everis

an **NTT DATA** Company

ANNUAL REPORT
2017-2018

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Attract the best talent and build loyalty

Prologue

everis philosophy is based on attracting the best talent and building loyalty by offering them the best opportunities for their career. By doing so, we can offer our clients the most innovative solutions.

Content

![everis logo]

an **NTT DATA** Company

Attract the best talent and build loyalty •

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01

INTRODUCTION

This fiscal year, we have increased the company turnover by 14%, that is 1,173 billion euros. This has been possible thanks to everis' talent, which has grown by 3,000 new professionals this past year.

Once again, we present our sustainability report, a document reflecting the results of our financial, social and environmental performance in keeping with our commitment to transparency and dialogue undertaken with all our stakeholders.

Our context is still highly complex and ever-changing, so **everis**' attitude as a company is shaped by the market and environmental situation.

Our strength must be built on our constant development—as individuals and as an organization—while simultaneously building a solid foundation on which to grow, bolstered by continuous innovation.

We have developed strategies and procedures that are yielding optimal results, as evidenced by the increase in company turnover by 14% to 1.173 billion euros during the current fiscal year.

These financial results would not be possible without our professionals, the **everis** talent. Our team is the cornerstone of our business and we are therefore committed to creating qualified, stable and high-quality jobs.

We devote great efforts to recruiting and training the best candidates, ensuring their professional and personal develop-

ment. This commitment is reflected in the 12 million euros invested in professional training for our talent, during the year.

In 2017 we have grown by 3,000 new professionals, making us more of 21,000 people working together on this great project we call **everis**.

Another key aspect that has allowed us to grow and deliver success has been our ability to transform ourselves.

Our organization is structured into **everis** Europe and **everis** Americas, with the primary aim of adapting the company model to the different realities of each of the markets where we operate.

This allows us to operate from a privileged position, leveraging all the local expertise while backed by a robust international support and vision.

This support not only comes from our extensive knowledge and experience, but also from the opportunity of being part

of the NTT DATA Group, allowing us to lead the development of large accounts around the globe and increase the added value we offer as a company.

Likewise, we have continued to implement other strategic and operational decisions to ensure proper compliance and monitoring of the stringent quality standards established at **everis**. Thus, during the past fiscal year, we have added the figure of corporate Data Protection Officer (DPO) to our structure. This person oversees leads our Data Protection Office, essential for complying with current legislation and tackling modern-day challenges to our business.

We continue to foster and create alliances in the market with all our partners (technology, start-ups, entrepreneurial ecosystem, universities, etc.) as they generate a valuable flow of financial opportunities but also of knowledge and positive social impact wherever we operate.

Some examples are our global partnerships with all kinds of educational institutions and organizations to combat the digital gap and promote STEAM knowledge.

Since 2001, the **everis foundation** has been playing a crucial role in this regard through its entrepreneurship awards, as well as the many activities and workshops developed in the ten countries where it operates, always involving volunteer professionals.

We are a young, energetic company. Based on a solid foundation of knowledge and hands-on expertise, we have decided to take full advantage of the entrepreneurial environment, because we understand that this is a flexible approach, perfect for the context of constant change in which we operate. Therefore, we don't only work with entrepreneurs but very actively promote their development, committed to innovative projects.

This year, **everis** has opened its first LivingLab, a Spain-based innovation and co-creation lab that aims to boost interactions between professionals, customers, technology partners, entrepreneurs and the academic ecosystem. We want for this new centre to be an open space where we can work together for innovation to address the technological challenges that are transforming the business and social ecosystem.

This year, everis has opened its first LivingLab, a Spain-based innovation and co-creation lab that aims to boost interactions between employees, customers, technology partners, entrepreneurs and the academic ecosystem.

At the environmental level, we continue working and strengthening our Environmental Management System (EMS), extending its reach to more offices in order to manage our environmental impacts.

All these efforts—not only during this fiscal year but throughout our history—have enabled us to become:

- one of the best companies to work for;

- an innovative company and benchmark partner, improving our market position;

- a company with the ability to address our customers' digital transformation projects through the development of new products;

- promoters of partnerships and innovation between different company players.

Our challenge for the future is to consolidate **everis**' growth and international expansion. This year we have opened new offices in Spain, Argentina, Andorra and the Netherlands, strengthening our presence in European and American markets.

Thanks to everyone who has been part of a successful year!

everis team, an NTT DATA Company
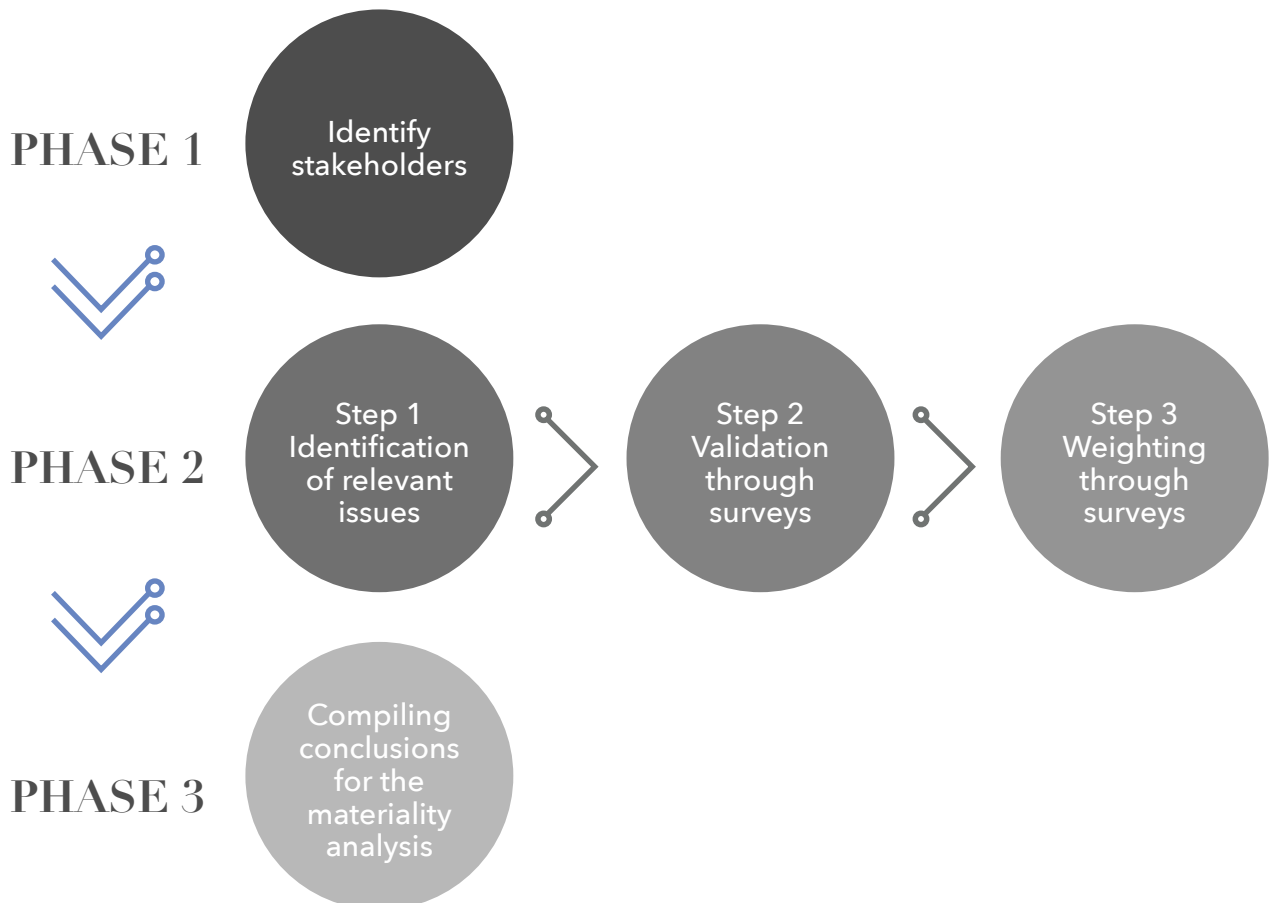
MATERIAL ISSUES AT EVERIS

This document comprehensively reports the financial and non-financial information considered relevant to **everis** stakeholders. It has been written following the GRI Standards model, according to which, conducting a study of the topics that are material for the company and its stakeholders is a priority.

Therefore, this sustainability report addresses the issues that are most relevant from the point of view of the **everis**' mission, its strategy and the concerns expressed by stakeholders.

To determine what these issues are, a materiality study was carried out with the following phases:

PHASE 1

> Identify stakeholders

PHASE 2

> Step 1
> Identification of relevant issues

> Step 2
> Validation through surveys

> Step 3
> Weighting through surveys

PHASE 3

> Compiling conclusions for the materiality analysis

I.I. DIALOGUE AND RELATIONSHIP WITH STAKEHOLDERS

This materiality study starts from dialogue with **everis** stakeholders. **everis** is aware of how a two-way dialogue with these groups is key to understanding their needs and integrating these concerns into the company's strategy.

In the long term, economic sustainability means being able to understand a constantly changing environment and anticipate its needs.

Therefore, transparent communication with all groups is essential and fosters continuous improvement based on the criticism and suggestions received; it also strengthens **everis**' role in participating in and developing society.

In this sense, **everis** maintains different dialogue channels with stakeholders based on specific issues and the company's objectives.

SHAREHOLDERS

everis practices solid corporate management and does its best to increase shareholders' interests.

It discloses the information about its management in a timely and proper manner and ensures that it is transparent.

Dialogue channels

Reporting.

Committee meetings.

Board of directors.

Audit and compliance committee.

Appointments and Remuneration committee.

OUR COMMUNICATION CHANNELS

blog.everis.com
everis.com/global/es
everis.com/global/en

STAKEHOLDERS

PROFESSIONALS

everis respects all professionals' individuality and personality.

It respects human rights and does not discriminate based on gender, nationality, belief or religion.

It does not commit any workplace harassment act.

It treats professionals fairly and equally and offers job opportunities according to individual merit, in a safe work environment free from violence, drugs and child labour.

Dialogue channels

Digital channels: websites (internal and external), social networks.

Recruitment events.

Referenced campaigns.

Online and telephone support platforms.

Training sessions.

Mentoring sessions

Annual and continuous evaluation.

Volunteering.

Entrance course and follow-up meetings during the first year.

Exit interviews

Climate survey and action plans.

SUPPLIERS

everis acts with integrity, without abusing its privileged position.

It complies with the corresponding laws and regulations applicable to transactions with suppliers, and respects agreements with suppliers.

Dialogue channels

Mailbox for delivering offers.

Negotiation process.

Constant management of the relationship.

Accreditation process.

Periodic service evaluations.
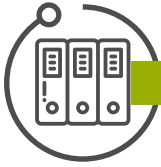
EDUCATIONAL INSTITUTIONS (UNIVERSITIES)

Equal opportunities in selection.

Good selection of profiles according to the needs of each project: "The right person in the right project".

Training: departments, financial assistance for master's degrees, awards, among others.

Dialogue channels

Open days and actions to attract talent.

Employment fairs at universities.

Hackathons.

everis Open Days.

Participation in forums with talks and presentations.

Talent Awards and awards for academic merits.

CLIENTS

everis formalises the appropriate agreements with clients and supply systems and services in accordance with the corresponding agreement.

It meticulously manages clients' information in accordance with the agreements and with the corresponding laws and regulations on personal data protection.

Dialogue channels

Business proposals and their monitoring.

Business development activities.

Events: congresses and conferences

Satisfaction surveys.

Annual sustainability report.

PROFESSIONAL AND SECTOR ASSOCIATIONS

Support for developing regulations and policies.

Research support

Dialogue channels

Committees and working groups.

Conferences

Training

SOCIETY

everis actively participates in social contributions such as volunteering and other community activities to fulfil responsibility as a good corporate citizen.

It respects the diversity of cultures and values and contributes to developing the societies in which it carries out its activity.

everis rejects any commercial relationship with antisocial forces.

The environment:

everis proposes IT systems and solutions that contribute to reducing environmental impact.

It does everything possible to reduce the environmental impact of its business operations.

It increases its knowledge about biodiversity and undertakes activities to protect the natural environment.

It complies with the laws and regulations related to the environment.

Competitors:

everis does not perform any act that could hinder market competition, including defamation, dumping, cartels, and other unfair/anti-competitive behaviour,

and acts fairly and in free competition.

It protects its intellectual and industrial property rights and respects those of others.

Government:

everis does not give any gift or other kind of attention that is contradictory to its Global Compliance Policy or the applicable laws, nor does it perform any act in which corruption may be suspected.

It does not participate in any kind of bribery of public officials or administrative authorities in any jurisdiction.

Dialogue channels

Timely response to requests and communications.

Participation in events and periodic meetings.

Digital channels: websites (internal and external), social networks.

Annual sustainability report.

everis foundation

I.II. MATERIALITY

Once the different stakeholders were defined, the priority topics for **everis** and the different groups where 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.
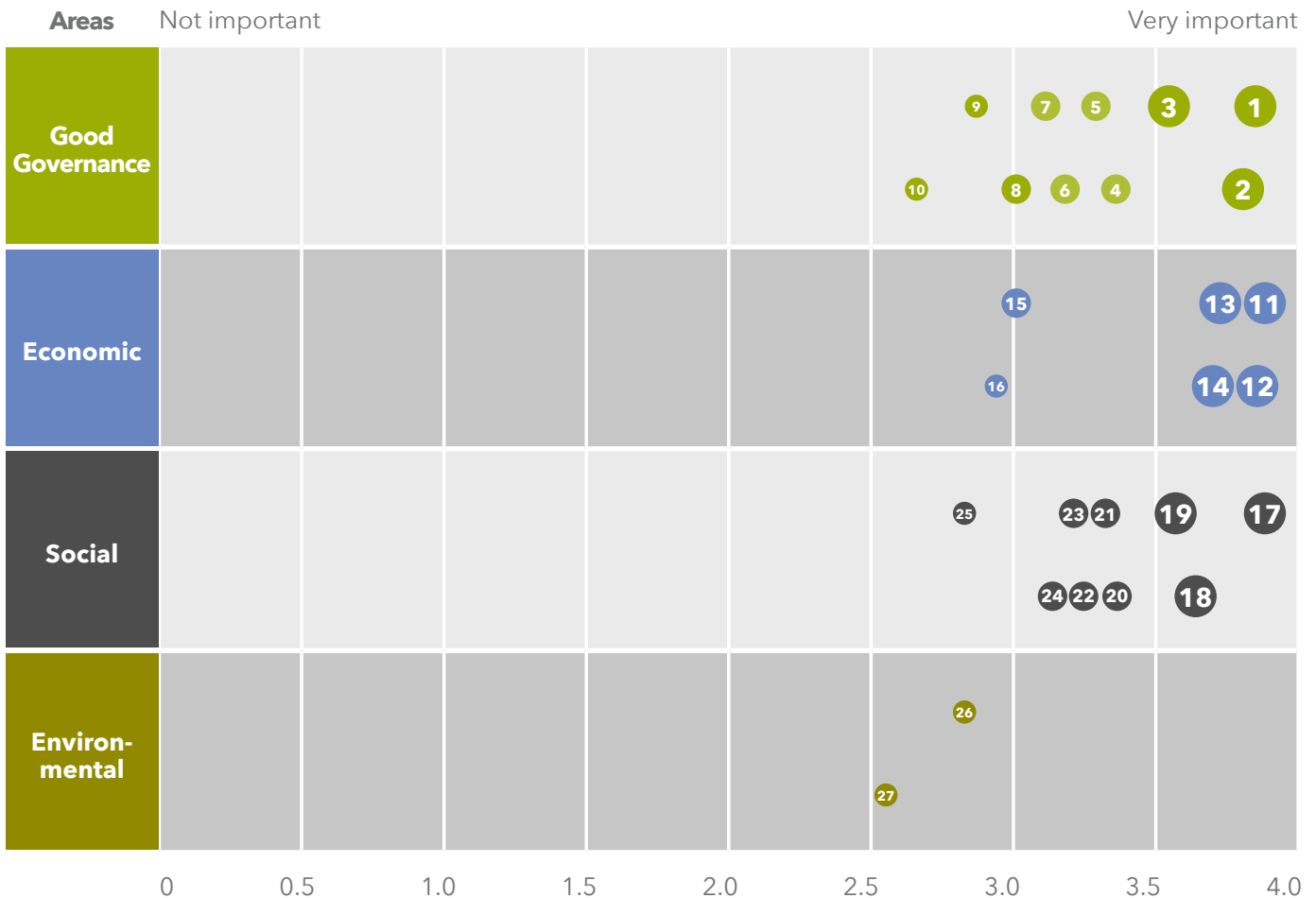
Once the most relevant aspects for **everis** were identified, those that are "material" for the company were determined; that is, those that have greater importance in the good governance, economic, social and environmental areas.

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 stakeholders. **2.80**

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

Areas	Not important							Very important
Good Governance						9 7 5 **3** **1**		
						10 8 6 4 **2**		
Economic						15 **13 11**		
						16 **14 12**		
Social						25 23 21 **19** **17**		
						24 22 20 **18**		
Environ-mental					26			
				27				

0   0.5   1.0   1.5   2.0   2.5   3.0   3.5   4.0

Directo

Material aspects on which **everis** impacts as pointed out by stakeholders.

Identifying relevant issues that affect stakeholders	Impact	Direct / indirect
Economic sustainability	All	Direct
Career training and development plan, IT talent development	Current and potential professionals	Direct
Information security and data protection	Customers and society	Direct
Customer satisfaction	Customers and professionals	Direct
Anticorruption, legal compliance and Code of Ethics.	All	Direct
Job creation	Local community, Society, Universities, schools, companies	Direct
Innovation, R&D and new portfolio	Customers, partners, niche companies and society	Direct
Caring for people	Current and potential professionals	Direct
Contributing to the local community for volunteering and entrepreneurship	Professionals, local community and society	Direct
Reputation and image	All	Direct / indirect
Good Corporate Governance	All	Direct
Compliance with employment practices	Professionals, Public Administrations	Direct
Local community: Contribute to developing the services sector and knowledge sharing	Professionals, the local community and society	Direct
Commitment to the local community to achieve a fairer society	Professionals, local community and society	Direct
Crisis Management	Professionals, customers and shareholders	Direct
Diversity	All	Direct

100%

talent
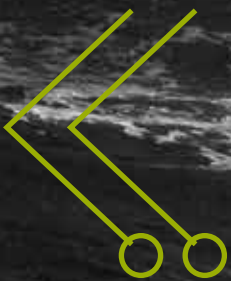
Each of these aspects is addressed in this document, together with the description of the main policies and procedures that **everis** applies in managing them, the risks and opportunities related to each one, as well as their activity indicators.
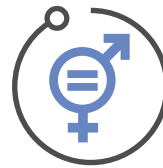
AREA	SDG WITH WHICH IT CONTRIBUTES

T *Attract the best talent and build loyalty •*

Economic

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work

I.III. SUSTAINABLE DEVELOPMENT GOALS

In 2017, a growing interest was piqued in society to know to 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 the 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.

everis carries out an exercise to determine the SDGs with which the company contributes in the different economic, social and environmental areas.

