50	23,331	28,595	27,653	
		51-60	13,347	27,506	23,395	
		+60	9,484	26,570	25,349	
	Total Staff		19,880	22,214	21,881	
	TOTAL CHILE			27,483	29,361	29,079

Wage distribution by country (€)		FY18	COLOMBIA		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
COLOMBIA	Partner	31-40	0	127,400	127,400
	Total Partner		0	127,400	127,400
	Director	31-40	0	84,840	84,840
		41-50	67,200	81,648	79,240
		51-60	73,920	0	73,920
		Total Director		70,560	83,067
	Manager	21-30	0	53,760	53,760
		31-40	45,032	52,030	51,253
		41-50	45,800	52,668	48,298
		51-60	42,000	48,720	45,360
		Total Manager		45,267	52,074
	Leader	21-30	21,842	20,505	21,062
		31-40	28,257	29,883	29,179
		41-50	27,135	32,269	30,499
		51-60	15,470	32,981	31,035
		Total Leader		27,338	29,931
	Staff	-20	3,014	0	3,014
		21-30	5,805	8,082	7,028
		31-40	8,033	12,979	10,679
		41-50	7,660	13,576	10,665
		51-60	3,643	17,923	15,327
		+60	0	13,468	13,468
		Total Staff		6,656	10,197
TOTAL COLOMBIA		9,987	15,714	13,158	

Wage distribution by country (€)		FY18	SPAIN		
Average wage and change over time broken down by gender, age and professional category or similar		GRI 405-2			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SPAIN	Partner	31-40	130,000	112,222	114,000
		41-50	127,500	135,755	134,915
		51-60	127,047	168,571	164,154
		+60	0	40,509	40,509
	Total Partner		127,513	142,535	140,999
	Executive Director	41-50	96,500	95,778	95,891
		51-60	96,500	98,375	98,000
	Total Executive Director		96,500	96,371	96,393
	Director	31-40	82,888	80,883	81,155
		41-50	83,742	84,172	84,090
		51-60	93,125	93,553	93,496
		+60	0	88,000	88,000
	Total Director		84,440	84,545	84,527
	Manager	21-30	28,000	49,235	43,927
		31-40	56,921	58,086	57,834
		41-50	64,649	63,678	63,954
		51-60	68,642	66,034	66,686
		+60	71,000	76,866	75,693
	Total Manager		61,006	60,613	60,707
	Leader	21-30	37,263	36,628	36,787
		31-40	40,197	41,420	41,070
		41-50	43,653	44,653	44,341
		51-60	43,086	46,918	45,896
		+60	50,725	49,750	50,075
Total Leader		41,256	42,268	41,974	
Staff	-20	0	15,000	15,000	
	21-30	22,096	20,607	20,962	
	31-40	24,119	25,701	25,240	
	41-50	25,041	29,786	28,145	
	51-60	25,662	32,981	30,531	
	+60	34,305	37,086	35,974	
Total Staff		23,445	23,634	23,584	
TOTAL SPAIN		30,216	32,453	31,849	

Wage distribution by country (€)		FY18	ITALY		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ITALY	Partner	41-50	0	120,000	120,000
	Total Partner		0	120,000	120,000
	Director	31-40	85,000	75,228	76,857
		41-50	84,872	84,632	84,656
		51-60	0	183,000	183,000
	Total Director		84,936	103,879	101,985
	Executive Director	51-60	96,500	0	96,500
	Total Executive Director		96,500	0	96,500
	Manager	31-40	62,288	57,279	57,807
		41-50	61,500	60,730	60,848
		51-60	0	67,000	67,000
	Total Manager		61,894	58,923	59,283
	Leader	21-30	37,000	37,271	37,232
		31-40	39,332	39,823	39,703
		41-50	43,089	44,146	43,909
		51-60	0	51,333	51,333
	Total Leader		40,121	40,841	40,677
	Staff	21-30	25,921	26,066	26,028
		31-40	27,742	28,804	28,484
		41-50	30,701	34,090	33,020
51-60		0	30,778	30,778	
Total Staff		26,843	27,374	27,227	
TOTAL ITALY			32,379	36,441	35,430

Wage distribution by country (€)		FY18	LUXEMBOURG			
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
LUXEMBOURG	Executive Director	51-60	0	154,774	154,774	
	Total Executive Director		0	154,774	154,774	
	Director	31-40	0	146,784	146,784	
	Total Director		0	146,784	146,784	
	Manager	41-50	0	108,855	108,855	
	Total Manager		0	108,855	108,855	
	Leader	31-40	0	69,502	69,502	
	Total Leader		0	69,502	69,502	
	Staff		21-30	0	66,000	66,000
			31-40	57,567	55,031	55,519
			41-50	55,695	63,268	62,510
			51-60	0	47,428	47,428
			+60	0	49,200	49,200
	Total Staff			57,032	58,347	58,173
TOTAL LUXEMBOURG			57,032	63,399	62,631	