SDG 4: Guarantee inclusive and equitable, quality education and promote lifelong learning opportunities

SDG 5: Achieve gender equality and empower all women and girls

Social

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work

SDG 10: Reduce inequality

Environmental

SDG 13: Adopt measures to combat climate change and its effects

CONTRIBUTION WITH THIS SDG	EXPLANATION ON HOW EVERIS CONTRIBUTES WITH THIS SDG
Job creation	The global workforce has increased during FY17 thanks to the 3,000 new professionals. This commitment with employment is shown by figures like over 96% of permanent contracts, as reported during the past fiscal year.
Innovation, R&D and new portfolio	The company's investment into innovation helps to increase customers' economic productivity.
Career training and development plan	Investment into developing professionals and other groups (school communities, university students, etc.), to ensure their continuous professional training and their current and future employability in STEAM skills.
Equality and Diversity Plan	The equality plan with specific measures and objectives is aimed at ending any type of discrimination against women. 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.
Contributing to the local community for volunteering and entrepreneurship	Promoting corporate volunteering and support for entrepreneurship. This contributes to creating decent jobs and entrepreneurship, creativity and innovation and promoting the creation of micro-companies.
Local community: Contribute to developing the services sector and knowledge sharing	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.
Partnerships for social inclusion	Though it may vary according to the location, everis establishes alliances with NGOs, focusing on the integration of people at risk of social exclusion, specifically to mitigate the consequences of the digital divide.
Environmental management at everis	**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.

01

WHO ARE WE?

1.1. EVERIS, NTT DATA AND NTT GROUP

everis, an NTT DATA Company, is a multinational consulting firm providing business and strategy solutions, application development, maintenance, and outsourcing services.

EVERIS WORLDWIDE REVENUE BY REGION*

USA
29.06

Mexico
37.25

Brazil
79

Total Americas
316

Colombia
25.23

④

Peru
60.26

③

Argentina
15.14

Chile
70.41

everis
NTT DATA
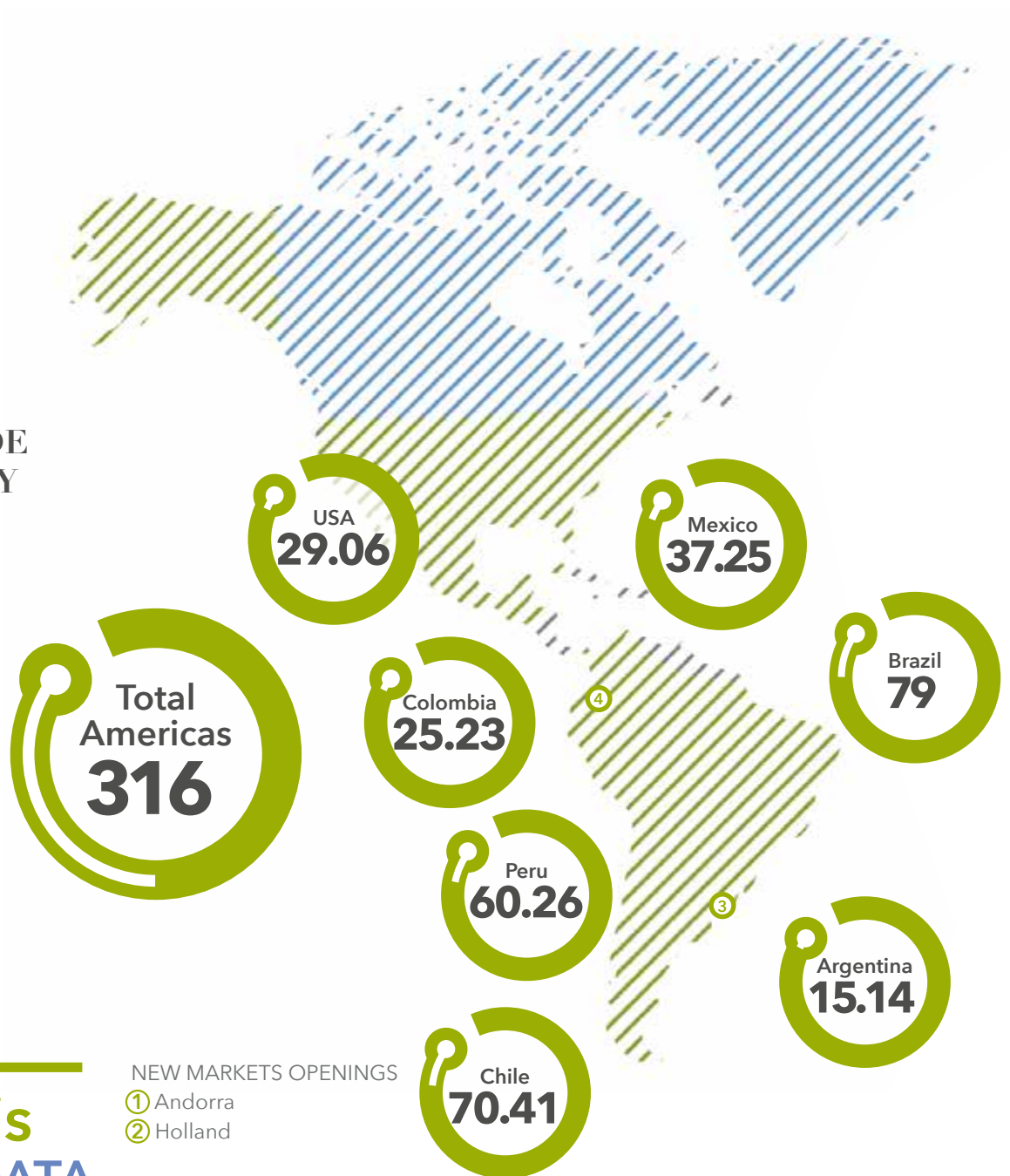
NEW MARKETS OPENINGS
① Andorra
② Holland

NEW OFFICES OPENINGS
③ Buenos Aires, Argentina
④ Popayán, Colombia
⑤ Ciudad Real, Spain
⑥ Galicia, Spain

*Data corresponding to FY2017
(from 04/01/2017 to 03/31/2018)
Figures in millions of euros

NTT Group

+283,000
Professionals

88
Countries

110,000
billion total
revenue

NTT DATA
Trusted Global Innovator

+118,000
Professionals

50
Countries

Ranked
8th
in the IT ser-
vices field

United
Kingdom
54

Benelux
73.63

Spain
600

②

① ⑥
⑤

Italy
59

Portugal
26.11

Andorra
8.22

Total
Europe
857

NTT GROUP COMPANIES:

docomo   NTT Communications   NTT DATA
Trusted Global Innovator   NTT EAST   NTT WEST   dimension data

EVERIS GROUP CHART

MARCH 2018

NTT DATA CORPORATION

100%

Everis Participaciones, S.L.U.

100%

Everis Spain, S.L.U.

100%

Everis Polonia, Sp.z.o.o.*

Everis Italia, Spa

Everis USA, INC

EverisAragón, S.L.U.

Everis Portugal, S.A.

Everis consultancy, Limited

Everis Panamá, INC*

Everis South África, (PTY) LTD*

Everis Infrastructures Operations, S.L.U.

Everis Andorra Consulting IT Services, S.L.U.

Everis Infrastructures Engineering, S.L.U.

75% Ideals Innovation & Technology Venturing Services, S.L.

10% Jobssy, S.L.

Everis Outsourcing de Processos, Sociedade Unipessoal, LDA

100% BPXNet, Limited

Fit Inversión en Talento, S.A. U

39,07% Azurebio, S.L.

12,51% Palo Biofarma, S.L.

18,69% Irisbond Crowdbonding, S.L.

4,1664% Satlantis Microsats, S.L.

12,30% Playstark Games, S.L.

99,999966% Everis Perú, S.A.C.

99,99% Everis BPO Perú, S.A.C.

99,97% Everis México, S. de R.L. de C.V.

98% Everis BPO México, S. de R.L. de C.V.

93,56% Everis Argentina, S.A.

99,9998% Everis Colombia, Ltda

99,99858% Everis BPO Colombia, Ltda

99,99% Everis Brasil Consultoria de Negocios e Tecnologia da Informaçao, Ltda

99,99% NTT Data Brasil Consultoria Em T.I. & Soluções Ltda

99,99% Everis Chile, S.A.

99,99% Everis Training Chile, Ltda

99,99% Everis BPO Servicios Profesionales, Técnicos y Tecnológicos Chile, Ltda

7 Branches in Brazil (Everis Brasil)

100% Investment. Investment

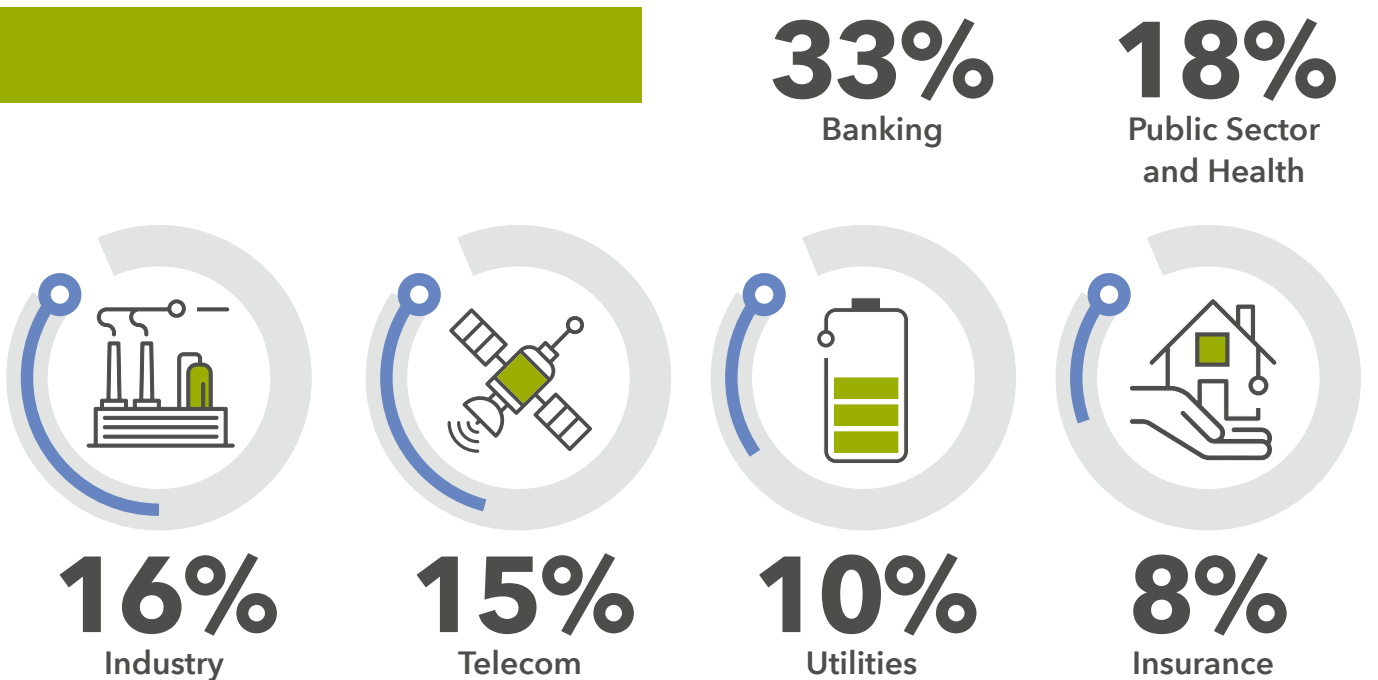Affiliate (Equity method). Investment
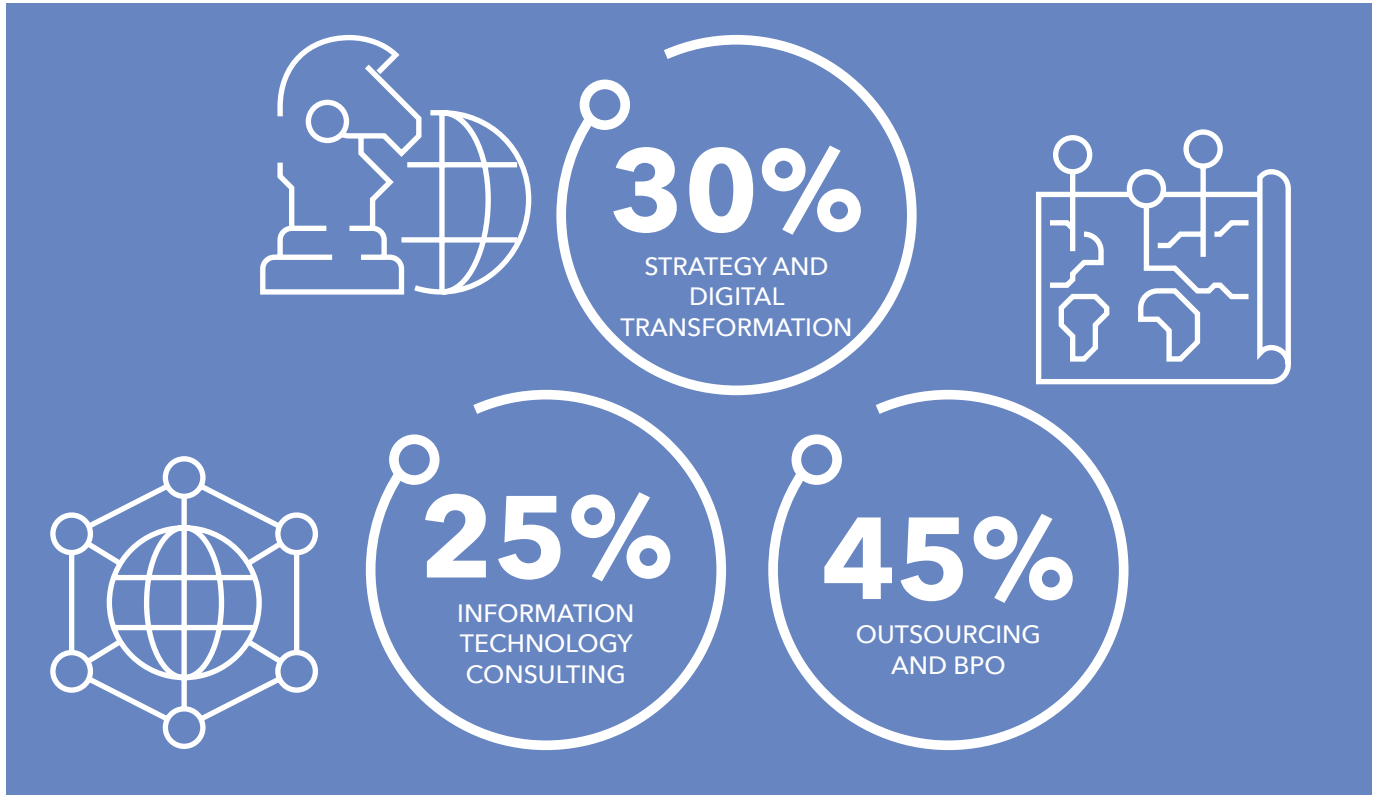
Majority

Minority

*Dormant company

WHO ARE WE?

1 Branch in Netherlands (Everis Spain)

1 Branch in Luxembourg (Everis Spain)

1 Branch in Belgium (Everis Spain)

1 Branch in France (Everis Spain)

1 Branch in Colombia (Everis Spain)

100%

Everis BPO, S.L.U.

Everis Centers GROUP, S.L.U.

Everis Initiatives, S.L.U.

1 Branch in Peru (Everis BPO)

Everis Ingeniería, S.L.U.

Everis Aeroespacial y Defensa, S.L.U.

0,000034%

0,01% | 100% | Arilion, S.L.

0,03%

10% | Business Services for Operational Support, S.A.

2.00%

5.00% | 1,44%

0,0002%

0,00142% | 1% | Everis Centers Morocco, S.A.R.L. | 99%

0,01% | Everis Centers Latam, Ltda | 99,99%

0,01% | 0,01% | E.veris Centers Chile, Ltda | 99,99%

0,01%

0,01%

4 Branches in Brazil (NTT DATA Brasil)

100% | Everis Centers, S.L.U.

100% | Everis Centers Group Portugal Unipessoal, Lda.

Everis Sistemas de Seguridad, S.L.U. | 100%

Embention Sistemas Inteligentes, S.L. | 25%

Ingeniería y Sistemas de Información y Documentación, ISID S.L. | 49%

Toro vehículos especiales y Sistemas. S.L. | 50%

Sistemas de control Remoto, S.L. | 75%

Ibetor, S.L. | 12,96%

New Technologies Global Systems,,S.L. | 49,99%

Herta Security, S.L., | 25,83%

Aplicaciones de Simulación Simtec, S.L. | 67,50%

Everis Mobile, S.L.U.

Everpross, S.L.U.

Cetel Ingeniería de Sistemas, S.L.U.

0,01%

0,01%

70% | Nettit Colaborative Payments, S.L.

1.2. EVERIS IN FIGURES

Global turnover FY2017*

€1,17 BILLION

14% GROWTH COMPARED WITH FY2016

EBITDA **€92** MILLION

MORE THAN **21,000** PROFESSIONALS

3,000 NEW PROFESSIONALS IN THE LAST YEAR

*Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018)

REVENUE BY SECTOR

33% Banking

18% Public Sector and Health

16% Industry

15% Telecom

10% Utilities

8% Insurance

REVENUE BY TYPE OF SERVICE

30%
STRATEGY AND
DIGITAL
TRANSFORMATION

25%
INFORMATION
TECHNOLOGY
CONSULTING

45%
OUTSOURCING
AND BPO

10
everis
centers

Murcia • Alicante • Sevilla • Temuco
• Tucumán • Uberlandia • Lisboa
• Tetuan • Trujillo • Salamanca

OVER
3,000
PROFESSIONALS

SERVICES:
**OUTSOURCING,
DEVELOPMENT**
AND **TESTING.**

1.3. VALUE CREATION   OUR BUSINESS

everis considers that talent, technology and innovation are key to a company's success. According to the **everis** vision, being lever for transformation and change requires putting people first. It's about putting technology at the service of people and not the other way around.

This commitment to people-focused transformation and innovation forces 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.

SECTORS IN WHICH EVERIS WORKS

DIS-RUP-TION

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 in the public sector, by improving business processes and models and developing value propositions.

CONSULTING
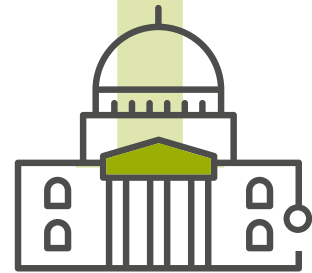
TELECOM AND MEDIA: We focus on operator efficiency so we can bring these operators to new digital clients, with a model based on agility, simplicity and transparency.
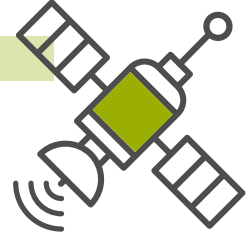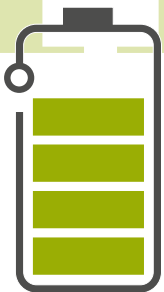
PUBLIC SECTOR: We work with public administration bodies to make strides in the move towards digital, open, transparent, citizen-focused government. We do so through the use of innovative technology such as the IoT, big data, analytics and mobility solutions.

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

INFRASTRUCTURE AND REAL STATE: We design corporate business strategy and implement the most complex tools and processes, meaning we can give a more technical touch to our clients' value offers.
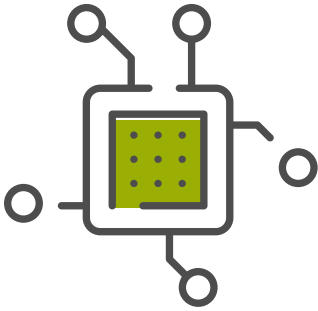
CONSUMER GOODS: The digital revolution has also made its way to consumers. At **everis**, we help redefine the vital value proposition we need in order to stay competitive in the long term.

TRANS-
FOR-
MA-
TION
OPERA-

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.

HEALTH: We play a part in the evolution of the health system, pushing for technological advances, scientific innovation and cultural changes for patients.

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.

AEROSPACE AND DEFENCE: The **everis** Group's Aerospace & Defense department offers global solutions for the implementation of critical systems in the aerospace, defence, safety and simulation sectors.y simulación.
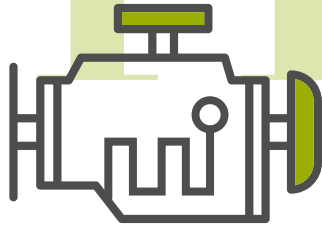
TECHNO-LO-GY

TIONS

AUTOMOTIVE: We are working on priorities in the sector, including: increasing investment in IT, developing new products and reducing inactivity time. We support innovation, research and development.

TOURISM AND LEISURE: We are changing the way customers make decisions on leisure and tourism consumption, and the way they take out and use these services.
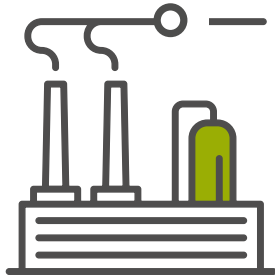
MANUFACTURING: We help to improve both product design and relationships with providers. We support innovation, research and development so the transformation can be a complete one.

DISTRIBUTION AND RETAIL: Our aim is to help increase sales and improve company image, thanks to innovative initiatives centered on getting to know customers.
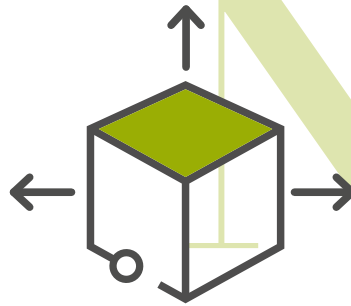
ENVIRONMENT AND SUSTAINABILITY: We offer specialised services in technology, consulting, engineering and operational infrastructure services for the energy, water, transport and environment sectors, with a strong focus on innovation, ICT and sustainability.

SERVICES: We help push companies in the sector to set up and implement new digital business lines and to reduce the cost of commercial product-based infrastructures.

TECHNOLOGICAL PARTNERS

everis relies on an ecosystem of partners for its activities, including more than 30 technological partners, strategic alliances and associations.

Microsoft

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.

In addition, as part of the NTT DATA Group, everis is considered a Global System Integrator, and, consequently, this partnership spreads across the globe.

The strategic agreement between everis and Microsoft helps us guide our clients through their digital transformation, thereby transforming their business processes and everis' own offering, by adapting our own products and services and transferring them to the cloud in Azure.

ORACLE

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.

Our partnership is strategic 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. Furthermore, our position as part of the NTT DATA Group means we can offer our clients a wide-reaching, wide variety of possibilities in Oracle services for all sectors.

salesforce

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 collaborates with Salesforce to help clients with their transformation on various axes. To do so they, firstly from a CRM perspective, leverage the power that Salesforce clouds offer in the fields of sales, customer services, marketing, etc. Secondly, they use Salesforce as a development platform for customer-centric applications such as ehCOS in the eHealth field.

SAP Partner

We are a SAP Global and Gold Partner, demonstrating 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.

36
MILLONES
DE EUROS

EVERIS INITIATIVES: PROMOTING NEW BUSINESS

everis Initiatives is the **everis** Group unit focused on creating and developing new businesses through intrapreneurship, leveraging the company's capabilities and collaborating with existing external talent in the market with an open innovation mindset. These initiatives combine the solvency and stability of a large company with the strong points of small, innovative companies—such as agility and flexibility.

Educación

everis

Education

This initiative focused on the education sector works along two business lines. The line designated K-12 addresses solutions for formal and compulsory education, including, among other developments:

Xtend, a social learning environment aimed at schools where active student participation is encouraged. The platform can recommend, in real time, the best content and materials, while allowing teachers to generate customised itineraries, adding a component of intelligence to decision making.

EducaGen is a learning analytics solution for schools that delves into the analysis of motivation, social interaction and semantic information generated by students to predict and recommend the most appropriate teaching resources for students.

e-Confidence is a project funded by the European Union which aims to create a new methodology for behavioural transformation for serious games. The project included the development of two games aimed at 12- to 14-year-olds. One aims to prevent bullying and the other focuses on safe Internet use. **everis** develops the model and business plan, getting involved in piloting and integrating the games into the Xtend platform.

everis school comprises vocational training centres offering the Senior Technician in Multiplatform Application Development degree. This is the first initiative in Spain where the employer becomes the education provider.

everis Initiatives: promoting new business • I

EDUCATION

Likewise, **everis** Education is also involved in corporate training projects, an area where the team has over 17 years' experience running proposals related to digitisation of education, virtual platforms, design and e-learning and collaborative learning content development through virtual environments.

BILLIB

BilliB

BilliB is the first and only SCF (Supply Chain Finance) financial and technological solution developed in Spain to monetise bills and generate new EBITDA for companies and professionals, thanks to the management of prompt invoice payment to suppliers. BilliB allows users to automate and optimise how the entire process is managed—from agreements to payment settlement and tax requirements. One of the innovative components of the platform is the first-ever use of electronic money in B2B environments, enabling instant, traceable and free payments.

nettit, its predecessor, was developed and marketed by **everis** between 2015 and 2017. This company managed a business flow of more than 170 million euros of payment advances for our users. By 2016 it accounted for 37.9% of "alternative" Fintech financing operations in Spain.

In October 2017, BilliB opened for business, launched as a new brand and in a joint venture with Bankia. Almost a year later, this initiative has spawned a new industry where the company is recognised for its success stories as well as for being awarded its first request for proposal for prompt payment management of electrical company Viesgo. Outside of Spain, BilliB has deployed its services in Mexico and continues its internationalisation process to other countries.

More information billibfinance.com

FITALENT

Fitalent

Fitalent is the **everis** Group investment fund, created in 2011 (FIT-I). From 2017 onward, a second investment phase began designated as FIT-II. In this new stage, the aim is to exceed the ten investments carried out through FIT-I, expanding both the fund portfolio and diversifying the industries in which it is present.

Fitalent is committed to eminently technological projects with highly engaged teams and strong growth potential. In this new phase, the fund outlines three strategic lines. It has a Venture Capital line featuring a multisectoral focus and a permanence of between four and six years. Its Corporate Venture line features the same investment scheme as the Venture Capital line, but with the exit and potential return geared toward the **everis** Group. The third line, Company Builder, includes early-stage investments and always with Corporate co-investments.

More information at fitalent.es

fitalent
everis group

Aeroespacial
y Defensa

everis

everis Aerospace, Defence and Security

Of all the initiatives launched to date, **everis** Aerospace, Defence and Security boasts the greatest scope. The company provides comprehensive solutions for critical defence and security systems, integrating reliable and innovative technologies designed by **everis** and its strategic alliance partners.

One of the distinguishing aspects is the creation of an innovative ecosystem of high-technology small and medium enterprises by acquiring a stake and adding them to the Group's global supply catalogue. Likewise, **everis** supports these companies in their management, production, sales, internationalisation and financing processes, thus promoting overall growth.

Currently, **everis** Aerospace, Defence and Security has established itself in areas such as unmanned systems, monitoring and intelligence applications, security for major events and infrastructure, cybersecurity, simulation and training, among others, while working on the development of new business lines.

More information at aeroespacialydefensa.everis.com

EVERIS AEROSPACE, DEFENCE AND SECURITY

GLOBALERIS

Globaleris

Globaleris is a services' suite born with the aim of supporting gas business operations in Europe. It is geared towards gas suppliers, regardless of the sophistication in their operation or the volume and profile of their portfolio.

Globaleris allows greater independence with regard to IT areas, as well as provides greater flexibility for business development. In addition, it supports decision making by generating multiple simulation scenarios and it ensures appropriate regulatory compliance at all times.

Currently, Globaleris provides support to:

• Logistics and balancing systems for gas; contract management; costs; among others.

•Forecast demand, for both residential and industrial, in the short, mid and long term.

• Business back-office, including switching and billing to end customers or any other partner -distributors, brokers, commercial agents, among other-, adding a single view to the company income statement.

More information at globaleris.com

Globaleris
everis group

EVERIS ENGINEERING

everis Engineering

Known until now by the trade name exeleria, **everis** Engineering is a company specialising in technology, consulting, engineering and operational infrastructure services. Driven by a strong commitment to innovation, ICT and sustainability, the company provides solutions in the areas of water, aquaculture, climate change, energy, Geographic Information Systems (GIS), operational infrastructure, environment, sustainability, and transport & mobility.

Its vision is to create a world where companies and institutions are more efficient, sustainable and technologically advanced. **everis** Engineering works with them to improve management, optimise the use of resources and protect the environment that belongs to everyone, adopting a comprehensive and integrated approach.

During the last fiscal year, the company has experienced significant growth which has been reflected in the creation of new business lines, such as aquaculture and climate change—and expansion into Latin America, especially Chile. The Ministry of Transport and Telecommunications in that country is promoting a project based on the implementation of the Moverick platform, a new solutions environment developed by **everis** Engineering solutions for the integrated management of infrastructures in urban and interurban environments.

Another highlight in innovation is the market launch of Swalert, an advanced pollution detection and protection system for urban water supply infrastructures.

More information at everisingenieria.com

I-DEALS

I-DEALS

This initiative aims to bridge the gap between the market and the development of innovative technologies. Thanks to its contact network, the company enhances the link between the academic and business world, always acting in an international context. i-deals carries out its mission by providing strategic consulting services in four major areas:

- International R&D Project Management, such as those which i-deals coordinates under the EU's Horizon 2020 programme— MefCO2 and FReSMe—both in the field of carbon capture and utilisation.

- Technology foresight and commercialisation: projects for pinpointing which technology best meets a present or future need for a client, defining an implementation plan.

- Technological entrepreneurship: supporting entrepreneurship as a way of boosting innovation is an essential part of the i-deals portfolio. The initiative has collaborated with various clients by supporting their start-up plan.

- Entrepreneurship mentoring and support: primarily through the services provided to i-deals by the **everis foundation** in support of its Entrepreneurship Awards.

In this context of customer orientation and technological innovation, in recent years i-deals has gradually been focusing more on the new energy architecture as the basis of a decarbonised economy, increasing its share in this industry.

More information: i-deals.es

1.4. GENERATING TRUST: EVERIS EXPERTISE AND GUARANTEES

EXCELLENCE

everis seeks excellence in all areas and, at the same time, encourages it in each one of its professionals. It is more than added value, it helps to improve profitability and be more competitive.

everis commitment to guaranteeing the highest quality with stakeholders is structural. It is therefore, it has created an area within the company called Production, whose main mission is to provide the business with the resources (methodology, tools, training and quality assurance) required for optimal performance.

The area's main objectives are:

- Increase excellence to improve the quality of the products delivered to clients.

- Increase customer satisfaction and recognition in the market, making quality and productivity synonymous with the **everis** brand.

- Increase **everis** ability to produce to be more profitable, achieving more competitive prices.

The actions required to achieve these objectives are:

- Increase the capacity for prevention, detection and action against potential problems.

- Have more and better tools and be able to evolve with the changes to the productive model.

- Encourage the development of professional careers that promote excellence.

Quality, productivity and competitiveness are the foundations of the new production model.

Given that the real architects of change in the productive model are consultants, **everis** continues to drive the Bases for Excellence initiative, which aims to inspire the desire to change and develop the skills to carry it out.

To do this, career training is used as an instrument that can raise awareness about the need to work methodologically in project management and software development, and in programming: java, .Net and mainframe.

The focus is that, more than content-oriented training, roles are developed within the workplace; that is, people are taught how to work in the real context that professionals experience in their day-to-day work.

EVERIS METHODOLOGIES AND TOOLS

everis has a series of owns methodologies and technologies to offer the best customised solutions to clients (Business Strategy)

COM Methodology (Corporate Methods) It is a proprietary methodology, developed by combining the experience obtained from the projects in progress, which enables problems and risks to be avoided during implementation. COM collects this knowledge in an easy-to-use method, offering the best solutions for clients.

Using COM is the best way to guarantee the project's development in terms of time, quality and budget. To achieve this, this methodology must be the only one used within **everis** and thus to compliant with the different certifications: ISO9001, ISO20000 and CMMI.

The COM Methodology was created in line with PMBOk from PMI®, ITIL, Metric 3, Prince 2 and TSP. So it may be said that COM is compatible with PMP®.

The methodology is consistent with **everis** values and its way of understanding consulting. It is an easy tool to use and, at the same time, it is powerful when generating analytics, warning of risks in advance and taking advantage of opportunities.

COM is a living tool that evolves together with **everis**, that learns from each project and whose methodology ensures that all the necessary requirements are fulfilled to achieve an excellent job.

With the aim of being aligned with clients' needs, and in the light of the incipient tendency to work under the agile paradigm, **everis** has developed an extension of its COM methodology, called COM Agile. This methodology guides **everis** in managing and implementing projects responsively, with a clear, unequivocal and independent roadmap.

Integration process with the global NTT DATA methodology: As part of NTT DATA, the global methodological integration process has continued. The objective is to guarantee a unique way of working for **everis** most international clients, which translates in terms of quality and satisfaction.

The following life cycle models have been integrated in the first phase:

›› Project management.

›› Outsourcing service management.

›› Delivery.

›› Agile.

›› One Method for SAP.

Within the adaptation process to maximise the use of global content, work is underway on updating the NCoRe portal, to collect and centralise all content. This update will be adapted to the needs of each of the regions in which **everis** operates and will be the reference for the company's professionals
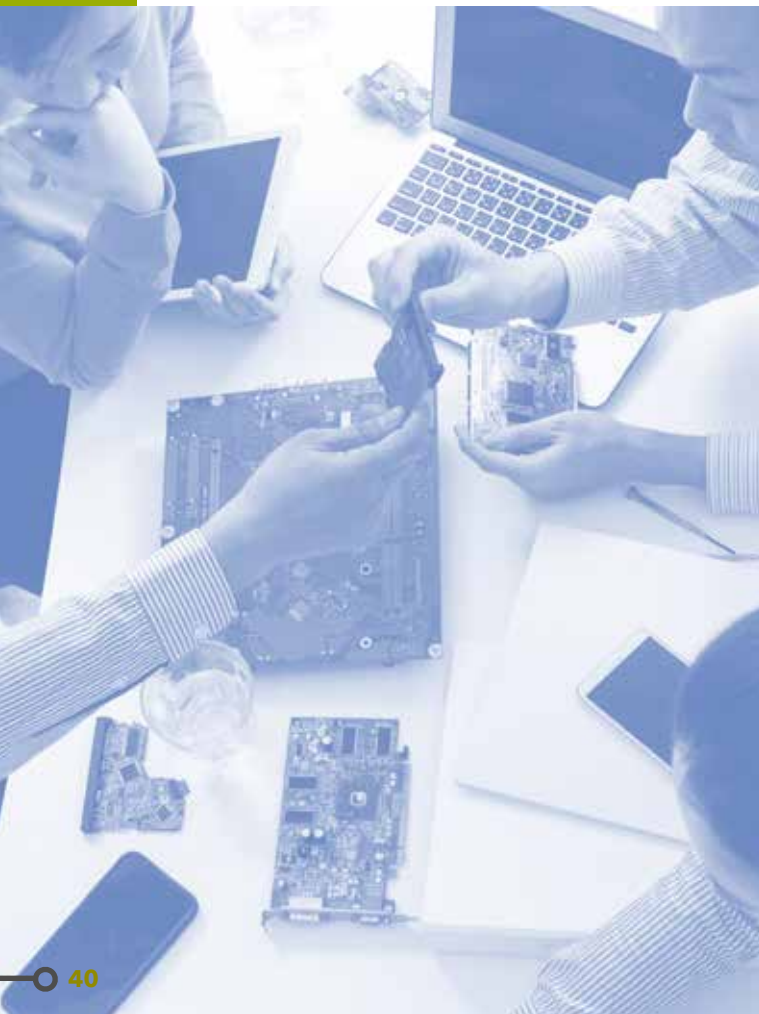
Agile COM Methodology
Agile has emerged as an alternative methodology to traditional management methods. The main characteristics include:

Closer collaboration with clients with the aim of showing a final product at each stage of the process. This makes possible to take feedback into account and ensure greater flexibility.

Multidisciplinary teams, increasingly autonomous, trained to receive an application and transform it as quickly as possible.

Share responsibilities with the whole team, work and think together, increase quality, productivity and motivation.

Work with high quality, ensuring better product development.

INTRODUCTION	Introduction to agile methods		Agile vs Quality Management Systems
Commercial process	Opportunity Management		

TECHNIQUES

Projects	Scrum	Visual management	Agile Planning
		Lean Sortware development	Agile Estimation
		Kanban	Agile Metrics
		Multi-team environment	Agile Retrospective
		Distributed Team	Agile Coaching

COMMERCIAL PROCESS

Services	Agile Service

Requirements & agile documentation	Agile Architecture & Design
Agile UX	Agile testing

Commercial process	Extreme Programming

A transformation plan has been launched at **everis**—backing up our methodology—to accelerate our adjustment to these work environments. This plan has been named the Agile Adoption Plan and includes all internal transformation initiatives needed for us to become an Agile company—beyond the various contracts that we currently have in place in this area

Tools

This financial year has continued with the evolution of the Steps Suite, the platform developed to improve the productivity, quality and efficiency of **everis**' products. It integrates **everis** different tools for managing projects, services and high-performance centres.

everis functioning as a structured service has increased productivity and has enabled the company to evolve the suite to expand its degree of coverage and, especially, the degree of penetration in the different contracts, within what is known as the Industrialisation Plan.

The main new lines incorporated can be summarised as:

Evolve the DevOps platform and generate predefined development models.

Expand coverage for Salesforce and Mobile.

Incorporate Mainframe languages.

STEPS SUITE FOR PROJECTS

HPC management	Project & service management	
FENIX	JIRA FOR PROJECTS & SERVICES	TESTILIN

Development tools	Quality assurance	Knowledge management
SVN	QA TOOLS*	CONFLUENTE
JENKINS	SONAR	ALFRESCO

* Depending on technology

1.5. CERTIFICATIONS: OUR SEAL OF EXCELLENCE

Quality management system ISO 9001:2015

everis has renewed its international ISO 9001:2015 certificate, which enables the company to work with quality, rigour and with the right methodology and tools to be the best.

The ISO 9001:2015 standard provides the basis for quality assurance on the services **everis** provides and ensures total customer satisfaction.

With this type of certification, companies can assure the quality of their products and services to clients and shareholders, implementing a continuous improvement dynamic in their processes. SGS, the world leader in quality standards certification, has carried out the audits and issued the renewal recommendation, which is valid for the next three years and is reviewed annually.

everis obtained the certification for the first time in 2002 and, since then, has worked with the Quality Management System, the reference framework under the ISO 9001:2015 standard.