Wage distribution by country (€)		FY18	MEXICO		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MEXICO	Partner	41-50	0	143,939	143,939
		+60	0	237,193	237,193
	Total Partner		0	175,024	175,024
	Director	31-40	64,731	86,386	83,292
		41-50	82,819	99,280	95,406
		51-60	0	87,063	87,063
	Total Director		79,201	93,511	91,044
	Manager	31-40	48,459	50,377	49,861
		41-50	55,551	47,815	49,749
		51-60	0	42,419	42,419
	Total Manager		49,346	49,394	49,382
	Leader	21-30	24,287	24,394	24,364
		31-40	26,490	27,717	27,241
		41-50	27,710	31,402	30,274
		51-60	21,169	32,048	28,422
	Total Leader		26,202	27,760	27,209
	Staff	21-30	11,269	11,616	11,508
		31-40	13,022	16,189	14,767
		41-50	15,836	15,217	15,459
		51-60	12,583	17,790	16,488
		+60	0	23,248	23,248
	Total Staff		12,247	13,288	12,923
	TOTAL MEXICO			20,319	25,869

Wage distribution by country (€)		FY18	PERU			
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2			
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	
PERU	Partner	51-60	0	214,008	214,008	
	Total Partner		0	214,008	214,008	
	Director		31-40	0	109,682	109,682
			41-50	85,068	110,493	106,861
			51-60	93,629	113,936	109,874
			Total Director	89,348	111,245	108,508
	Manager		31-40	57,822	71,419	68,220
			41-50	63,332	68,691	67,582
			51-60	96,304	66,513	72,471
			+60	0	81,064	81,064
			Total Manager	64,326	69,645	68,520
	Leader		21-30	28,324	33,803	31,869
			31-40	33,867	36,207	35,477
			41-50	34,471	38,447	37,541
			51-60	31,108	41,239	39,213
			+60	0	39,725	39,725
			Total Leader	33,581	36,827	35,887
	Staff		-20	3,732	0	3,732
			21-30	8,330	10,539	9,872
			31-40	12,904	16,632	15,651
			41-50	15,350	18,474	17,819
			51-60	17,167	20,579	20,134
			+60	24,076	17,512	18,450
			Total Staff	10,172	13,345	12,453
	TOTAL PERU			13,681	17,685	16,564

Wage distribution by country (€)		FY18	PORTUGAL		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PORTUGAL	Partner	41-50	0	117,800	117,800
		+60	0	131,536	131,536
	Total Partner		0	120,089	120,089
	Director	31-40	0	73,000	73,000
		41-50	78,473	84,257	82,680
		51-60	0	90,000	90,000
	Total Director		78,473	81,922	81,232
	Manager	31-40	56,230	59,952	59,021
		41-50	52,670	61,863	58,798
		51-60	0	65,000	65,000
	Total Manager		54,895	60,702	59,154
	Leader	21-30	29,600	31,428	30,655
		31-40	34,855	36,719	36,165
		41-50	39,582	41,053	40,843
		51-60	47,000	35,500	38,375
	Total Leader		34,598	37,475	36,692
	Staff	21-30	18,144	17,438	17,726
		31-40	18,989	22,962	21,701
		41-50	16,717	24,681	22,026
		51-60	0	24,701	24,701
		+60	0	17,150	17,150
	Total Staff		18,296	19,465	19,026
	TOTAL PORTUGAL			22,682	27,819

Wage distribution by country (€)		FY18	UNITED KINGDOM		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
UNITED KINGDOM	Partner	41-50	0	221,209	221,209
	Total Partner		0	221,209	221,209
	Director	31-40	160,086	154,847	156,156
		41-50	145,533	159,918	158,479
	Total Director		152,809	158,650	157,815
	Manager	31-40	130,979	109,638	111,060
		41-50	126,613	117,028	119,424
		51-60	0	122,247	122,247
	Total Manager		128,069	112,799	114,632
	Leader	21-30	65,393	69,167	68,034
		31-40	76,946	80,006	79,227
		41-50	87,931	75,586	78,878
		51-60	106,239	75,855	83,451
		+60	0	58,745	58,745
	Total Leader		79,897	77,141	77,846
	Staff	21-30	40,634	48,487	45,963
		31-40	49,227	60,759	55,954
		41-50	48,540	63,744	60,439
		51-60	41,457	60,484	55,295
		+60	0	62,095	62,095
	Total Staff		44,914	55,382	51,892
TOTAL UNITED KINGDOM			59,345	77,211	72,220

Wage distribution by country (€)		FY18	USA		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
USA	Partner	41-50	264,867	272,224	270,385
		51-60	0	309,012	309,012
	Total Partner		264,867	281,421	278,110
	Director	31-40	0	145,677	145,677
		41-50	0	220,723	220,723
		51-60	0	264,867	264,867
	Total Director		0	212,997	212,997
	Manager	31-40	0	147,443	147,443
		41-50	117,301	159,980	138,640
		51-60	0	165,983	165,983
	Total Manager		117,301	155,212	147,630
	Leader	21-30	0	95,352	95,352
		31-40	110,361	108,613	108,730
		41-50	114,776	122,340	121,080
	Total Leader		112,568	111,382	111,490
	Staff	21-30	55,678	55,810	55,768
		31-40	82,722	73,564	75,974
		41-50	71,442	83,737	80,530
		51-60	77,253	118,013	111,220
		+60	0	82,780	82,780
Total Staff		71,377	78,078	76,336	
TOTAL USA			82,103	100,037	96,081