The services that are within the scope of the Quality Management System (QMS) are:

everis:

> Consulting in strategy and business processes, information technologies and outsourcing IT and business services.

> Project management, analysis, design, development, testing and implementation of computer systems, as well as technical assistance and maintenance of these systems.

everis Engineering: Technical consulting services.

IT service management ISO 20000-1:2011

For another year, **everis** has maintained its international ISO 20000-1:2011 certificate, which establishes service provision quality for operations, systems technology and Information Technology (IT) management in the Madrid, Barcelona, Mexico, Brazil and Peru offices.

The ISO 20000-1:2011 standard provides the basis for measuring and validating the organisation's success when implementing good practices based on ITIL and standardised by ISO/IEC.

With this type of cervification, companies can assure the integrity and security of their operations to their clients and shareholders, implementing a continuous improvement dynamic in the management quality of their ICT services.

SGS, the world leader in quality standards certification, has carried out the audits and issued the recommendation to maintain the certificate, which is valid for one year and, which is reviewed annually. **everis** obtained the certification for the first time in 2010 and has worked with the Outsourcing Services Management System since then in the field of technological infrastructure management.

The ISO 20000-1:2011 certificate is also a world-renowned quality seal that guarantees **everis** clients the compliance of their models and management practices in the field of ICT services.

everis Aerospace, Defence and Security: Consulting, technical assistance, engineering, design, development, integration, adaptation, manufacturing, supply, installation and maintenance of civil and military products, solutions and systems, hardware, firmware and software..

Toro VES: Integration, adaptation, manufacture, supply, installation and maintenance of civil and military products, solutions and systems, hardware, firmware and software.

The ISO 9001:2015 certificate is also a worldwide-recognised quality seal that guarantees that **everis** clients are compliant in their models and management practices.

Information security standard ISO 27001:2013

everis has extended its ISO 27001:2013 certification to its Ciudad Real office, which values the company's information security management system to guarantee the management of information security in the cloud infrastructure service (hosting, housing and remote systems technique). This certification includes the services provided by **everis** Infrastructures (system technique services area in Madrid and Ciudad Real).

The ISO 27001 standard provides the objectives and controls that must be included in the information security management system to measure and validate the success of an organisation when implementing and complying with good security practices.

This certificate guarantees a continuous review of the stipulated risks and controls and with them the security of the information and services that **everis** provides. SGS has carried out the audits and issued the renewal recommendation, which is valid for the next three years and is reviewed annually. **everis** obtained the certificate for the first time in 2012 and since then has worked with the Information Security Management System in the systems technology area.

This renewal is obtained after three years working under the Information Security Management System (ISMS), methodological framework under the ISO 27001:2013 standard.

Capability Maturity Model Integration for Development CMMI-DEV Level 5

Proof of the quality of the methodology used by **everis** is the CMMI-DEV L5 (Capability Maturity Model Integration Development) certification under that covers all of **everis** high performance centres in Spain (Seville, Alicante, Murcia), Chile (Temuco), Argentina (Tucumán) and Brazil (Uberlandia).

In the coming financial year, the Trujillo (Peru) centre will be included in this list, which would have its first SCAMPI CMMI-DEV Level 5.

The first SCAMPI is also planned to obtain the CMMI-SVC Level 3, planned for the 10 centres that **everis** owns: In Spain: Alicante, Seville, Murcia, Salamanca; in Peru: Trujillo; in Chile: Temuco; in Argentina: Tucumán in Brazil: Uberlandia; in Portugal: Lisbon; in Morocco: Tetouan.

This is the highest quality level in the software industry, granted by the international regulator SEI (Software Engineering Institute), which recognises **everis** maturity level

and the use of best practices in software development.

Capability Maturity Model Integration for Development CMMI-DEV Level 3

The Mexico, Colombia, Chile and Peru offices are currently in the process of preparing for the renewal of the CMMI-DEV L3 certificate, granted by the international regulator SEI (Software Engineering Institute), which recognises **everis** maturity level and the use of the best practices in software development.

During the 2017 financial year, the Trujillo (Peru), Lisbon (Portugal) and Tetouan (Morocco) centres obtained the CMMI-DEV Level 3 certificate.

Capability Maturity Model Integration for Services CMMI-SVC Level 3

The Brazil office has renewed its CMMI-SVC L3 certificate, which is granted by the international regulator SEI (Software Engineering Institute), and which recognises **everis** maturity level and the use of best practices in application maintenance services. **everis** Brazil was the first company in Latin America to achieve this certification level for its IT services.

The CMMI-SVC L3 certificate is valid for three years, after which the SCAMPI renewal audit (Standard CMMI Appraisal Method for Process Improvement) is carried out, for which the offices in Argentina, Colombia and Chile are already preparing.

This renewal is obtained after three years working under the COM methodology (Corporate Methods), which is aligned with CMMI best practices.

Within **everis** commitment to excellence, certification has been achieved for long-term application maintenance services at **everis** in Spain.

RESPONSIBLE GOVERNANCE AT EVERIS

02

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

everis makes a commitment to all stakeholders to achieve the aspects defined in its mission, vision and business purpose. The company's governing bodies and its policies are the instruments used to achieve this objective.
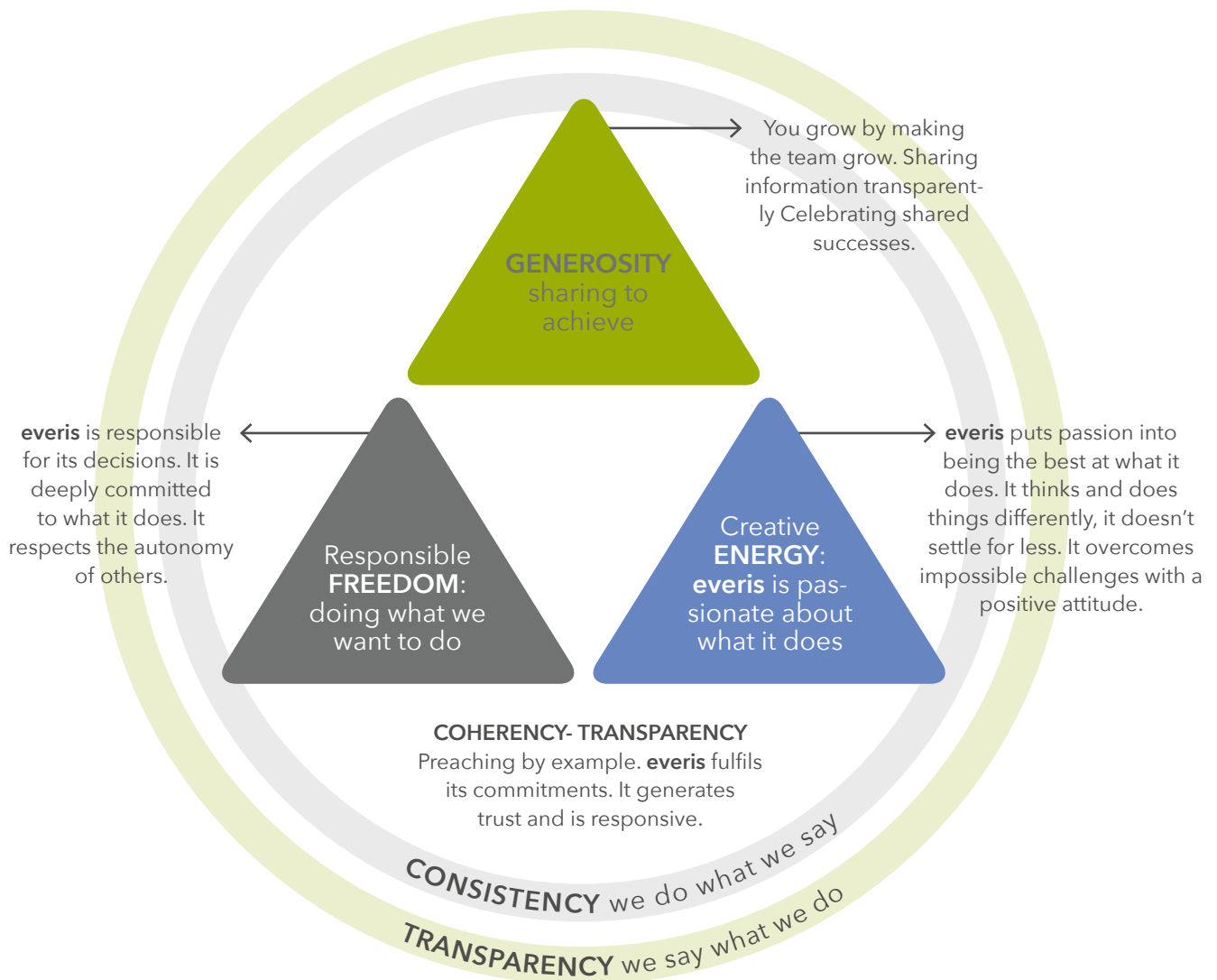
2.1. OUR MISSION, VISION AND VALUES

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. The integration within NTT DATA enables **everis** to expand solutions and services, helps to provide more innovative answers and increases its capabilities and technological, geographical and financial resources.

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 work with companies that reinforce its work, foster internal talent and generate collaborative alliances with different knowledge institutions, in a virtuous circle that reinforces the company's mission and vision.

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

You grow by making the team grow. Sharing information transparently Celebrating shared successes.

GENEROSITY sharing to achieve

everis is responsible for its decisions. It is deeply committed to what it does. It respects the autonomy of others.

everis puts passion into being the best at what it does. It thinks and does things differently, it doesn't settle for less. It overcomes impossible challenges with a positive attitude.

Responsible **FREEDOM**: doing what we want to do

Creative **ENERGY**: **everis** is passionate about what it does

COHERENCY- TRANSPARENCY
Preaching by example. **everis** fulfils its commitments. It generates trust and is responsive.

CONSISTENCY we do what we say

TRANSPARENCY we say what we do

everis has a whistleblowing system as a mechanism for safeguarding its Code of Ethics.

2.2. CODE OF ETHICS: A TRUSTWORTHY COMPANY

everis has a rigorous Code of Ethics and Professional Conduct that, in addition to the company's basic principles and policies, contains a series of broad-spectrum regulatory compliances, including:

The services provided by everis professionals, their commitment to the quality and confidentiality of information.

Possible incompatibilities.

The use of assets and the everis brand.

Bribe prevention.

Dealing with customers and public administration.

Industrial espionage

Equality and non-discrimination policy.

These principles and standards are mandatory for all professionals, managers, administrators, partners and shareholders as well as collaborators, advisors, agents, students and/or other subcontractors, whenever they act on behalf of/or cooperate with **everis**.

All professionals who have a relationship with the company must know and comply with the contents of the Code of Ethics. It is available on the corporate website and on the **everis**' Intranet.

To ensure compliance with the Code, there is a Professional Alert System (Whistleblowing) so that **everis** professionals can inform any action that harms the company, its professionals or third parties.

This system offers a transparent channel for confidentially communication actions and behaviours or circumstances that may involve any irregularity or any act contrary to the law, the Code of Ethics and Professional Conduct or any **everis** policy, internal protocol or procedure.

It therefore grants the right and obligation to all professionals to communicate any action or conduct considered harmful to **everis** in a broad sense (including its reputation), its professionals or third parties with whom the company interacts.

Only the Chairperson of the Audit Committee, the Director of the Internal Audit Area, the Director of the Legal and Tax Advisory Area and the Chief Risk Officer, if applicable, have access to the whistleblowing system in an absolutely confidential and secure manner.

These people analyse the information received in each complaint and resolve its origin, basis and resolution, which, if applicable, will involve an investigation to determine whether such cases constitute irregularity or infraction. **everis** undertakes not to adopt any form of retaliation, direct or indirect, against professionals who have made a communication through the whistleblowing system, except in the event of false reporting.

The governing bodies ensure compliance with the company's commitments to society.

2.3. OUR GOVERNANCE BODIES

The governing bodies ensures **everis** compliance with our commitments as company with the society **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 social management.

It therefore assumes and exercises, among others, the following functions:

| Validating the company's general strategy and management guidelines. | Promoting and supervising the management of senior management, setting the foundations of the corporate organisation, to ensure maximum efficiency. | Overseeing the transparency and accuracy of the information the company provides in its dealings with partners and markets in general. | Regulating the organisation and operation of the board of directors. | The functions necessary to fulfil the above objectives and the corporate purpose, under the terms established by applicable regulations and that are not the competence of the General Shareholders' Meeting. |

Position	Board of Directors at March 31, 2018	Board of Directors at April 1, 2018
Chairperson	Fernando Francés Pons	Eduardo Serra Rexach
Vice Chairperson	Eduardo Serra Rexach	
everis Group CEO	Benito Vázquez Blanco	Fritz Hoderlein Cabistany
Independent board members	Alejando Ferreiro Yazigi Pedro Luis Uriarte Critina Garmendia Mendizábal Pilar Zulueta	Alejando Ferreiro Yazigi Pedro Luis Uriarte Critina Garmendia Mendizábal Pilar Zulueta
NTT DATA Group board members	Koji Ito Hidetoshi Seki Osamu Fukumoto Manabu Tanaka Kei Anzai	Koji Ito Benito Vázquez Blanco Ken Tsuchihashi Masaki Murota Manabu Tanaka Kei Anzai
Secretary of the Board	Antonio Gómez Jarillo	Antonio Gómez Jarillo

Changes in the Company's Board of Directors

Effective from 1 April 2018, certain changes have taken place in the **everis** Board of Directors, following the guidelines agreed with the Company's Sole Shareholder (NTT DATA Corporation) and considering the succession criteria defined in the within the Board of Directors.

In this regard, the Chairperson, Fernando Francés Pons, and the Chief Executive Officer, Benito Vázquez Blanco, have been replaced in their respective positions. In this new stage, Eduardo Serra Rexach takes over from Fernando Francés Pons. Fritz Hoderlein Cabistany, who until now was responsible for **everis** Europe business, has been appointed as the new CEO (Global CEO).

The former CEO, Benito Vázquez Blanco, maintains his position as Board Member and has been promoted to lead the NTT DATA group's UniTo Unification Office in the EMEAL region (EMEA and LATAM), as Deputy Head of that region.

Delegated Commissions

In exercising its organisational functions, the Board formally established two delegate committees whose responsibilities and functions are detailed below.

The audit and compliance committee has the following responsibilities:

- Review the Company's and the Group's consolidated annual accounts, before being formulated by the Board, monitoring strict compliance with legal requirements and the correct application of accounting principles and standards.

- Serve as a communication channel between the Board of Directors and the external auditors.

- Supervise and control the operation of the internal audit area and the areas responsible for risk control and prevention, as well as regulatory compliance control (Risk Management and Corporate Compliance).

- Supervise the internal mechanisms that enable professionals and other interested third parties to confidentially and anonymously communicate, as the case may be, irregularities, behaviours and potential contingencies of importance.

The Appointments and Remuneration Committee exercises the following functions:

- Propose and review the criteria that must be followed for the composition of the Board of Directors and the selection of candidates.

- Inform and propose to the Board the appointment of directors for their subsequent appointment proposal to the General Shareholders' Meeting.

- Propose to the Board the members who should be part of each of the delegated committees.

- Propose to the Board the directors' remuneration system and amount.

- Inform the Board of the proposals for the appointment and dismissal of senior executives and periodically review the remuneration systems thereof, weighing their adequacy and performance.

- Propose measures to increase remuneration transparency and ensure compliance.

- Collaborate with the chairperson on implementing and monitoring the succession plans of the chairperson, the CEO and key executives.

- Drive the periodic evaluation of the Board and the directors.

- Periodically report on transactions that involve, or may involve, conflicts of interest and report requests for compatibility that affect the directors and senior management of the company.

100% TRANSPARENCY

100% COHERENCY
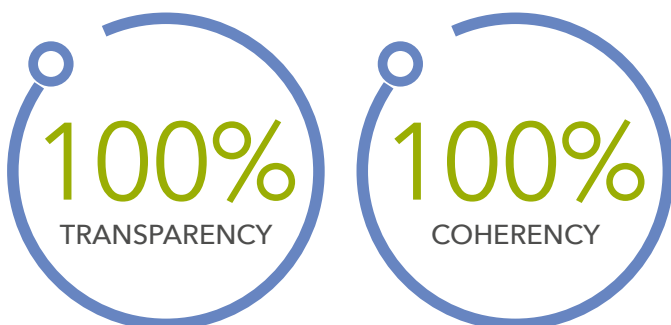
In addition, and in order to guarantee the representation of independent directors, the Board may appoint a representative as a coordinating director or Lead Director.

This person's main role is to manage the coordination of external board members. More specifically, it channels the issues and concerns transmitted to it from external board members to the Chairperson or to the full Board of Directors, assisting and collaborating with the Chairperson to contrast and reach consensus on matters that may be debated, proposing the inclusion of new items on the agenda where appropriate and directing the evaluation of the Board of Directors, its chairperson or other board members.

2.4. COMPLIANCE

In order to adequately manage the risks that may impact the company's business and, ultimately, its reputation, **everis** has different mechanisms in its Code of Ethics that are extended to its entire value chain.

The Compliance Programme continued also continued in 2017, which began in 2011 and is always under permanent evaluation and review.

Its main actions at this time include:

Reviewing corporate training in ethics and professional conduct.

Greater emphasis on awareness among the groups that may be affected by the company's activities or due to higher exposure to certain risks and contingencies.

More information and internal dissemination of regulatory compliance policies and new procedures. This enables the company to:

Be up-to-date on international and European regulations.

Obtain the ISO 19,600 CMS (Compliance Management Systems) international compliance standard.

Be aligned with the NTT Group to ensure adaptation to future Compliance and Risk Management regulations and standards.

The **everis** Group remuneration model also links the executive team's remuneration with the company's optimal performance in the short, medium and long term.

Variable remuneration is subject to achieving certain operating results obtained by the Group at a global level. The long-term incentive plan is implemented through the Commitment and Retention Plan (CRP). The current model is under review.

03

EVERIS TALENT

T
Attract the best talent and build loyalty •

everis is firmly committed to comprehensive development and generating the best possible environment for people who are part of the company or who collaborate with it, as well as all those who will do so in the future.

The company's professionals work in an environment of responsible freedom, which enables them to develop their full potential, their creative capacity and their generosity to collaborate and create opportunities for others to grow. These values reflect the entrepreneurial spirit that, together with a positive attitude, **everis** people must demonstrate.

Consistency in decision-making, as well as transparency when communicating decisions, complement **everis**' values to generate a context of closeness and trust in all areas. This manner of working is extended to the relationship with other key stakeholders in **everis**' immediate ecosystem: customers, institutions, universities, the partners with which **everis** works and government bodies. Only in this way, can **everis** grow in a sustainable manner and contribute to the growth of society.

3.1. TALENT MANAGEMENT LIFECYCLE

everis' talent finds different evolution alternatives. This enables **everis** people to guide their development based on their personal and professional interests and motivations.

Ten years ago, **everis** made the decision to change the name of the Human Resources department to 'People'. This was not just a rebranding, it was about being coherent with the ultimate goal of the area: to create tools, structures and programmes that honour the promise of talent value, and to guarantee comprehensive development for people. The People area is geographically distributed in all countries, with global, regional and office responsibilities. Being responsive to professionals during their daily work is fundamental for implementing and personalising the most global programmes and for identifying local opportunities and trends. The Talent Management focus is structured around the talent life cycle.