Wage distribution by country (€)		FY18	MOROCCO		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MOROCCO	Director	51-60	0	85,331	85,331
	Total Director		0	85,331	85,331
	Leader	31-40	0	26,544	26,544
		41-50	36,431	30,182	32,682
	Total Leader		36,431	29,273	31,659
	Staff	21-30	6,871	7,695	7,255
		31-40	15,576	17,884	17,198
		41-50	0	26,577	26,577
		Total Staff		8,786	12,347
	TOTAL MOROCCO		9,850	14,479	12,439

Wage distribution by country (€)		FY18	ANDORRA		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
ANDORRA	Manager	41-50	0	56,430	56,430
	Total Manager		0	56,430	56,430
	Leader	31-40	40,500	38,377	39,226
		41-50	40,560	56,000	48,280
	Total Leader		40,520	42,783	41,813
	Staff	21-30	28,000	22,597	23,369
		31-40	24,000	31,515	30,262
		41-50	0	39,667	39,667
		51-60	0	28,248	28,248
	Total Staff		26,000	29,360	28,965
TOTAL ANDORRA		34,712	33,398	33,661	

Wage distribution by country (€)		FY18	NETHERLANDS		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
NETHERLANDS	Director	41-50	141,000	168,000	154,500
	Total Director		141,000	168,000	154,500
	Manager	41-50	0	92,000	92,000
		51-60	0	98,000	98,000
	Total Manager		0	95,000	95,000
	Leader	31-40	69,912	67,250	68,137
		41-50	71,833	87,000	75,625
		51-60	0	70,000	70,000
	Total Leader		71,353	72,875	72,114
	Staff	21-30	36,000	36,918	36,735
		31-40	57,076	57,073	57,074
Total Staff		50,051	46,995	47,829	
TOTAL NETHERLANDS			72,070	68,364	69,653

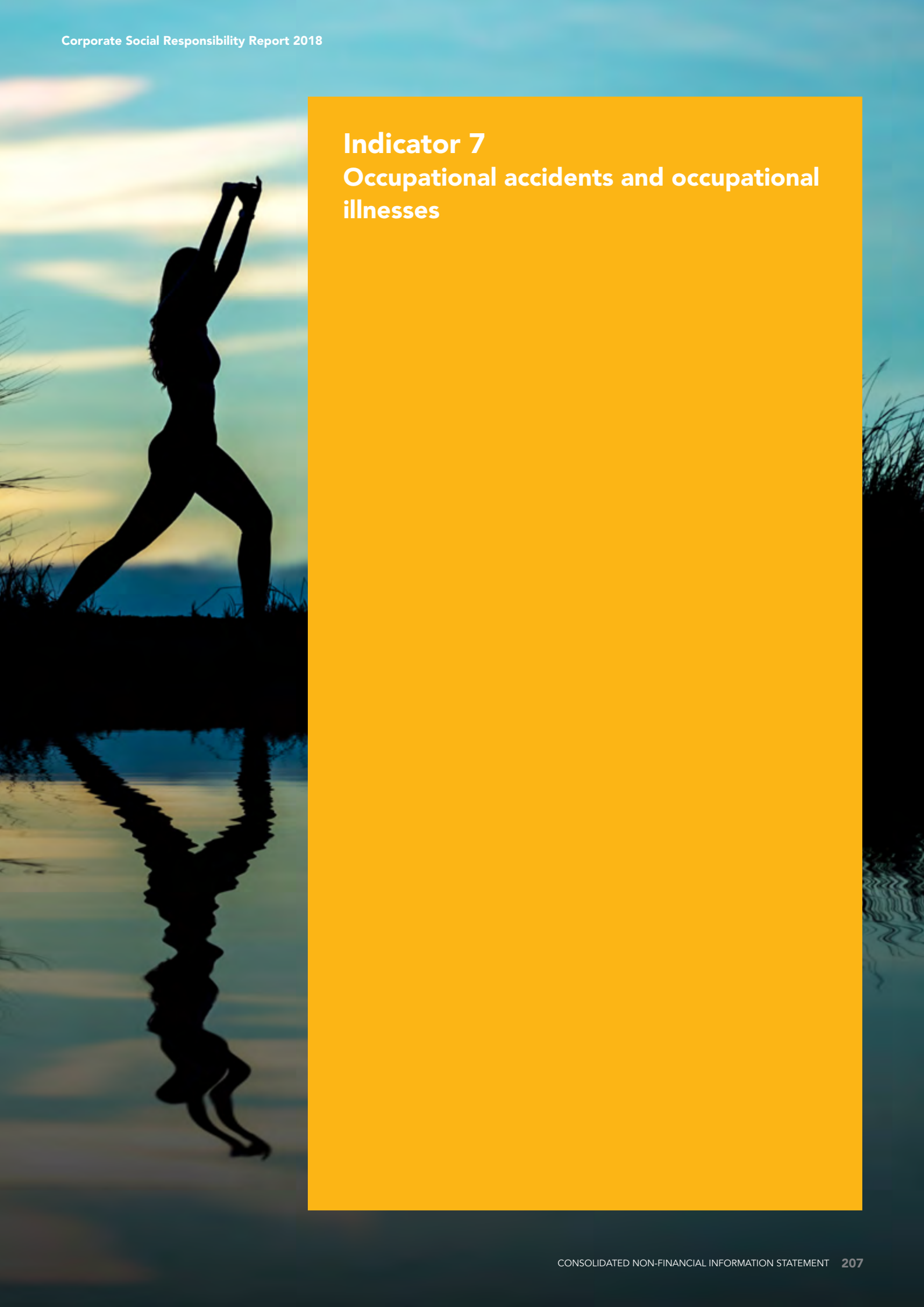
Wage distribution by country (€)		FY18	FRANCE		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
FRANCE	Leader	21-30	0	62,000	62,000
		41-50	0	61,200	61,200
		51-60	0	60,000	60,000
	Total Leader		0	61,143	61,143
	Staff	31-40	0	53,667	53,667
		41-50	0	55,000	55,000
	Total Staff		0	54,200	54,200
TOTAL FRANCE			0	58,250	58,250