Talent management lifecycle

everis offers a personalised professional path on which you can develop your maximum potential.

02.
WELCOME AND INTEGRATION

From the moment a person joins everis, he or she is enrolled in a mentoring program.

Accelerating learning

04 .
ASSIGNEMENT MANAGEMENT

Customization of the model for assigning people to business units.

everJob platform

Talent attracts talent

01.
SCOUTING AND RECRUITING

Creating sustainable and quality employment is an inherent value in everis' DNA:

- Referenced program.
- Agreements with universities.
- Employer brand.

Each person is unique and special

03.
CAREER PATH MANAGEMENT

everis offers different professional paths and evolution alternatives:

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

Social benefits

06.
EDUTRAINING AND EMPOWERMENT

everis provides its professionals with the necessary training so that they can achieve their development goals:

• everis University.
• everis Executive School.

Leadership from values

08.
EXIT AND ALUMNI MANAGEMENT

It is important for everis to understand why employees make the decision to leave the company.

Professional career analysis

Telecommuting Flexibility Conciliation

Continuous feedback

Engourage talent

Equality Follow-up evaluation

05.
ASSESMENT AND PROMOTION

everis' evaluation and feedback model is based on a system of challenges and continuous feedback:

• Manager candidates program.
• Assessment Global Manager and directors for the Business Support Area (BSA) program.

07.
REWARD AND RECOGNITION

At everis, excellent performance is recognised and mistakes are considered learning opportunities.

• Multi-company Talent Development Program.
• Global Leadership Program.

01.
SCOUTING AND RECRUITING

everis makes great efforts to attract the best professionals in the sector, understood as good people inside and out, as well as to train people who are already part of the company, with the objective that they can develop their full potential.

This task implies a great challenge on the part of **everis'** selection department since the company aims to have the best people and professionals for each area and to have people who can enrich the company's culture to keep it alive.

Creating sustainable and quality employment is an inherent value in everis' DNA

To achieve this goal, **everis** has tools that help to identify and develop the best talent. With the aim of making **everis** a great platform for talent and knowledge, the following initiatives were developed throughout 2017:

⟫ **INFLUENCER PROGRAMME:** Talent attracts talent. The professionals who work at **everis** are ambassadors among their family and friends. With this programme, **everis** people have the opportunity to place them in contact with the company.

⟫ **SCHOLARSHIP AND INVOLVEMENT PROGRAMMES AND UNIVERSITY AGREEMENTS: everis** offers different internship programmes to university talent as a means of incorporating young people into the labour market. These programmes are developed working hand in hand with the main universities, within the localities in which **everis** operates. **everis** thereby continues with the value that the university has contributed to society in developing talent and facilitates the transition towards sustainable and quality employment. With this philosophy, **everis** signs scholarship agreements to hire university students and its professionals actively participate in university life with training and knowledge sharing activities in different faculties.

Another of objective is to promote the '**everis** an NTT DATA Company' brand as an employer brand. To achieve this, higher visibility is sought for the brand by participating in job fairs and events such as the "European Career Fair 2018" of the prestigious 'MIT University' (USA) where **everis** spoke to 168 students interested in knowing more about the company.

The use of Facebook, Instagram and LinkedIn social networks is another key to enhancing the **everis** brand and attracting talent in a dynamic, easy and comfortable way.

New hires at **everis**

COUNTRY	FY15	FY16	FY17
TOTAL NEW HIRES	6,271	7,349	8,250
Spain	2,747	2,951	3,504
Peru	1,278	1,645	1,422
Brazil	541	584	935
Chile	550	501	615
Colombia	430	574	555
Portugal	159	180	293
Argentina	124	224	279
Mexico	108	202	173
Italy	141	226	159
United Kingdom	67	88	115
Morocco	19	53	85
USA	60	52	47
Belgium	36	47	39
Andorra	N/A	3	13
Luxembourg	11	19	13
Netherlands	N/A	N/A	3
Increase		17%	12%

N/A does not apply

3,000
NEW PROFESSIONALS WORLWIDE IN FY17

The employee Net Promoter Score of the induction course from Madrid in 2017 was 35, which is an improvement of 15% over the previous year.

02.
WELCOME AND INTEGRATION

When a person joins **everis**, he or she receives an induction programme that accelerates the learning curve and integration into **everis**. This initiative is promoted with the intention that **everis** professionals recognise the organisation as their own, develop a network of contacts and generate trust, drive and credibility in their environment. To assist with integration into the company, people participate in an induction course and are assigned an integration mentor.

03.
CAREER PATH MANAGEMENT

Aware that each person is unique and special, **everis** offers different professional paths and evolution alternatives so that all of its people can choose the professional future that most interests them. Developing all **everis** professionals is important, but not everyone needs the same. There are therefore different types of tools that are used in a personalised way:

〉 Group and individual coaching.

〉 Mentoring.

〉 Monitoring and tutoring.

〉 Annual review and continuous feedback.

04.
ASSIGNMENT MANAGEMENT

This year, one of the objectives of the People area was to personalise the people assignment model for the business units that are characterised by a changing environment.

To achieve this goal, everJob was created, a tool for managing professionals' assignments to the different projects **everis** undertakes.

A reflection of that which is understood as digital transformation, everJob enables people to be assigned and their needs responded to according to the needs of the business and in a global and integrated manner. It is a bidirectional process, where professionals can meet, share and request an assignment to one project or another. **everis** firmly believes that this philosophy fosters an environment in which professionals, from their responsible freedom, can decide which projects best suit their professional aims.

The tool continues to evolve in FY18, integrating public requests, assignment surveys and international applications, always seeking the satisfaction and development of **everis** people.

Work also continued on different evolution options for the people assignment model that included a wide range of options at the close of 2017 financial year, including defining new categories and creating 'position held', as way to ensure that the professional feels more identified with his or her specific role within the company.

THIS FISCAL YEAR,

86%

OF THE **EVERIS** PROFESSIONALS PARTICIPATED IN ANNUAL EVALUATION ACTIONS.

IN 2017, ONLY IN MADRID, THERE WERE

48

CANDIDATES FOR A MANAGEMENT POSITION

30%

OF PROFESSIONALS WERE PROMOTED TO THE NEXT CATEGORY OR EXPERT LEVEL.
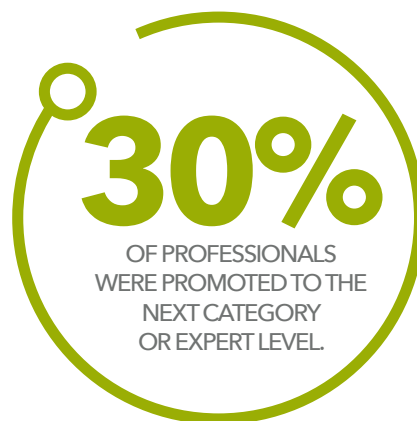
05.
ASSESSMENT AND PROMOTION

This fiscal year, 86% of the **everis** professionals participated in annual evaluation actions. It is important to highlight that only certain business units participate in this initiative.

The **everis** evaluation and feedback model is based on a dual evaluation system:

» Traditional: in which professionals set the targets to achieve;

» Continuous feedback throughout the year: promoting responsiveness, constructive feedback and continuous improvement.

There are also tools to provide feedback to peers and supervisors such as: Would you work with ... again? and Leaders by Values.

During 2017, initiatives such as the '21-Day Challenge' were promoted to foster a culture of continuous feedback through different pilot projects in which training was offered on how to learn to give, ask for and receive feedback, and mobile applications that enable flexibility and facilitate interaction among professionals.

86%
RECEIVED A SALARY INCREASE AND/OR REWARDS

THE AVERAGE SALARY INCREASE WAS
7.1%

THE
20%
OF PROFESSIONALS WITH GREATER EVOLUTION RECEIVED SALARY INCREASES OF BETWEEN 12% AND 54%

Within the evaluation and promotion programme, **everis** offered its professionals:

THE MANAGER CANDIDATES PROGRAMME: enables management candidates to develop a greater global vision and expand their network of contacts with **everis** leaders in order to assume their new role as managers. Although it varies between locations, a series of actions are undertaken in the People area with this objective: networking sessions, talks with external experts, interactive dynamics, among others.

GLOBAL MANAGER AND EXECUTIVE ASSESSMENT FOR BUSINESS SUPPORT AREA (BSA): : this executive skills development programme is divided into four phases:

Identification

Development

Recognition

Evaluation

With those identified, a more personalised development plan is created through mentoring, coaching and group sessions, among others. As they pass these phases, they step into the managerial roles for which they have been selected.

In 2017, 13 professionals participated (eight new participants and five identified the previous year).

06.
EDUTRAINING
AND EMPOWERMENT

43%
OF **EVERIS** PROFESSIONALS
WORLDWIDE HAD
A MENTOR

3,000
APPLICATIONS TO
COURSES, WITH MORE
THAN 78,000 IN ATTENDANCE
AND 371,000 HOURS
OF TRAINING

12
MILLION EUROS
TRAINING
INVESTMENT FY17

everis provides the necessary training so that professionals can achieve their development objectives through an extensive programme of continuous training on technical skills and abilities: the **everis** University and the **everis** Executive School.

Each professional thus decides the best way to learn and their own itinerary.

During this financial year, 70% of **everis** professionals took a course at the **everis** University, with an average of two training days per professional. In absolute terms, this data represents more than 3,000 applications to courses, with more than 78,000 in attendance and 371,000 hours of training.

The most requested training programmes are those related to **everis**' values and corporate culture. There is also a demand for training related to self-management and personal and professional development, in which leadership, communication, innovation and creativity competences and skills are worked on.

During financial year 2017, the investment made into training was 12 million euros.

everis has a leadership model based on values, since talent is not managed, but rather led, from the values and behaviours that these generate. The company firmly believes that what is important is not only to achieve the goal, but to look at the path by which it was achieved and that the path is aligned with the company's values and corporate culture.

In this sense, leaders are role models for their teams to lead by **everis**' values, generating high-performance and

Training and
learning at everis
are key aspects for
attracting talent, being
a leading employer
and for professionals'
comprehensive
development and
their ability to provide
value. Therefore, everis
professionals have a
learning environment
in an ultra-advanced
technological context.

70%
OF **EVERIS** PROFESSIONALS
TOOK A COURSE AT THE **EVERIS**
UNIVERSITY

high-motivation environments. Also, to ensure the correct attitude and continuous growth, **everis** has a leader evaluation system with which all the company's professionals can evaluate their manager.

Evolving leadership is fundamental for the company's sustainability. For this reason, **everis**' leaders receive the help they need to design their individual development plan and enhance their abilities to grow in their role, supported by the People area and making use of the specific tools that the organisation provides.

One of these tools is the **everis** Executive School, the

executive school of the **everis** University, which has specific training plans for the company's executives. In 2017, 71.78% of them passed in their programmes.

Also this financial year, 20 coaching processes were carried out for the executive team (partners, directors and managers), and there were 15 coaching processes with leaders and staff. The satisfaction and recommendation level reached in these programmes is high.

everis also provides all professionals with a mentor, whose mission is to guide and facilitate professionals' comprehen-

sive development. The mentors possess the knowledge of the company, the experience and the necessary skills to build, encourage and guide development conversations, enabling their mentees to reflect and reach their own conclusions.

At the close of financial year 2017, 43% of **everis** professionals worldwide had a mentor. To place this figure into context, bear in mind that this programme is optional once the first year within the company has been completed. In several of its offices around the world, **everis** professionals can also receive support from the coach and can shadow senior executives.

At everis, excellent performance is recognised and mistakes are considered learning opportunities.

07.
REWARD AND RECOGNITION

everis is a company with a young spirit and powerful creative energy. It stimulates talent, recognises it, guides people's professional decisions, supports their ideas, listens to their concerns and provides the option to activate them, because **everis** considers them of value for the company.

everis therefore participates in programmes such as:

Multi-company Talent Development Programme: this initiative is an inter-company collaboration to contribute to talent management, development and loyalty. Through collaboration and empowering self-leadership, the programme aims to generate new leaders and business dynamics of interaction between sectors, as tools for economic and social competitiveness.

With the intention of accelerating the presence of young people in companies' management committees, participants work for six months with supervision, support and collaboration from the executives of all the participating companies.

This fosters a professional development methodology by implementing skills and abilities that apply to any company.

This year, in Spain, two talented young people from **everis** participated in this programme.

Global Leadership Program: a programme focused on developing global leaders who know the strategy of the NTT DATA group as well as its service portfolio. Participants work in teams with leaders of the different companies that form part of the group on strategic challenges posed by the CEOs of the different companies.

This year, three professionals from **everis**, two partners and one CEO, participated in this programme. In total, 11 **everis** professionals have gone through this programme since joining the NTT DATA Group.

	FY15	FY16	FY17
TOTAL TURNOVER rate	26.80%	25.40%	27.30%
Desired turnover rate	7.50%	5.80%	5.40%
Undesired turnover rate	17.20%	16.90%	19.30%
"No basis" turnover rate	2.10%	2.70%	2.60%

1. Desired turnover rate: the turnover that occurs when it is the company that decides to terminate the employment relationship. **2.** Undesired turnover rate: when it is the professional who decides to terminate the employment relationship. **3.** "No basis" turnover rate: when the employment relationship is terminated in the first two months.

TOTAL TURNOVER RATE		
	Europe (1)	America (2)
FY15	12.89%	28.58%
FY16	13.57%	24.06%
FY17	15.66%	26.65%

1. Africa included. **2.** USA + LATAM

COUNTRY	Total turnover rate	Desired turnover rate	Undesired turnover rate	NO BASIS
ARGENTINA	32.50%	3.00%	21.80%	7.70%
BELGIUM	22.10%	4.00%	16.10%	2.00%
BRAZIL	45.50%	19.80%	20.80%	4.90%
CHILE	24.30%	7.90%	14.70%	1.70%
COLOMBIA	51.10%	8.70%	37.30%	5.10%
SPAIN	18.90%	2.30%	15.70%	0,80%
UNITED KINGDOM	27.20%	6.10%	19.70%	1.40%
ITALY	15.50%	3.80%	11.40%	0.30%
LUXEMBOURG	0.00%	0.00%	0.00%	0.00%
MOROCCO	44.50%	3.50%	35.10%	5.90%
PERU	46.20%	5.90%	31.40%	8.90%
MEXICO	36.50%	6.80%	27.70%	2.10%
PORTUGAL	20.00%	7.50%	11.80%	0.70%
USA	31.50%	7.70%	21.50%	2.30%
TOTAL	**27.30%**	**5.40%**	**19.30%**	**2.60%**

	FY15			FY16			FY17		
	WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL
TOTAL Attrition rate	29.30%	25.90%	**26.80%**	25.10%	25.50%	**25.40%**	26.90%	27.40%	**27.30%**
Desired Attrition Rate	9.00%	6.90%	**7.50%**	5.60%	5.90%	**5.80%**	5.50%	5.30%	**5.40%**
No Desired Attrition Rate	17.90%	16.90%	**17.20%**	16.50%	17.10%	**16.90%**	18.00%	19,8%	**19.30%**
No Basis Attrition Rate	2.40%	2.00%	**2.10%**	3.10%	2.60%	**2.70%**	3.30%	2.30%	**2.60%**

08.
EXIT AND ALUMNI MANAGEMENT

It is important for **everis** to understand why professionals make the decision to leave the company and to understand their experience with **everis** at all levels.

Exit interviews are therefore carried out in which the professional 's time with the company, evaluations, experience and opinions, etc. are analysed.

This provides an understanding of the reasons why the professional is leaving. The professional is accompanied at this key moment and internal action plans can also be established to improve people's experience at **everis** and avoid undesired exits.

This past year, there was a small rebound in the undesired turnover rate. There are no significant differences in these ratios by gender. By region, however, there are specific characteristics according to each market: Europe has the lowest undesired turnover rate.
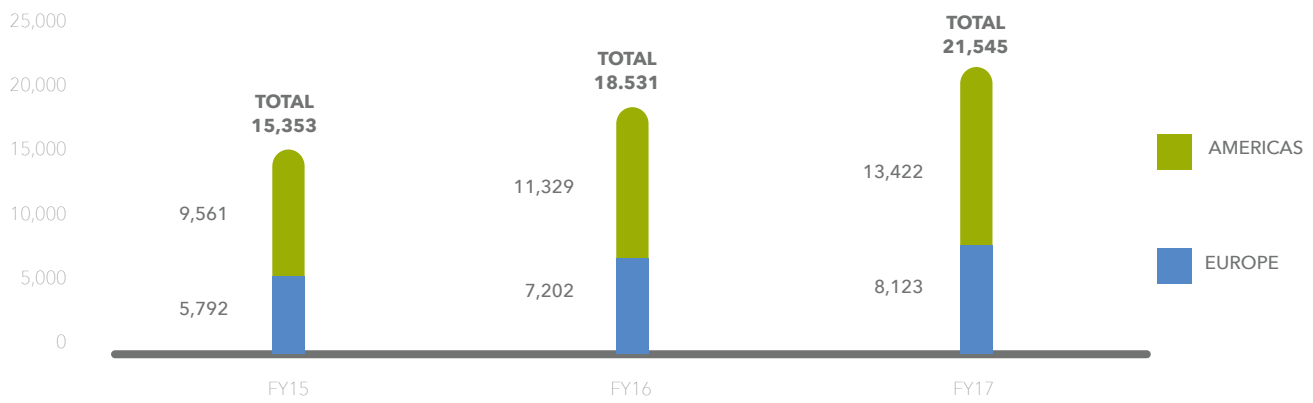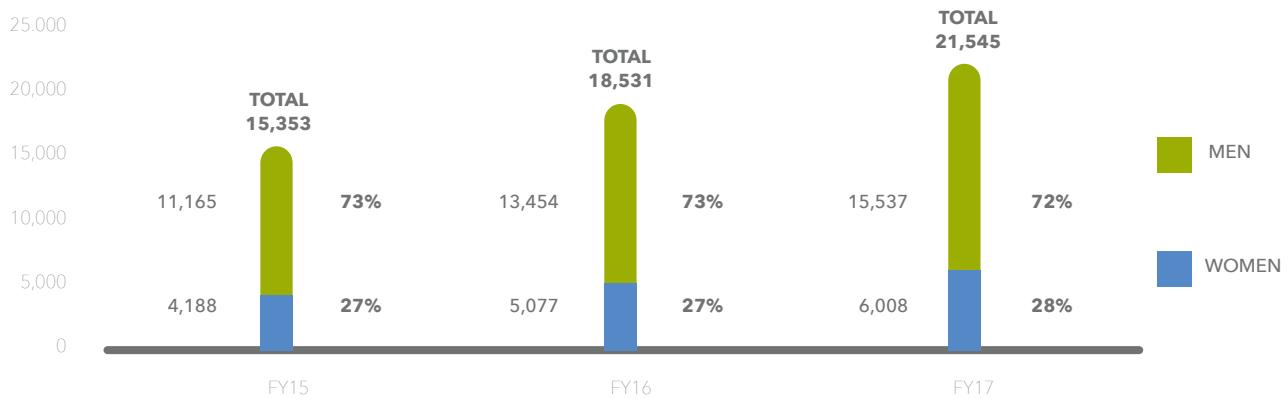
3.2. PEOPLE IN FIGURES

At the end of this financial year, the **everis** staff was composed of more than 21,000 professionals, which is 3,000 more than the previous year, following and even accelerating the trend that began in 2015, with rapid growth of the company's global staff. The countries that registered the highest volume of new hires were Spain and Peru, followed by Brazil. New offices were also opened in the Netherlands.

Total staff by region at **everis**

TOTAL 15,353
9,561
5,792
FY15

TOTAL 18.531
11,329
7,202
FY16

TOTAL 21,545
13,422
8,123
FY17

AMERICAS
EUROPE

Staff by gender at **everis**

TOTAL 15,353
11,165   73%
4,188   27%
FY15

TOTAL 18,531
13,454   73%
5,077   27%
FY16

TOTAL 21,545
15,537   72%
6,008   28%
FY17

MEN
WOMEN

At the end of the financial year, 28% of the workforce were women, while men accounted for 72%. This distribution percentage according to gender has remained similar in recent years.

By professional category, the distribution of women within the global workforce is:

	FY15	FY16	FY17
Top executives (Top 1.6%)	11.00%	11.10%	10.7%
M&D (Top 6.9%)	22.00%	20.40%	20.8%
Staff&Leader	28.00%	28.10%	28.50%

By age groups, **everis** talent is quite young, most professionals are around 20 to 30 and 30 to 40 years.

Staff by age group (Europe)

GRUPO DE EDAD	FY15	FY16	FY17
-20,00	1	1	2
20-30	3.252	3.906	4.945
30-40	4.644	5.279	5.804
40-50	1.422	1.828	2.269
50-60	227	299	382
60,00	15	16	20
TOTAL	9.561	11.329	13.422

Staff by age group (Americas)

GRUPO DE EDAD	FY15	FY16	FY17
-20,00	17	27	16
20-30	2.806	3.340	3.588
30-40	2.279	2.866	3.328
40-50	534	783	937
50-60	133	154	211
60,00	23	32	43
TOTAL	5.792	7.202	8.123

3.3. EQUALITY PLAN

In Spain, Organic Law 3/2007, 22 March, establishes that companies with more than two hundred and fifty workers must develop and implement an Equality Plan that guarantees equal opportunities for men and women in the workplace.

In the context of this law for effective equality between women and men, with the commitment to continue improving with initiatives that contribute to optimising **everis**' wellbeing and the quality of its work, the company has defined its Equality Plan, which applies to each and every one of the areas in which **everis** operates within Spain.

everis is therefore working to become a leader in the field of equal opportunities, maintaining the balance in the distribution by gender of the entire workforce and guaranteeing non-discrimination based on gender. Defining the opportune improvements in talent management processes should gender inequalities be detected.

In order to identify possible inequalities, follow-up evaluations are carried out, taking into account the presence of women and men in the workforce as a whole and in the different professional categories, as well as in the different phases of the selection and promotion process.

Equal treatment and opportunities for women and men are also considered in talent management. Therefore, in line with continuing to improve in order to maintain the balance in the distribution by gender of the workforce as a whole and guarantee non-discrimination, **everis** is committed to supporting leadership development for women by participating in the global NTT programme **"Global Senior Woman Leadership Programme",** a programme for women executives.

everis is also part of the WIN (Women in NTT DATA) initiative, which seeks to consolidate a network of women to work in a connected way within the Group and promote equality. In 2017, this initiative received a *"Grand Award", Contribution Award Winner,* the highest award given at the NTT DATA annual awards ceremony.

everis understands that talent is diverse. We follow the law strictly in all countries where we operate to promote the inclusion of disabled people, either by hiring directly or through agreements with third parties, such as special employment centres.

3.4. PERSONAL, FAMILY AND WORK LIFE BALANCE

everis has a work/life balance programme implemented in Spain called the **everis**life programme.

The everislife programme includes the Flexiblework initiative, which aims to promote flexible work schedules and access to remote working, committing to a model that is responsive to the needs of **everis** professionals' personal life, family and work balance.

During financial year 2017, **everis** developed an e-learning course in Spain to train its professionals in new ways of working (different work schedules, remote working, time availability in meetings) and in diversity. The course, launched in April 2018, has been completed by 327 professionals, with a satisfaction level of 9 out of 10.

3.5. HARASSMENT PREVENTION

everis' Equality Plan includes a protocol on preventing, taking action on and penalising sexual or gender-based harassment in the organisation, committing to:

Promote, explicitly on the Intranet, the protocol for complaints, investigation and adoption of measures, together with **everis**' commitment to prevent gender-based harassment.

Continue with promoting an e-learning training course on Compliance and Professional Ethics in FY17, within the scope of the global Compliance Programme, which is addressed to the entire staff.

Make various notification and reporting channels (whistleblowing) available to professionals and third parties, for confidential and/or anonymous communication of this type of incident. During FY17, two harassment complaints were reported, one in Spain and the other in Peru, and the respective investigation and adoption procedures were carried out.

3.6. SOCIAL BENEFITS AND COMPENSATION

everis professionals opt for a wide range of social and personal benefits. Although it varies depending on the location, **everis** strives to offer its professionals medical insurance, financial assistance for food, life and accident insurance, flexible compensation, a corporate American Express card and flexible hours, among others.

At the corporate level, general lines of action are taken and social benefits are managed for **everis** professionals that each office adapts to its own context.

An example of this is **everis** in Spain, where the compensation and benefits area is managed from Living **everis** through My compensation, which is an initiative aimed at optimising professionals' total remuneration. The three areas that form My compensation are:

everflex
mi compensación

everbank

everbuy
mi compensación

everflex, llaunched in 2010, a platform on which **everis** professionals can purchase certain products and services with a tax advantage, varying according to each location.

everbank, specific for professionals in Spain, offers different financial products (for example: salary account, personal loans, among others) that can be purchased from the **everis** virtual office with significant benefits.

everbuy, an exclusive online shopping portal for the company's professionals that offers different options and plans.

everunning

everbasket

everbook

evercañas

everesqui

everpadel

everswing

everwine

everfootball

Each **everis** office also contributes to professionals' healthy living through actions such as health fairs, agreements with gyms, the option of physiotherapy in the office, fruit available to professionals in common areas, among other initiatives.

everis professionals also have the opportunity to create or be part of everclubs, groups of people in the company who wish to practice a group activity or hobby together. The objective is to channel initiatives that inspire interest among professionals, creating common spaces to share hobbies to help integrate people who join the company.

3.7. WHAT DO THEY SAY ABOUT EVERIS?

In order to grow as a company, **everis** needs to take the pulse of the organisation's life through its professionals' satisfaction. To do this, the following surveys are carried out at **everis**:

OneVoice

A global survey every two years, within all the companies that make up the NTT DATA group. It measures professionals' level of affiliation and commitment and a series of key manageable factors that can be used to define medium- and long-term strategies and action plans within the company.

The results of this survey are analysed globally and by regions, offices, units and departments, with the aim of assisting those responsible to create customised action plans based on the results obtained.

This survey, which has been conducted since 2008, has always had a high participation percentage, this year reaching a record of 81% participation. The highest percentage aspect scored by professionals globally was "environment and teamwork" (89%). While the lowest percentage was for "schedule and work/life balance" (39%), this percentage is the same as in the 2015 survey. It is important for **everis** to create improvement plans and to ensure that negative percentages like these do not happen again. To achieve this, different strategies have been designed such as the one that will be implemented in Spain in 2018, which aims to improve flexibility and the work schedule to ensure greater work/life balance. More and more countries are also committing to 'flexible working' due to its clear advantages in work/life balance.

Evaluating everis' culture

The culture survey is conducted every two years, alternating with the organisational climate survey (OneVoice). This initiative aims to constantly monitor the evolution of the company's culture. The initiative gains more weight as a result of the rapid growth **everis** has undergone in recent years.

The last survey was conducted in 2016, showing an improvement of 10p in the main indicators of the desired culture and decreasing 22p in areas for improvement. The 2018 plans include completing a new survey at the end of the year.

Xperienceveris

An initiative promoted locally by several offices to offer the possibility of measuring each of the touchstones that build the professional´s experience (training, reception plan, evaluation, affiliation, etc.). They are developed through attractive and simple surveys, centred on the emotional experience. It also offers real-time (dynamic) responses to implement immediate actions.

Would you work again with…?

A 360° survey in which all professionals have the opportunity to evaluate their managers.

89%

VALUE POSITIVELY THE
ENVIRONMENT
AND TEAMWORK

Team climate probes

Individual interviews to diagnose team motivation and implement measures that encourage a greater degree of satisfaction and motivation. This initiative enables the characteristics of a particular group to be identified through the perceptions that group members have regarding certain topics.

T

Attract the best talent and build loyalty •

04

4. TOGETHER WITH OUR STAKEHOLDERS

Much of our success as a company is due to our constant cooperation with all our stakeholders. At **everis**, we work closely and with a global vision together with our customers, suppliers, educational institutions, entrepreneurs and society at large.

This collaboration leads to innovation initiatives, a boost to entrepreneurship and projects of great social impact—in addition to lessons learned, growth and mutual enrichment. All this allows us to be better as a company and also—in a virtuous circle—offer our stakeholders a better service in all areas: business, knowledge transfer and social value.

Adding value to our community

As a company, success lies in a constant collaboration with all our stakeholders.

SOCIETY

We promote development and sustainability for all communities in which we work at.

We support entrepreneurship.
We work to promote learning in STEAM-related fields.
We encourages diversity.
We stimulate employability among groups at risk of social exclusion.

UNIVERSITY

We are a platform to fostering talent.

Open days at the everis offices.
Workshops: Android, cybersecurity, SAP, job searching.
Lectures: smart cities, big data, cloud computing, robotics.
We recognise the best records and reward academic excellence.
We have an active participation in employment forums.

everis

an **NTT DATA** Company

• **everis** Initiatives

• Open Innovation Contest

everis LivingLab •

• Partnership with KeepCoding

ENTREPRENEURIAL ECOSYSTEM

We leverage our own capacities and encourage an open innovation mentality among our stakeholders.

EVERIS FOUNDATION

The **everis foundation** was born committed to developing entrepreneurship, driving innovation and fostering people's talent.

everis entrepreneurship awards.
Social Intrapreneurship awards.
University-Business Ranking.
Programming and robotics workshops for children.
Teaming: Crowdfunding social platform.
Púlsar programme.
Emprende Challenge.
Idea incubator.

4.1. CLIENTS

At **everis** we work with a very clear policy with respect to our customers. All we do is based on close support and offering innovative, comprehensive and high-quality solutions.

Each client is assigned a manager responsible for all activities, from identification of needs to project implementation.

The ultimate goal of this innovative approach is for us to be perceived and understood as clients' allies and a trusted company that brings value to their business through all the actions we take.

It is therefore essential for us to know customers' opinions regarding the quality of services we offer. We do all this with the aim of identifying opportunities for improvement that will allow us to increase their satisfaction in the future.

everis creates an annual customer satisfaction report reflecting what clients think of our services and the quality of our management, linked to our own values. This report is compiled from the responses obtained in surveys, in the scope of projects carried out.

In the latest edition of the report, our customers rated their satisfaction as follows:
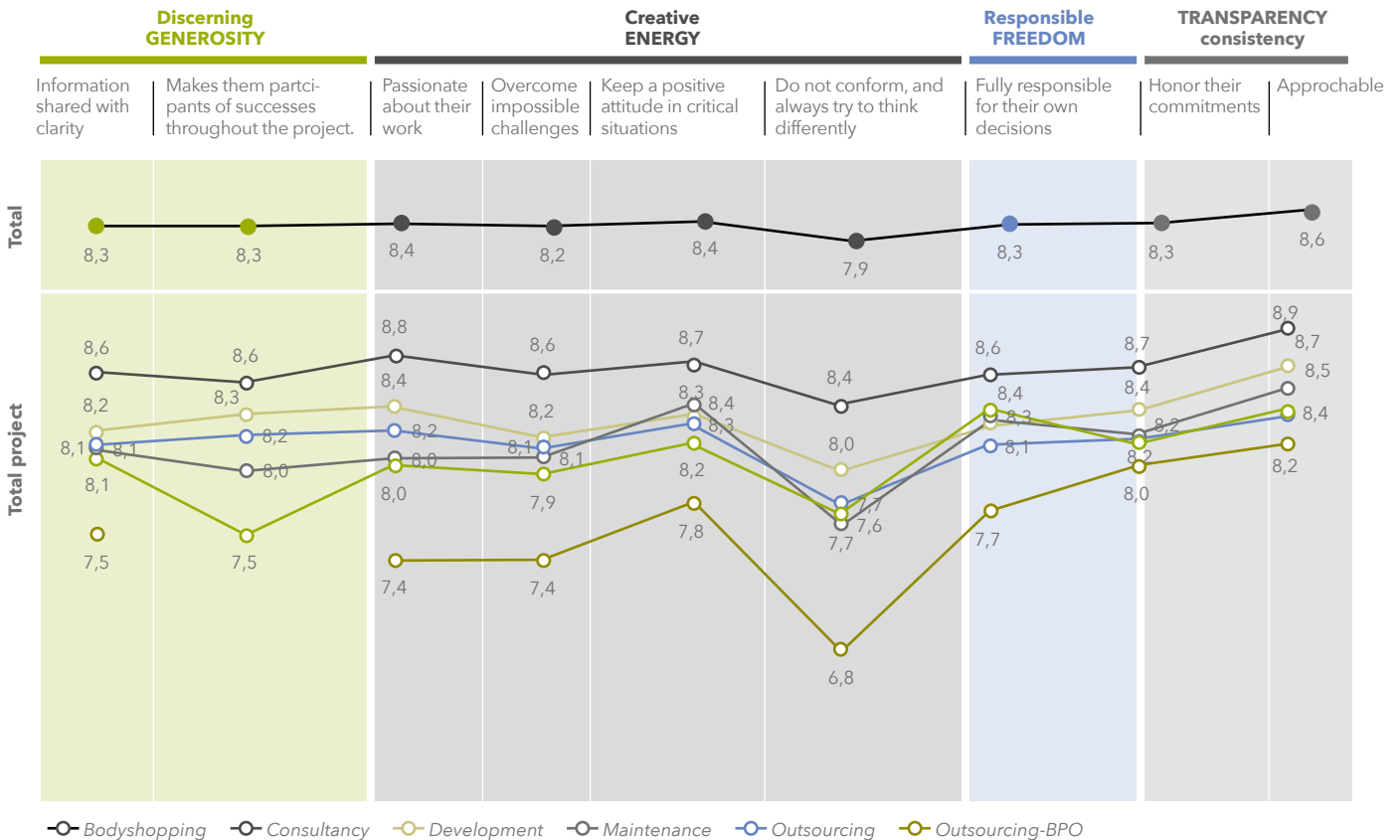
4.2. SUPPLIERS

At **everis** we only collaborate with companies that share our principles and have like-minded values. We follow a win-win philosophy (where all parties gain security and economic benefit).

We understand that the steps to responsibly manage the supply chain are as follows:

- Understand the guiding principles of the business.
- Carry out a risk assessment process.
- Make action areas a priority.
- Promote transparency.
- Gather information about suppliers.
- Develop policies and set goals to improve and develop people's skills.

Although it varies depending on location, at **everis** we establish a series of primary criteria when choosing a supplier:

» Everyone is on equal footing. We always look at three proposals from different companies to compare criteria and quotes.

» We are transparent with regard to each proposal received and the internal customer is provided with all the information on each proposed supplier.

» We conduct an annual internal evaluation process to rate the service provided.

» Criteria for project management analysis, as well as its design and development.

We also have clear policies in place with our suppliers for the subcontractors to work under the same conditions and with the same tools. These professionals take part in our projects as part of the team. To do this, we have policies for hiring outsourced talent to our company, if deemed appropriate, previously agreed with the outsourcing company.

4.3. ENTREPRENEURIAL ECOSYSTEM: INNOVATION DRIVERS

everis's DNA has always given priority to the development of our internal talent, the integral growth of our customers and social progress.

One of our main commitments is to promote training and recruitment of ICT professionals, not only to cover the market-driven labour demand but also to ensure social transformation guaranteed by these professions for the future.

Various initiatives are promoted in this context:

> everis serves as an entrepreneurial hub where talent and innovation can flourish naturally and without limits.

everis LivingLab

The company's first-ever space designed to drive innovation through co-creation with professionals, customers, technology partners, entrepreneurs and the academic ecosystem.

More than 500 professionals from everis are expected to participate in innovation workshops during 2018, to be held in the new centre and in over 40 organisations (such as large companies, startups, research centres and universities), involved in co-creation efforts.

This space is part of an **everis** strategy to create a proprietary network of innovation centres which will join NTT DATA hubs worldwide. The centre aims to reflect the synergies between NTT DATA and **everis** in terms of innovation and will offer the leading technology solutions that both companies are developing jointly.

Open Innovation Contest

everis was home to five of the 15 semifinals of the NTT DATA Open Innovation Contest 7.0. Competition from startups is designed to attract ideas that foster the creation of new businesses in sectors such as fintech, insurtech, regtech, IoT, digital marketing, blockchain, health technologies, API, personal data, artificial intelligence, drones and quantum computing, among others.

The big winner in the latest edition was Barcelona-based startup Gestoos for its AI solution that allows operating any content or service through hand gestures.

NTT DATA Hackathon

everis hosted the final stage of the NTT DATA Hackathon, where 54 professionals from different NTT DATA Group companies, including everis, developed and presented their idea to a jury of experts in innovation and entrepreneurship, belonging to the Group. The Farmbot Network project—a platform to feed the world—won a trip to the of NTT Group headquarters in Japan and the opportunity to develop their project backed by the company.

Partnership with KeepCoding

Agreement to collaborate with the leading training centre for developers in Spain, with the aim of enhancing the training of ICT professionals linked to the real needs of today's market.

everis Next: innovation catalyst

The global innovation ecosystem connects to this platform. Leveraging best-in-class technology, **everis** Next accesses an ecosystem of millions of startups around the world. Following real-time ecosystem dynamics, we look for the perfect connection to the needs of large corporations. Our platform is able to identify opportunity areas for large companies based on the most advanced technological trends.

INTRAPRENEURSHIP AND SME ECOSYSTEMS: EVERIS INITIATIVES

everis Initiatives stands out within the **everis** entrepreneurial ecosystem. This business emerged ten years ago with the aim of promoting and developing new businesses, contributing to the sustainability of the company in the long run.

everis Initiatives was born with a global vision and the mission to transcend the challenges faced by the consulting firm in the long term. This part of the business researches and develops new businesses—focusing on everything from transformation and disruption to diversification.

So, taking advantage of the added value of the consulting firm—its management skills, internal talent and technology needed to launch businesses—**everis** Initiatives boosts, thanks to the entrepreneurial spirit of our team, a business with great social and business scope.

Some of the companies aided by **everis** Initiatives include—due to their relationship with SME ecosystems:

1

Aeroespacial y Defensa

everis

everis Aerospace, Defence and Security

This company is promoting a new way of structuring the Spanish business and industry in this industry.

Since 2010, **everis** Aerospace, Defence and Security has carried out a process for reaching SMEs, participating as minority shareholders, sharing capabilities, and contributing their knowledge and expertise in five areas where **everis** creates value:

- Financial support.
- Market positioning.
- Professional SME management.
- Internationalisation and business strategy for SMEs.
- Production capacity.