Wage distribution by country (€)		FY18	TOTAL		
Average wage and change over time broken down by gender, age and professional category or similar			GRI 405-2		
COUNTRY	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
TOTAL GENERAL			25,139	29,222	28,096

Indicator 6 Training hours by professional category



Training hours (number)		FY2018					TOTAL			
Total training hours by professional category and gender							GRI 404-1			
TRAINING HOURS	GENDER	PARTNER	EXECUTIVE DIRECTOR	DIRECTOR	MANAGER	LEADER	STAFF	TOTAL COUNTRY/ GENDER	TOTAL COUNTRY	
SPAIN	H	1,110	496	2,857	11,303	59,829	210,935	286,530	390,380	
	M	125	140	600	4,421	24,221	74,343	103,850		
ANDORRA	H				53	32	68	153	189	
	M					20	16	36		
ARGENTINA	H	6	8	23	81	513	2,118	2,749	3,862	
	M	1		2	49	131	930	1,113		
BELGIUM	H			15	213	172	308	708	1,254	
	M				11	137	398	546		
BRAZIL	H	15	11	203	507	3,718	38,163	42,617	54,950	
	M		4	77	218	1,904	10,130	12,333		
CHILE	H	6		58	176	630	3,091	3,961	4,455	
	M			3	27	113	351	494		
COLOMBIA	H	35		273	589	2,636	12,842	16,375	24,756	
	M			38	128	1,696	6,519	8,381		
USA	H	4		8	12	45	183	252	375	
	M	1			2	8	112	123		
FRANCE	H					35	9	44	44	
ITALY	H	37		121	267	1,646	3,421	5,492	7,140	
	M		32	1	64	427	1,124	1,648		
LUXEMBOURG	H		1	2	56	3	47	109	115	
	M						6	6		
MOROCCO	H			1		10	399	410	654	
	M						244	244		
MEXICO	H	6		77	99	667	1,335	2,184	3,121	
	M			11	39	361	526	937		
NETHERLANDS	H				6	11	80	97	161	
	M			24		22	18	64		
PERU	H			324	2,606	7,417	25,886	36,233	50,158	
	M			21	719	3,326	9,859	13,925		
PORTUGAL	H	24		100	355	3,188	8,309	11,976	17,583	
	M			78	261	1,183	4,085	5,607		
UNITED KINGDOM	H	23		180	532	915	1,414	3,064	4,455	
	M			10	9	471	901	1,391		
TOTAL		1,393	692	5,107	22,803	115,487	418,170		563,652	



Indicator 7

Occupational accidents and occupational illnesses

Occupational accidents and occupational illnesses	FY2018	TOTAL
Occupational accidents and occupational illnesses (number)		GRI 403-2, 403-3

(*) Scope of occupational accidents and occupational illnesses does not include Andorra and Morocco. The formulae for calculating the frequency and severity indexes are those published by Spain's Ministry of Employment and Social Security:

The frequency index (FI) shows a ratio of accidents to the average number of workers exposed to risk. $FI = (\text{Number of accidents} / \text{Number of workers}) * 1000$ workers

The severity index (SI) shows a ratio of time not worked due to an occupational accident to the time worked by workers exposed to risk. $SI = (\text{Number of work days lost} / \text{Number of hours worked}) * 1000$ hours worked

In itinere accidents have not been included for Spain. The severity index only includes those countries availing of information on the length of absences.