Currently, **everis** Aerospace, Defence and Security has a workforce of 180 people. Coupled with the SMEs, it boasts an ecosystem of about a thousand people.

2

Fitalent

Is a venture capital fund which started its Phase II in 2017, planning to invest in around 40 SMEs. This initiative is a great help so projects with potential can grow and consolidate in the market.

Fitalent has recently invested heavily in Futuna—company specialising in aquaculture to be managed with support from **everis** Engineering, another Group Initiatives.

3

i-deals

Is another brand that drives **everis'** relationship with the start-up environment and technology companies in several ways:

》 i-Deals collaborates with the **everis foundation** in the selection and support process for start-ups entering the entrepreneurship awards.

》 In 2017 the company focused on working with start-ups working in the field of energy transition.

4

everis Education

From a social contribution standpoint, **everis Education** stands out with its different lines of action:

》 Xtend, a digital platform—proprietary internal development—for formal education. Approximately 50,000 students benefit from Xtend, 25,000 of them in schools in Peru, thanks to a collaboration agreement with Innova School. Many schools in Spain have also joined.

》 **everis** school was launched in 2017. Through this project, **everis** becomes the educator, teaching specialised courses in vocational training at centers in Valladolid and Madrid.

Degree and master's projects

Ad hoc talks

everis Open Day

Active participation in classes

On-site selection processes

Employ-ment fairs

Escape Room

everis gameday

Workshops

Talent awards

4.4. UNIVERSITY: SOURCE OF OUR KNOWLEDGE

At **everis** we are committed to training and academic excellence, so we want to become a talent and knowledge platform.

From our inception, we have been committed to collaborate with major universities in each country where we operate, to help and support future talent generation. Therefore, our professionals are actively involved in many initiatives, including:

- Open days at the **everis** offices.
- Transversal workshops.
- Sponsorship of the best records.
- Collaboration with student associations.
- Participation in employment forums.
- Development of the end of degree career at **everis**.

everis ranks among the Top 20 companies (as perceived by students) in terms of investment in training for their professionals, according to the survey *Most Attractive Employers* 2017 by Universum in its Spain edition.

Lectures

Smartcities-Smartgrinds	Big Data	Cloud Computing	SAP
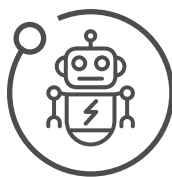
Digital Banking	Robotics	User experience

Workshops

Android	Cybersecurity

SAP	Job searching

+ Ad hoc talks agreed with professor

4.5. SOCIETY: THE DRIVER OF OUR CORPORATE PURPOSE

Our company aims to promote the development and sustainability of all communities in which we operate. Therefore, at **everis** we actively collaborate with the various actors who make up the company.

We are not alone, we know. We also know that the proper functioning of an organisation depends largely on the status of the environment to which it belongs.

Therefore, aware of our company's potential, we support and promote initiatives that have a favorable impact on people and the environment, especially through entrepreneurship, innovation and social action initiatives and projects.

Create what you want

Children developing their own ideas, solving the problems blocking them from their goals and feeling creative are just as important as learning to use creative technologies.

With this goal in mind, we have developed CLOQQ (acronym for Create What You Want in Spanish), to help them develop technological skills and enhance other social skills associated with the development of security when sharing an idea, joining a community, working as part of a team and assimilating others' experiences to apply them to their own creations and build constructively.

To achieve this goal, CLOQQ leverages innovative educational solutions such as Scratch, Arduino, Raspberry Pi and MIT AppInventor, among others.

To date, about 30 thousand users have accessed the platform. Between September and March 2017, we developed seven workshops and activities including participation in fairs, with a direct impact on more than 300 children.

SPAIN

FUNDACIÓN prodis

Integration and employability

We have worked with the Prodis Foundation to integrate into the workforce persons with mental disability as support for tasks within certain areas of the business.

We have specifically worked through an internship and ans subsequent employment program under the protection of its Promentor programme program in the following fields:

> IT support: a person whose function is the daily review of the proper functioning of technical and audiovisual media of different rooms for meetings. After the internship period, the professional has the option of joining our staff.

> File: a person handles scanning, separating and classifying records arriving at the filing department. He or she also organises documents by type, renaming and saving them in the network folder.

Coach Project

The Exit Foundation Coach Project aims to improve the employability of youth at risk of social exclusion through coaching and mentoring. It takes place with the participation of **everis** volunteers who bring their vision and promote curiosity in participants for them to find their vocation, encouraging them to continue their training.

A total of 30 volunteers participated in 5 cities in Spain (Alicante, Barcelona, Madrid, Valencia and Zaragoza). Each everis professional contributed with 25 hours of volunteering work, distributed in 6 training sessions.

Closing gaps

SPECIALISTERNE
Passion for details

Together with Specialisterne, **everis** offers training and job opportunities with high added value within the IT industry for people with autism and Asperger's.

Within our team we have people engaged in tasks that require concentration and precision–tasks in which these professionals stand out.

We currently work with Specialisterne in Belgium, Italy and Spain.

SPAIN

Training and first job in Catalonia

In the region of Catalonia, **everis** develops two initiatives focused on developing and promoting technological talent in the region.

Training for real-life business:

Through an agreement with the Education Department of the Generalitat de Catalunya to boost dual vocational training, we developed a project that alternates training and business activity for upper grade pupils in Development of Web Applications, Multiplatform or network management systems.

everis incorporates the students by means of a labour contract or scholarship, ensuring that training time at the school and work time at the company do not exceed 8 hours per day and 40 per week.

This strategy offers the possibility fir students to gain professional experience, dovetailing academic training with on-the-job training at **everis**, by carrying out paid activities.

Talent Excellence Programme for Vocational Training students:

Every year, **everis** rewards the excellence of vocational students in Catalonia with the aim of promoting and encouraging the talent of ICT professionals and the future of technological professions.

Thus, we reward the best students at all stages of their studies of Higher Level Vocational Training in Web Application Design, Multiplatform Application Development and Administration Network IT Systems in Catalonia.

Transforming Spain

This year, **everis** continues to take part in the Multi-company Talent Development Programme promoted by the Transforming Spain Foundation. Through this project, some of the largest companies in the country collaborate to develop future leaders and encourage young talent in steering committees, through an exchange of workers and methods such as mentoring or shadowing.

This form of talent management is based on two cornerstones:

≫ Intersectoral collaboration, which breaks traditional corporate barriers through transparency.

≫ Promoting the self-leadership, responsibility and initiative of young people in their own professional development.

This year, **everis** rejoined the programme, with which we have created six working groups in Barcelona and Madrid in previous years, to create the first group in Valencia.

BELGIUM

We work with YouthStart, a non-governmental organisation that seeks to build confidence and leadership skills among young people seeking opportunities. Through an eight-day training programme, the organization gives young people the knowledge and the skills they require to become entrepreneurs.

During 2017, 94 workshops have been conducted and 81% of participants have been certified.

UNITED KINGDOM

We support the She Can Be initiative, a day in which young women in leadership positions and the City of London come together to inspire talented girls with future prospects. The initiative, promoted by the NGO The Lord Mayor's Appeal, aims to inspire future talent and ensure equal opportunities for girls and young women, showing them that the doors of the most challenging technology companies are open to them.

For this effort, **everis** has developed a workshop led by 15 volunteers from the company who worked with 10 girls, aged between 15 and 18, showing them the company's vision on the figure of women in technology companies and specifically, using their own examples within **everis**.

Attract the best talent and build loyalty •

T

PORTUGAL

We develop various initiatives in partnership with key organisations and stakeholders. Specifically, this fiscal year we have focused on providing **everis's** talent and capabilities to institutions and organisations working for local development.

- **Meninos d'oiro:** Analysis of organisations' sustainability scenarios.

- **Corações com Coroa:** Social impact assessment of scholarships for girls from social exclusion contexts.

- **Terra dos Sonhos:** Assessment of activity impact over the last 10 years.

- **Ubuntu Social Incubator:** In its 5th edition **everis** has developed the methodology for monitoring social projects developed by young people from social exclusion contexts.

- **GRAIS (Reflection Group for Social Impact Assessment in Portugal): everis** drives and coordinates this think tank that includes large foundations, social organisations, enterprises, universities and the State in Portugal.

- **Portuguese Chamber Orchestra:** Development and monitoring of its sustainability strategic plan and development of its website.

- **Microcredit:** Information systems plan development and analysis of the sustainability scenario.

- **Acredita Portugal:** website development for the candidates to the largest entrepreneurship award in Portugal.

- **Negócio Social "Cozinha con Alma":** analysis of its management support tools and development of a social impact assessment, through the SROI methodology.

- **Comunidade Vida e Paz:** Diagnostic project for assessment of the organisation's social impact, as well as analysing the social impact of "voltas de rua".

BRAZIL

Contributing to reduce inequalities and promote diversity have been key areas during this fiscal year. The following initiatives are worth noting:

- Agreement with the Association of Visually Impaired and Friends (Adeva) to provide businesses with technological solutions (applications and web sites) complying with accessibility legislation.

- Adapting our internal communication content and our jobs website to ensure accessibility to people with various disabilities.

- Specific workshops for **everis** professionals with disabilities. Among other activities, our colleagues learn to reuse discarded materials.

- Seeking to integrate and offer comfort to all people in the company, including those who are part of the LGBT community, simple initiatives but inclusive activities have been enabled. For example, all professionals in **everis** Brazil have the option to choose the name and photo on their employee card, while the main office in the country has unisex toilets.

T

Attract the best talent and build loyalty

PERU

Addressing the need to promote the development of skills in STEAM careers, we launched various actions that trigger interest of the younger generations:

⟩ In partnership with Laboratoria, **everis** organizes an edition of its Hackathon Talent Fest to offer girls studying usability and web development the opportunity to present their projects to company professionals. After this edition, 9 girls were hired by the company.

⟩ We have created a strategic alliance with Women in Technology (WIT), whom we support by managing meet-ups at our facilities, adding value to their knowledge through lectures and specialised exhibitions by our partners and specialists on various technologies or issues.

⟩ We participate in the Hackathons organised by Media Camp through mentorships offered by **everis** professionals as well as part of the investment in the award given to the 6 young people that won thanks to their skills in game development.

⟩ We also offer our facilities for efforts that promote training and innovation in the communities where we work.

✓ This year, our facilities welcomed 20 children of our professionals for their participation in the Agile Kids workshop focused on agile methodologies. Six **everis** volunteers were responsible for training.

✓ We provide our facilities for meet-ups and other activities focused on the generation and transmission of knowledge and innovation.

⟩ We make donations at specific times which are of great value to the communities where our offices are located. During fiscal year 2017, we made donations to the Campaign to Combat Cancer, the NGO Cáritas Peru and the NGO Cerro "La Regla" in the Province of Callao.

⟩ In the environmental field, the five **everis** offices in the city of Lima carry out yearly drives for recycling paper, which is later donated to the charity SOS Aldeas Infantiles, for sale.

MEXICO

We contribute in various social and environmental initiatives:

- Toys given to 63 children living in a Temporary Residence Centre in Mexico City. During the winter holidays, 63 volunteers from **everis** coordinated activity.

- Coordination of toy drive for children, aged 10 months to 15 years, in the community of San Miguel de Tecuanipa 20 **everis** volunteers participated.

- Collection of plastic bottles to earn funds from recycling for donating for the benefit of 37 children at the Children's Anti-cancer Alliance. 10 volunteers coordinated the initiative.

CHILE

We work to achieve a more inclusive society through actions that promote diversity.

- We participate in Talent Fest, the country's largest hackathon, in collaboration with Laboratoria and Kodea, with the aim of promoting training girls in technological careers.

- This year we also launched, locally, our diversity and inclusion policy. It led to a pilot of the Inclusion Programme, which aims to recruit professionals with disabilities.

- The Concilia Program likewise promotes life/work balance actions.

In order to minimise our impact on the environment, we develop local initiatives for recycling different types of materials and technological waste.

COLOMBIA

We work with the Chaminade Foundation, which allows us to exchange experiences with members of the communities with which the organisation works. This exchange is done through an annual grant from **everis** and children's choir visits to our offices to share a snack and donate gifts collected by our professionals.

everis | **EVERIS** FOUNDATION

4.6. EVERIS FOUNDATION. TALENT. INNOVATION. ENTREPRENEURSHIP

The **everis foundation** was established with a commitment to encourage entrepreneurship, promote innovation and foster people's talent. These three pillars enable us to give back to society, thanks to the voluntary commitment and the transforming capacity of people who are part of **everis** in the countries where we operate.

In March 2018, the Board of the **everis foundation** appointed Noemí Sanín as new chair of the Foundation, who will continue the work carried out by Eugenio Galdón. Noemí Sanín's entrepreneurial profile, international vision and link with academia perfectly represents the philosophy of innovation, entrepreneurial drive and commitment with the talent of the **everis foundation.**

		Cargo
	Chairperson	Noemí Sanín
	Vice Chairperson	Félix Bonmatí
	General Secretary	María Teresa Jambrina
	Board of trustees:	António Brandão
		Fernando Panizo
		Fritz Hoderlein
		Giampio Bracchi
		Jaime Castellanos
		John de Zulueta
		Kei Anzai
		María Jesús Jiménez
		María Jesús Villa
		Miguel Ángel Alario
		Rui Costa Santos
	Managing Director	Karla Alarcón

During FY17 the everis foundation was created as a legal entity in Brazil and Chile.

Together everyone achieves more • Together everyone achieves

More than 700 everis professionals from around the world participate on a voluntarily basis in our initiatives, making the implementation of our projects a reality in 18 offices across 10 countries (Argentina, Brazil, Chile, Colombia, USA, Spain, Italy, Mexico, Peru and Portugal).

OUR INITIATIVES

everis entrepreneurship awards.

For 16 years, the **everis foundation** awards the **everis** entrepreneurship award to promote entrepreneurship and research internationally. This competition rewards innovative technology-based projects that transform our society.

In the 16th edition, 1,264 projects from 28 countries presented their candidacies (55% more than the previous edition), of which 6 were chosen as finalists by a jury of experts (representatives from the business, science and academic worlds, among others):

》 Industrial and energy technologies: Neuro-Digital Technologies (Spain) Zeleros (Spain)

》 New business models in the digital economy: Higia Technologies (Mexico) Pegasemp (Portugal)

》 Biotechnology and health: Heptasense (Portugal) Interacpedia (Colombia)

Finally, the Foundation jury picked Zeleros as the winner of the 2017 **everis** award. This project of Spanish engineers develops the technology to build the Hyperloop vehicle transport system. This concept allows for speeds of up to 1,000 km/h with very low energy consumption.

The winning team was awarded a prize of 60,000 euros (non-repayable) and additional consulting services.

The jury awarded the second prize of 10,000 euros to the Colombian project Interacpedia, making it the first time a Latin American project wins the **everis** Award. The initiative connects universities and students with the entrepreneurial ecosystem through a digital co-creation platform that transforms academic proposals into innovative projects.

One more year, the Foundation has included winners from each of the editions of the Award in Argentina, Colombia, Italy, Mexico and Peru in the **everis** global award . Thus, the winners of each local edition have been included in the semifinal, held in May 2017.

The six finalists received three months of consulting worth 10,000 euros from i-deals, an everis Group company specialising in technological entrepreneurship.
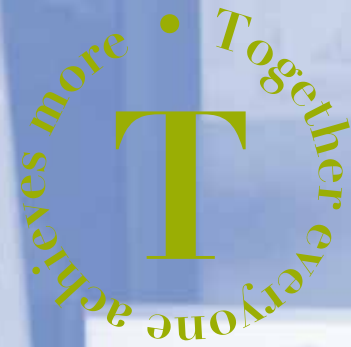
Social Intrapreneurship awards.

We recognise the entrepreneurial capacity of **everis** professionals who lead innovative projects based on technologies with a strong social component and that impact on people's quality of life.

The second edition of the award in Europe has brought together five entrepreneur finalists from Barcelona, Bilbao, Madrid and Milan, competing for a trip to the NTT DATA headquarters in Tokyo.

The winning project was Berriroberri, led by Asier López and David Alberto Lallana, **everis** Bilbao professionals, based on a health platform that allows donating and receiving assistive technologies (wheelchairs, canes, etc.) encouraging reuse and therefore making them more accessible.

More information:
socialeverisaward.com

University-Business Ranking.

Report on the employability of Spanish graduates in the last 5 years.

The **everis foundation** has completed, for the third consecutive year, the University-Business Ranking, the only international* study which analyses the view of employers about new graduates hired.

In the latest edition we have expanded the sample of university students evaluated by 15%, as well as companies consulted by 64%, reaching a total of 3,545 surveyed companies.

The preparation of the report addresses the need to stregthen and provide objective information to the connection between the university students and society. The information provided by employers is based on issues that are important when hiring, i.e., the core skills required to adequately perform a given job.

These are some of the key findings:

» Honesty and ethical commitment remains, for the third consecutive year, the competition most valued by employers.

» Although the development is positive, there is still a gap between what companies look for in new graduates hired.

» A third of companies have hired recent graduates in the past five years. Recruitment has increased in mid-size companies.

» The qualifications in most demand by companies are Business Administration and Industrial Engineering.

» As in previous editions, the geographical mobility of new graduates to work in other regions for remains limited.

Available at
fundacioneveris.com/ranking-2017

*The University-Business ranking of the everis foundation is unique internationally. It is the only ranking known so far with these characteristics.

Programming and robotics workshops for children

With support from CLOQQ, we focus on initiatives to prepare young talent and new generations in the STEAM field (Science, Technology, Engineering, Arts, Mathematics). We organise workshops on digital creation for children and their families to encourage their interest for scientific and technological vocations.

everis volunteers receive training in their spare time to teach these workshops, which are currently offered at **everis** offices in Argentina, Chile, Colombia, USA, Spain, Mexico, Peru and Portugal.

Our results to date:

✓ More than 500 trained volunteers (**everis** professionals)

✓ More than 700 participating children

✓ More than 250 families (workshops for the parents of participating children)

Moreover, in order to further promote these careers among **everis**'s children, in 2017 the Foundation launched the second edition of its "Scratch Christmas Competition" in offices around Spain and Latin America where these workshops are taught.

The everis foundation has completed, for the third consecutive year, the University-Business Ranking, the only international* study which analyses the view of employers about new graduates hired.

Teaming: Crowdfunding social platform

The Teaming Foundation, with **everis'** support, has created an online platform to raise funds for social causes through micro-donations of 1 euro per month.

everis' commitment in promoting this platform has encouraged the Foundation to create a specific landing page to give visibility and collaborate with causes of our own colleagues.

At the end of the past fiscal year, these groups were created by **everis** professionals:

- Intheos Cancer Foundation, led by Fernando Echevarría and Rosa Sadurní (Spain)

- ALUDME to fight dystonia (MDS), led by Isidoro Pardo (Spain)

- Will you help us find out what's going on with Marta?, led by Sandra Vilaseca (Spain)

- Il Pozzo dei Desideri - Malawi, led by Matteo Ferrari (Italy)

- Miwadagbe Association, led by Céline Beaulaton (Spain)

- NGOs Garden of Love Guatemala, led by Lucía Fernández (Spain)

- Giving life with music, led by Manuel Boira (Spain)

- Solidarity Reaction Association, led by Beatriz Castro (Spain)

- IdiPaz: Tumour - Immunology, led by Ismael Morales (Spain)

- Cris Cancer Foundation, led by Pablo Vázquez (Spain)

- FSH Muscular Dystrophy, led by Carlos Cano (Spain)

- The World with Yessica, led by Lucía Fernández (Spain)

All **everis** causes:
teaming.net/landing/everis

Púlsar programme: successful women mentoring for bright girls

Aimed at reducing the gender gap, we launched the third edition of this mentoring programme for adolescent girls.