COUNTRY	ACCIDENTS		TOTAL ACCIDENTS	IF		IG		OCCUPATIONAL ILLNESS		TOTAL OCCUPATIONAL ILLNESS
	M	H		M	H	M	H	M	H	
SPAIN	9	8	17	0,47	1,50	0,01	0,01	0	0	0
EUROPA										
PORTUGAL	2	2	4	3,44	1,80	0,14	0,07	0	0	0
UNITED KINGDOM	0	0	0	0	0	0	0	1	3	4
BENELUX	3	1	4	21,67	3,15	0	0	0	0	0
ITALY	3	0	3	8,04	0	0	0	0	0	0
ANDORRA	0	0	0	0	0	0	0	0	0	0
AMERICA										
BRASIL	1	2	3	0,79	0,55	0	0	5	8	13
COLOMBIA	0	0	0	0	0	0	0	0	0	0
MEXICO	0	1	1	0	1,15	0	0,03	0	0	0
PERU	1	1	2	0,62	0,24	0,01	0,001	0	0	0
CHILE	0	2	2	0	0,67	0	0,01	0	0	0
ARGENTINA	2	2	4	11,11	2,49	-	0	0	0	0
USA	0	0	0	0	0	0	0	0	0	0
AFRICA										
MOROCCO*	-	-	-	-	-	-	-	-	-	-

*No data

Indicator 8

Waste generated by the organisation by type

Waste control (t)	FY2018	TOTAL
Waste generated by the organisation by type (t) (*) Includes the offices in Madrid (Manoteras 52 and NOVUS), Sevilla Torre Pelli, UK and USA.		GRI 103-2, 301-1,2,3, 303-3, 306-1,2,3
Total non-hazardous waste		41.01
Total hazardous waste		0.14

Indicator 9

GHG emissions

GHG emissions (t CO2 eq.)	FY2018	TOTAL
<p>Emissions of greenhouse gases by the organisation in tonnes of carbon dioxide equivalent verified as per the standard UNE-EN-ISO 14064-3. Data on confirmed emissions source factors has been used for the calculation.</p>		(*) Includes all offices in Spain.
GRI 305-3	Global*	10,526
Scope 1		82
	Refrigerant gases**	82
Scope 2		2,203
	Electricity consumption	2,203
Scope 3		8,241
	Business travel by land	1,377
	Business travel by air	6,357
	Business travel by rail	507

Indicator 10 Consumption of raw materials

Raw materials consumption (Tn)	FY2018	TOTAL
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Consumption of most important raw materials for the company and measures to improve efficient use thereof.

(* Includes all offices in Spain, Portugal, Chile and USA.

GRI 301-1. 2. 3	Total paper consumption	47,84
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Indicator 11. Non-renewable energy consumption and intensity

Non-renewable energy consumption (kWh)		FY2018	TOTAL
Consumption of electricity by everis' facilities obtained from bills issued by electricity suppliers.		(*) Includes all offices in Spain, UK and Chile.	
GRI 302-1	Global	8,262,421	

Energy intensity (kWh/m2)		FY2018	TOTAL
Consumption of electricity from non-renewable sources per square metre of office space. The ratio is for energy consumed within the organisation (no other fossil fuels are consumed).		(*) Only includes all offices in Spain.	
GRI 302-3	Energy intensity	120,91	

Annex 4

Content of Non-financial Information Report Act 11/2018 / GRI Indicators

Table 28. Location of content in Act 11/2018

	CONTENT OF ACT 11/2018	GRI STANDARD	PAGE/REFERENCE
BUSINESS MODEL	DESCRIPTION OF THE GROUP'S BUSINESS MODEL		
	Short description of the group's business model, which will include its business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future performance	102-2. 102-4. 102-6. 102-7. 102-10. 102-15	0. Introduction 1.1 Business model 2.4 Risk management 6.1 Environmental policy
POLICIES	POLICIES APPLIED BY THE GROUP		
	Policies that the group applies, which will include: the due diligence procedures applied for the identification, assessment, prevention and mitigation of risks and significant impacts and of verification and control, including the measures in which they have been adopted	103-3. 102-29. 102-30. 102-31	2.3 Control policies
KEY RISKS	THE MAIN RISKS RELATED TO THESE MATTERS ASSOCIATED WITH THE GROUP'S ACTIVITIES		
	Main risks related to these matters associated with the group's activities, including, where appropriate and pertinent, business relationships, products or services that may have a negative effect in these areas, and how the group manages these risks, explaining the procedures used to detect and assess them in accordance with national, European or international frameworks of reference for each matter. It must include information about the impacts that have been detected, offering a breakdown, in particular of the main risks in the short, medium and long term	102-11. 102-15.	2.4 Risk management
INFORMATION TO THE ENVIRONMENT	GENERAL		
	Current and foreseeable effects of the activities of the company on the environment and, where appropriate, health and safety	102-15. 102-29. 102-31	6.1 Environmental policy: our reference framework
	Environmental assessment and certification procedures	102-11. 102-29 y 102-30	6.2 Environmental management system
	Resources dedicated to the prevention of environmental risks	102-29	6.2 Environmental management system
	Application of the principle of caution	102-11	6.2 Environmental management system
	Amount of provisions and guarantees for environmental risks	307-1	6.2 Environmental management system

	CONTENT OF ACT 11/2018	GRI STANDARD	PAGE/REFERENCE
INFORMATION TO THE ENVIRONMENT	CONTAMINATION		
	Measures to prevent, reduce or repair CO2 emissions that seriously affect the environment	103-2. 302-4. 302-5. 305-5. 305-7	6.6. Air pollution, including noise and light pollution 6.4. Climate change strategy
	Measures to prevent, reduce or make good any type of air pollution (including noise and light pollution)	416-1	6.6. Air pollution, including noise and light pollution
	CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT		
	Waste prevention measures, waste recycling measures, waste reuse measures, and other forms of waste recovery and reuse	103-2. 301-1. 301-2. 301-3. 303-3. 306-1. 306-2. 306-3	6.3. Environmental best practices
	Actions against food waste	307-1	N/A
	SUSTAINABLE USE OF RESOURCES		
	Use and supply of water according to local limitations	303-1. 303-2. 303-3	6.5. Sustainable use of resources
	Consumption of raw materials and measures taken to improve the efficiency of its use	301-1. 301-2. 301-3	6.5. Sustainable use of resources
	Direct and indirect consumption; measures taken to improve energy efficiency, use of renewable energies	302-1. 302-2. 302-3. 302-4. 302-5	6.5. Sustainable use of resources
	CLIMATE CHANGE		
	Important elements of Greenhouse Gas Emissions generated as a business activity (including goods and services produced)	305-3	6.4. Climate change strategy
	Measures taken to adapt to the consequences of climate change	102-15. 103-2. 201-2. 305-5	6.4. Climate change strategy
	Reduction targets voluntarily established in the medium and long term to reduce greenhouse gas emissions and means implemented for this purpose	103-2	6.4. Climate change strategy

	CONTENT OF ACT 11/2018	GRI STANDARD	PAGE/REFERENCE
INFORMATION TO THE ENVIRONMENT	PROTECTION OF BIODIVERSITY		
	Measures taken to preserve or restore biodiversity	304-1	6.7. Biodiversity
	Impacts caused by the activities or operations of protected areas	304-1	6.7. Biodiversity
DISCLOSURES ON PERSONNEL	EMPLOYMENT		
	Total headcount and distribution of employees by gender, age, country and professional category	102-7. 102-8. 405-1	4.1. Empleo
	Total number and distribution of contracts types	102-8	4.1. Empleo
	Annual average of permanent contracts, temporary contracts, and part-time contracts by gender, age and professional category	102-8	4.1. Empleo
	Number of dismissals by gender, age and professional category	401-1	4.1. Empleo
	Average remuneration and its progression broken down by gender, age and professional category	405-2	4.1. Empleo
	Salary gap	405-2	4.1. Empleo
	Remuneration of equal or average jobs in society		4.1. Empleo
	Average remuneration of directors and executives, including variable remuneration, allowances, compensation, payment to long-term savings forecast systems and any other payment broken down by gender	102-35. 102-36. 201-3	4.1. Empleo
	Implementation of work disconnection policies	402-1. 402-2	4.3. Work-life balance measures
	Employees with disabilities	405-1	4.4. Equality 4.9. Accessibility and disability
	ORGANISATION OF WORK		
	Organisation of work time	102-8	4.2. Organisation of work
	Number of absent hours	403-2	4.2. Organisation of work
	Measures designed to facilitate work-life balance and encourage a jointly responsible use of said measures by parents	401-3	4.3. Work-life balance measures

	CONTENT OF ACT 11/2018	GRI STANDARD	PAGE/REFERENCE
DISCLOSURES ON PERSONNEL	HEALTH AND SAFETY		
	Conditions of health and safety in the workplace	103-2	4.7. Health and safety
	Occupational accidents. in particular their frequency and severity. as well as occupational illnesses. Broken down by gender	403-2. 403-3	4.7. Health and safety
	SOCIAL RELATIONS		
	Organisation of social dialogue (including procedures to inform and consult staff and negotiate with them)	403-1	4.8. Social dialogue
	Percentage of employees covered by collective bargaining agreements by country	102-41	4.8. Social dialogue
	Balance of the collective bargaining agreements (particularly in the field of health and safety in the workplace)	403-1. 403-4	4.8. Social dialogue
	TRAINING		
	Policies implemented in the field of training	404-2	4.6. Talent management
	Total number of hours of training by professional category	404-1	4.6. Talent management
	ACCESSIBILITY		
	Universal accessibility of people	103-2	4.9. Accessibility and disability
	EQUALITY		
	Measures taken to promote equal treatment and opportunities between women and men	103-2	4.4. Equality
	Equality plans (Chapter III of Organic Law 3/2007. of 22 March. for the effective equality of women and men)	103-2	4.4. Equality
	Measures taken to promote employment	103-2. 404-2	4.1 Employment 4.4. Equality 4.6. Talent management
	Protocols against sexual and gender-based harassment	103-2	4.5. Prevention of harassment
Policies against all types of discrimination and. where appropriate. integration of protocols against sexual and gender-based harassment	103-2	4.4. Equality and 4.5. Prevention of harassment	
Protocols against all types of discrimination and. where appropriate. management of diversity	103-2. 406-1	4.4. Equality and 4.5. Prevention of harassment	

	CONTENT OF ACT 11/2018	GRI STANDARD	PAGE/REFERENCE
DISCLOSURES ON HUMAN RIGHTS			
DISCLOSURES ON HUMAN RIGHTS	Application of due diligence procedures in the field of Human Rights	414-2	7.1 Application of due diligence procedures in the field of Human Rights
	Prevention of the risks of Human Rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed	410-1. 412-1	7.2 Risk prevention
	Complaints about cases of human rights violations	102-17. 419-1. 411-1	7.2 Risk prevention
	Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation regarding respect for freedom of association and the right to collective bargaining; elimination of discrimination in respect of employment and occupation; elimination of forced or obligatory labour; and effective abolition of child labour	103-2	7.2 Risk prevention
DISCLOSURES ON FIGHT AGAINST CORRUPTION AND BRIBERY			
DISCLOSURES ON FIGHT AGAINST CORRUPTION AND BRIBERY	Measures taken to prevent corruption and bribery	103-2	2.3 Control policies
	Measures to combat money laundering	103-2	2.3 Control policies
	Contributions to non-profit foundations and entities	103-2	2.3 Control policies

	CONTENT OF ACT 11/2018	GRI STANDARD	PAGE/REFERENCE
DISCLOSURES ON SOCIETY	RELATIONS MAINTAINED WITH THE REPRESENTATIVES OF LOCAL COMMUNITIES AND THE MODALITIES OF DIALOGUE WITH THEM		
	Impact of the company's activity on employment and local development. local towns and villages and in the country	203-1. 204-1	5. Impact on society
	Relations maintained with the representatives of local communities and the modalities of dialogue with them	102-43	5.2 Social commitment
	Association or sponsorship actions	102-13. 203-1	5.3 Activities. partnerships. sponsorships. social awards and action
	OUTSOURCING AND SUPPLIERS		
	Inclusion of social. gender equality and environmental issues in the procurement policy	103-3	5.5 Suppliers
	Consideration in relations with suppliers and subcontractors of their responsibility	102-9. 308-1. 308-2. 407-1. 409-1. 414-2	5.5 Suppliers
	Supervision and audit systems and resolution thereof	308-1. 308-2.	5.6 Supervision systems and audits
	CONSUMERS		
	Measures for the health and safety of consumers	416-1	5.5 Suppliers
	Systems for complaints received and resolution thereof	416-1	5.4 Customers
	TAX INFORMATION		
	Profits obtained country by country		3.1 Profits obtained by country
	Taxes on profits paid		3.2 Taxes on profits paid
Public grants received	201-4	3.3 Public grants received	

Annex 5

Independent verification report



**AENOR Verification Statement for
everis Spain, S.L.U.**

**relating to the reporting of non-financial information in
accordance with Law 11/2018 corresponding for the year ended
31 march 2019**

FILE: 2000/0355/VNOF/01

everis Spain, S.L.U. (hereinafter the company) has commissioned AENOR to carry out a verification under a limited level of assurance of the state of non-financial information (hereinafter NFI reporting), in accordance with Law 11/2018 amending the Commercial Code, the consolidated text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of July 20, on Account Auditing, in matters of non-financial information and diversity (hereinafter, Law 11/2018), for the verification period of its activities, fiscal year ended March 31 2019, included in the CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT FY18 approved June 30th 2019 which is part of this Statement.

AENOR, in accordance with the aforementioned Law, has carried out this verification as an independent provider of verification services.

In this sense, AENOR has carried out the present verification under the principles of integrity, independence, ethics, objectivity, professional competence and diligence, confidentiality and professional behaviour that are required based on the accreditations that it has, within the general scope of application of ISO/IEC 17021-1:2015 and ISO 14065, and individuals, such as the Accreditation granted by the United Nations Convention on Climate Change (UNFCCC) for verification and validation of Clean Development Mechanism (CDM) projects.

AENOR, as required by the aforementioned Law, declares that it has not participated in processes prior to the verification of the NFI reporting.

AENOR

Company data: **everis Spain, S.L.U.**

headquartered in: Avenida de Manoteras, 52 – 28050 MADRID

Representatives of the Organization for the purposes of statement of non-financial information: Antonio GÓMEZ JARILLO.

everis Spain, S.L.U. had the responsibility to report its non-financial information status in accordance with Law 11/2018. The formulation of the NFI reporting as well as its content is the responsibility of the Administrators of the company. This responsibility also includes the design, implementation and maintenance of the internal control considered necessary to allow the NFI reporting to be free from any material misstatement, due to fraud or error, as well as the management systems from which the necessary information is obtained for the preparation of the NFI.

Purpose

The purpose of the verification is to provide interested parties with a professional and independent judgement about the information and data contained in the non-financial information statement of the aforementioned organization, prepared in accordance with Law 11/2018.

Scope of Verification

CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT FY18 approved June 30th 2019 of **everis Spain, S.L.U** and companies included in the consolidated and related statements Annex A.

Materiality

For verification purposes, it was agreed to consider material discrepancies those omissions, distortions or errors that can be quantified and result in a difference greater than 5% with respect to the total declared.

AENOR

Criteria

The criteria and information that have been taken into account as a reference for carrying out the check have been:

- 1) Law 11/2018 of 28 December amending the Commercial Code, the revised text of the Capital Companies Law approved by Royal Legislative Decree 1/2010 of 2 July and Law 22/2015 of 20 July on the Auditing of Accounts, on non-financial information and diversity.
- 2) Standard ISAE 3000 (revised), relating to the commissioning of different insurances or the review of historical financial information.
- 3) The criteria established by the global sustainability reporting initiative at GRI standards when the organization has opted for this internationally recognized framework for the disclosure of information related to its corporate social responsibility.

AENOR expressly disclaims any responsibility for investment or other decisions based on this statement.

Verification process carried out

During the verification process carried out, under a limited level of assurance, AENOR conducted interviews with the staff in charge of collecting and preparing the non-financial information statement and reviewed evidence relating to:

- Activities, products and services provided by the organization
- Consistency and traceability of the information provided, including the process followed to compile it, sampling information on the reported one.
- Completion and content of the statement of non-financial information in order to ensure the completeness, accuracy and truthfulness of its content.

AENOR

Conclusion

Based on the foregoing, in our opinion, there is no evidence to suggest that the statement of non-financial information included in the CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT FY18 approved June 30th 2019 and for the year ended march 31 2019, is not a faithful representation of the **everis Spain, S.L.U.** performance in social responsibility matters under Law 11/2018. Specifically, in relation to environmental, social and personnel issues, including the management of equality, non-discrimination and universal accessibility, human rights, the fight against corruption and bribery and diversity.

Madrid July 31, 2019



Rafael GARCÍA MEIRO
Chief Executive Officer

AENOR

ANEXO

Companies included in Non Financial Statements

Everis Spain, S.L.U.
 Everis Chile, S.A.
 Everis Brasil Consultoria de negocios e Tecnologia de informacao, Ltda
 Everis Argentina, S.A.
 Everis Portugal, S.A.
 Everis México, S.R.L. de C.V.
 Everis Italia, S.p.a.
 Everis Colombia, Ltda
 Everis Centers Group, S.L.U.
 Everis BPO, S.L.U.
 Everis Polonia, S.p. zoo
 Everis Initiatives, S.L.U.
 Everis Centers, S.L.U.
 Everis Centers Chile, Ltda
 Everis Training Chile, Ltda.
 Everis BPO Servicios Profesionales Técnicos y Tecnológicos Chile, Ltda.
 Everis Perú S.A.C.
 Everis BPO México SRL de CV
 Everis Ingeniería, S.L.U.
 NTTData Brasil Consultoria Em.T.I. & Soluções, LTDA
 Everis BPO Perú, S.A.C.
 Everis BPO Colombia, Ltda.
 Everis Aragón, S.L.U.
 Everis consultancy Limited
 Fit inversión en talento, S.A.U.
 BPxnet Limited
 Everis USA, Inc.
 Everis Aeroespacial y Defensa, S.L.U.
 Everis Mobile, S.L.U,
 Everpross, S.L.U.
 Cetel Ingeniería de Sistemas, S.L.U.
 Everis Panamá Inc.
 I-Deals Innovation & Technology Venturing Services, S.L.
 Everis South Africa Limited
 Everis Centers Latam Limitada
 EVERIS INFRASTRUCTURES ENGINEERING, S.L.U
 EVERIS SISTEMAS DE SEGURIDAD, S.L.U.
 Everis, Outsourcing de Processos, Sociedade Unipessoal, Lda.
 EVERIS INFRASTRUCTURES OPERATIONS, S.L.U.
 Arilion, S.L.U.
 Everis Centers Morocco, S.A.R.L.
 Everis Centers Group Portugal, Unipessoal, Lda.
 Everis Andorra Consulting IT Services, S.L.U.

AENOR

Everis Belgique, SPRL

Detalle de Participaciones en Sociedades Asociadas a 31 de marzo de 2019

Embention Sistemas Inteligentes, S.L.
Toro vehículos especiales y Sistemas, S.L.
Ingeniería y Sistemas de Información y Documentación, ISID, S.L.
New technologies global systems, S.L.
Herta Security, S.L.
Palo Biofarma, S.L.
Nettit Colaborative Payments, S.L.
PlayStark Games, S.L
Licencias Proyectos Seguridad y Salud, S.L.
Oncostellae, SL.
Futuna Blue España, SL.
Iobuilders Blockchain Tech & Ventures, S.L.
Booboo Red de Optimización, S.L

Bajas del perímetro durante el año fiscal 2018

Ibetor, S.L.
Azurebio, S.L.



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