This initiative is based on individualised mentoring and is structured around six one-hour sessions per month, in which women leaders in various professional fields serve as role model for teenagers. The aim is to help girls discover and enhance their talents, empowering them to continue pursuing their higher education.

In the third edition of the PÚLSAR programme, nearly a hundred girls from schools in Madrid, Barcelona, Cartagena, La Coruña and São Paulo took part. We continue pushing for the internationalisation of this initiative by launching the PÚLSAR Programme in Mexico and Peru.

The **everis foundation** has likewise organised motivational talks in schools to 1,200 students (boys and girls) in 4th grade and 9th grades, in order to convey the importance of self-esteem in adolescence and make them aware of the existence of a gender gap in society.

Emprende Challenge

We have participated one more year in the Emprende Challenge, an initiative launched by Obra Social la Caixa, which fosters young people's entrepreneurial values and attitudes, involving about 1,400 teams from schools throughout Spain.

The **everis foundation**, as a participant ally, has proposed a challenge to students of the school assigned in Barcelona based on its project: an educational application to facilitate learning through music. With this challenge before them, they traveled to Silicon Valley to learn from the experience of professionals working in leading companies worldwide. This experience enhances their entrepreneurial skills and personal growth.

Idea incubator

The **everis foundation**, in partnership with i-deals (Group company specialising in technological assessment and entrepreneurship, has carried out various activities during 2017 in order to foster entrepreneurship and innovation.

We cooperated with the incubator at Politecnico di Milano, one of the most prestigious technical universities in Europe. This activity has been carried out supporting a set of entrepreneurship projects incubated at PoliHub, this university's organisation responsible for supporting new innovative businesses in their first steps.

During the same period, we have worked for the Higher Technical Institute (IST) at the University of Lisbon. The i-deals team has supported five entrepreneurship projects in scientific and technological fields within the IST initiative, a pioneer in Europe, and applying new entrepreneurship models to the research activity developed by doctoral students.

Likewise, through the **everis foundation** we have continued working with ICAI Association of Engineers and its organisation for the promotion of entrepreneurship (Odiceo), working further with the "**everis** Odiceo Technological Entrepreneurship Observatory" model (OETEO).

This effort has resulted in a first report identifying the most promising areas for launching new innovative businesses. This report was presented at a workshop organised jointly with the Association of ICAI Engineers at the September 2017 event. You may download the report here: es.fundacioneveris.com/node/872

The i-deals team has coached the finalists of the **everis** Award and the winners of the Latin American editions. A total of thirteen entrepreneurs have received support from i-deals, primarily focused on reviewing and improving certain aspects of both the value proposition and the business model.

Finally, the **everis foundation** with support from i-deals, has participated in the awards of the Institute of Legal Innovation giving a seminar on entrepreneurship to award winners in order to advise them and help them improve aspects of their LegalTech business.

fundacioneveris.com
@fundacioneveris

In the third edition of the PÚLSAR programme, nearly a hundred girls from schools in Madrid, Barcelona, Cartagena, La Coruña and São Paulo took part. We continue pushing for the internationalisation of this initiative by launching the PÚLSAR Programme in Mexico and Peru.

4.7. SHARING EXPERIENCE AND EXPERTISE: OUR ALLIANCES

🇦🇷 ARGENTINA

- Argentinian Software and IT Services Chamber of Commerce (CESSI)
- Foundation for Latin American Economic Research (FIEL)
- Mediterranean Foundation
- Institute for Business Development of Argentina (IDEA)
- Argentinian Association of Information Technology and Communications Users (USUARIA)
- Argentinian-German Chamber of Industry and Commerce
- Spanish Chamber of Commerce in the Argentine Republic
- COTEC

🇧🇷 BRAZIL

- Câmara Oficial Espanhola de Comércio no Brasil
- LIDE

🇨🇴 COLOMBIA

- National Association of Corporations of Colombia
- Bogotá Chamber of Commerce
- Spanish-Colombian Chamber of Commerce
- Fedesoft
- Presidents Forum

🇨🇱 CHILE

- Chilean Association of Information Technology Companies A.G. (ACTI)
- Santiago Chamber of Commerce (CCS)
- Official Spanish Chamber of Commerce in Chile (CAMACOES)
- País Digital Foundation (FPD)
- Chilean Institute of Rational Business Administration (ICARE)
- UN Global Compact. Red Chile

🇪🇸 SPAIN

- AECOC – Spanish Association of Commercial Coding
- AEDIPE – Association Centre for Human Resources Management
- Association for the Advancement of Management (APD)
- INECA Association – Institute of Economic Studies of the Province of Alicante
- ICT Sector Business Association (ESTIC)
- Spanish Association of Managers (AED)
- Catalan Association of Consulting Companies (ACEC)
- Association of Consulting Companies of the Advanced Tertiary of the Valencian Community (AECTA)

Association of Advanced Tertiary (ATA)

Association for the Promotion of Entrepreneurship Valladolid Association of IT Companies

The Spain Association of Cogeneration (ACOGEN)

AUSAPE – SAP Users Association

AUTELSI – Spanish Association of Users of Telecommunication and Information Society

Barcelona Global

CEL – Spanish Logistics Centre

Centre for the Management of Corporate Knowledge of the Community of Valencia

Circle of Economy

Business Circle

COTEC – Foundation for Technological Innovation

Asociación Española para la Digitalización (digitalES)

Dircom – Association of Communications Managers

Edutech

ESADE Business School

EOA – European Outsourcing Association Spain

EDEM School of Entrepreneurs

Conscious Companies

Forum of Incident Response and Security Teams (FIRST)

Antares Forum

Fundació Factor Humà

SERES Foundation

Transforming Spain Foundation

IESE Business School

Advisor Managers Institute Spanish Seniors for Technical Cooperation – SECOT

Japan-Spain Business Circle

Teaming Foundation

Saúde Cluster

TIC Cluster Corunna

AEGAMA (Association of Galician Professionals in Madrid)

AECTA - Association of Advanced Tertiary Consulting Companies of the Valencian Community

Seville Chamber of Commerce

GAIA - Association of Electronic and Information Technologies in the Basque Country

ACICAE – Basque Automotive Cluster

Innobasque – Basque Agency for Innovation

ICIL Foundation

Logistop

Red Lyra, the Red Blockchain Spanish

ITALY

- Confindustria ICT Association (Assinform)
- ELIS
- Fondazione Politecnico di Milano
- Progetto Speranza
- Rete-delle-Reti
- Fondazione Politecnico
- AICEO
- Spanish Chamber of Commerce in Italy
- MIB School of Management Trieste
- MIP Politecnico di Milano Graduate School of Business of Milan
- *Graduate School of Business of Milan*
- Informatica Solidale

PORTUGAL

- APDSI – Association for the Promotion of the Information Society
- APDC – Portuguese Association for Communications Development
- APO – Associação Portugal Outsourcing
- BCSD – Business Council for Sustainability Development
- COTEC
- GRACE
- ITSMF – IT Service Management Forum
- Acredita Portugal
- *Impact Hub Lisbon*
- *HiSeedTech*
- Grupo de Trabalho Português para o Investimento Social

MEXICO

- AMITI – Mexican Association for the Information Technology Industry
- AMIPCI – Mexican Internet Association
- Spanish Chamber of Commerce

UNITED KINGDOM

- Official Spanish Chamber of Commerce in the UK

USA

- Official Spanish Chamber of Commerce in the USA
- Northern Virginia Technology Council

PERU

- Official Spanish Chamber of Commerce in Peru

4.8. AWARDS

Top Employer 2017 (Spain and Brazil).

Top 100 Best Place to Work in Spain 2017. MercoTalento Business Monitor.

Top Companies 2017 (Mexico).

Good Place to Work for People with Disabilities 2017 (Brazil).

'My company is healthy' 2017 (Spain).

LinkedIn award to good use of the tool 2017 (Chile).

First major Spanish consulting company to obtain the "Seal of entrepreneurship and youth employment" delivered by the Ministry of Employment and Social Security, for its work and talent recruitment strategy.

Alares National Awards 2018 for Work-Life Balance and Social Responsibility. First Ex Aequo award, Big Business.

LinkedIn Award 2017 (Spain).

Oracle distinguishes **everis** as a Specialised Partner of the Year.

Huawei gives **everis** the "Win-Win Business Collaboration Award".

everis awarded in Spain and the UK with two bronzes in the SAP Quality Awards.

"allConnected Smart Suite" IoT Framework awarded with the System Engineering Process Award by NTT DATA.

Premio a las 100 mejores ideas de Actualidad Económica, CSR category, PÚLSAR Programme of the **everis foundation**.

everis foundation award for the contribution and promotion of Corporate Social Responsibility of the NTT Group.

GB Award 2017 from NTT DATA to the **everis foundation** for its Púlsar program.

05

HOW WE DO PROTECT OUR ENVIRONMENT

Aware of the current social and environmental context, and the impact that our activity may generate in the environment, **everis** is committed to conserving the environment through an Environmental Policy and an Environmental Management System that serve as a framework for minimising, reversing or eliminating any possible damage to nature.

5.1. ENVIRONMENTAL POLICY: OUR FRAME OF REFERENCE

Through the Environmental Policy, **everis** establishes a commitment to improve its environmental performance, aligned with the responsible company philosophy that it has followed since it was founded, and is in compliance with the ISO 14001 certification that provides a frame of reference for achieving a balance between the socioeconomic needs and protecting the environment.

Accordingly, the Environmental Policy is approved, promoted and supported by management, which assumes responsibilities and demonstrates involvement.

In this sense, **everis** has set the following objectives within the Environmental Policy:

- Work with the environment in a respectful manner.

- Foster responsibility for the environment among professionals, customers, suppliers and other stakeholders.

- Integrate factors related to the environment in the company's processes.

- Comply with the international, state, autonomic and local legislation in force regarding the environment and with other requirements subscribed by the organisation, related to its environmental aspects and even extend the restrictions when possible.

- Identify the environmental impacts derived from the activity developed by the company and establish plans aimed to eliminate them.

- Prevent pollution by minimising the company's consumption of natural resources, disposing of waste responsibly and recycling the materials used.

- Establish and review environmental objectives to ensure they are adequate and viable.

- Continuously improve the environmental management system and its operation.

5.2 ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Going in-depth, **everis** has implemented and maintains an Environmental Management System (EMS) based on the international ISO 14001 standard, "Environmental management systems. Requirements with guidance for their use", as a tool for developing the Environmental Policy, managing environmental aspects and planning responsibilities, practices, procedures, processes and resources.

The **everis** EMS is applicable to all activities carried out in the following offices:

Madrid: Edificio Albor Plaza, en Avenida de Manoteras, 52, 28050 Madrid (Spain)

Madrid: Camino Fuente de la Mora, 1, Planta 4, 28050 Madrid (Spain)

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

Londres: UK House, 180 Oxford Street, London W1D 1NN (United Kingdom)

Segovia: Avenida de los Gremios Segovianos, 3, 40195 Hontoria-Segovia (Spain)

everis' environmental management has different levels:

Environmental Management — • The company's highest management body. Its main responsibility is to approve budgets and lead and encourage implementation of the organisation's environmental approach.

Environmental Committee — • Responsible for developing and maintaining the Environmental Management System and ensuring its correct implementation. It includes reviewing processes, making the necessary tools available to the organisation and monitoring environmental objectives and goals.

Environmental Manager — • Responsible for keeping the Environmental Committee informed of the progress of the EMS and making sure all the information needed is available to develop its roles and responsibilities.

Environmental Assistant — • Supports the Environmental Manager.

Office Environmental Manager — • Supports the Environmental Manager.

Professionals — • Their participation and observance of the policy is key to the environmental management is optimally carried out.

In various locations where **everis** has presence, responsibility for the environment is promoted among suppliers.

Thus, any supplier that initiates a commercial relationship with the organisation can make use of **everis**' Environmental Policy, available on the corporate website.

In several of the countries in which everis operates, the supplier approval process also includes reporting on each of the aspects defined in the Environmental Policy.

5.3. GOOD PRACTICES

With the intention of complying with the provisions of the Policy, there are numerous awareness campaigns and training and communication actions within the EMS that are aimed at protecting and respecting the environment.

They include:

Depositing the waste generated into the specific containers for each type of waste that are distributed throughout **everis'** facilities.

Raising awareness among all professionals of the need to get involved in rational water, paper and energy use practices, as well as in good practices for minimising the use of natural resources, extending these practices into their everyday way of life.

everis also has an operational control process for recycling the waste generated in the offices that is included within the scope of the EMS.

Waste is identified and stored separately in containers for reuse, recycling or treatment. It is segregated based on the criteria established by current legislation.

everis carry out awareness and training activities to contribute to the environmental preservation.

Attract the best talent and build loyalty

Within this process, different responsibilities are distinguished and enumerated:

Environmental Manager	Office Environmental Manager	Professionals

Environmental Manager

- Supervises all tasks carried out by the Office Environmental Manager.

- Reviews the recycling and reuse process.

- Writes the reports with the information provided by the Office Environmental Manager.

- Monitors and analyses indicators.

- Establishes training and communication plans.

- Analyses and responds to suggestions for improvement proposed by target audiences.

Office Environmental Manager

- Responsible for providing the necessary waste management information to the Environmental Manager to prepare indicator reports.

- Identifies new waste.

- Checks the condition of containers and signage.

- Controls waste collection management.

- Analyses and responds to suggestions for improvement proposed by target audiences.

- Establishes local training and communication plans.

Professionals

- Everyone is responsible for segregating and storing each waste in the containers destined for that purpose.

- All professionals receive the necessary training to fulfil this task.

5.4. EVERIS ENVIRONMENTAL PERFORMANCE IN FY17

NOTE Recently established, offices in London (UK) and Seville (Spain) record data since August 2017 and June 2017 respectively. There is no electricity consumption data from Madrid (Novus 4th floor), Sevilla and London offices'.

MANOTERAS 52 - MADRID (SPAIN)

NOTE

2017 / 2016 Data for financial years

CONTROL OF NON-HAZARDOUS WASTE

0.46
0.63 Removal Kg Organic / Professional

0.30
0.51 Removal Kg Packaging / Professional
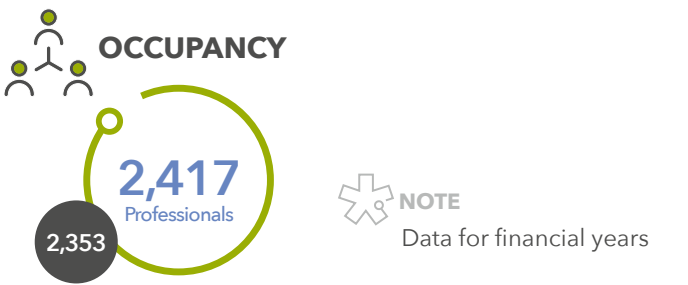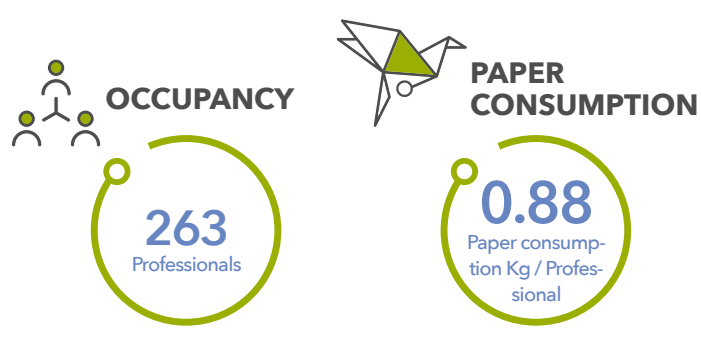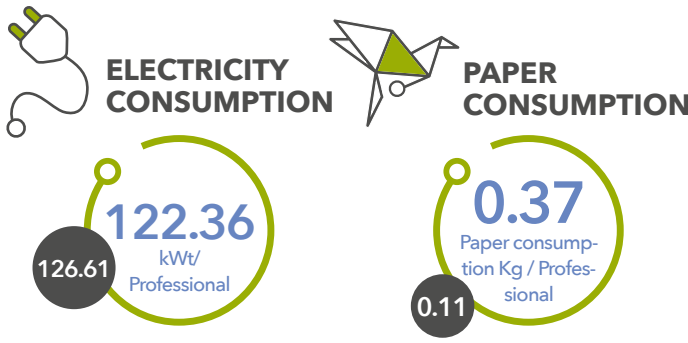
0.07
0.08 Removal Kg Confidential paper / Professional

0.22
n.d. Removal Kg Paper / Professional

0.04
0.00 Removal Kg Toner/ Professional

CONTROL OF HAZARDOUS WASTE

0.02
0.01 Removal Kg Batteries / Professional

0.01
0.00 Removal Kg Fluorescent / Professional

0.18
0.10 Removal Kg Equipment / Professional

ELECTRICITY CONSUMPTION

126.61
122.36 kWt/ Professional

PAPER CONSUMPTION

0.37 Paper consumption Kg / Professional
0.11

OCCUPANCY

2,417 Professionals
2,353

NOTE Data for financial years

NOVUS PLANTA 4 - MADRID (SPAIN)

CONTROL OF NON-HAZARDOUS WASTE

0.90 Removal Kg Organic / Professional

1.23 Removal Kg Packaging / Professional

0.00 Removal Kg Confidential paper / Professional

0.88 Removal Kg Paper / Professional

0.00 Removal Kg Toner/ Professional

CONTROL OF HAZARDOUS WASTE

0.00 Removal Kg Batteries / Professional

0.00 Removal Kg Fluorescent / Professional

0.00 Removal Kg Equipment / Professional

OCCUPANCY

263 Professionals

PAPER CONSUMPTION

0.88 Paper consumption Kg / Professional

New offices FY17

+70% Packaging removal

TORRE PELLI - SEVILLA (SPAIN)

LONDON (UK)

CONTROL OF NON-HAZARDOUS WASTE

0.14 Removal Kg Organic / Professional

0.08 Removal Kg Packaging / Professional

0.02 Removal Kg Confidential paper / Professional

0.10 Removal Kg Paper / Professional

0.00 Removal Kg Toner/ Professional

CONTROL OF HAZARDOUS WASTE

0.01 Removal Kg Batteries / Professional

0.00 Removal Kg Fluorescent / Professional

0.00 Removal Kg Equipment / Professional

OCCUPANCY

203 Professionals

PAPER CONSUMPTION

1.55 Paper consumption Kg / Professional

CONTROL OF NON-HAZARDOUS WASTE

0.01 Removal Kg Wee/ Professional

0.19 Removal Kg Confidential paper / Professional

0.00 Removal Kg Toner/ Professional

CONTROL OF HAZARDOUS WASTE

0.00 Removal Kg Batteries / Professional

OCCUPANCY

220 Professionals

PAPER CONSUMPTION

93.03 N° impressions/ Professional

+37% Organic removal

everis Madrid data

5.4.1. CARBON FOOTPRINT

With the intention of demonstrating the environmental commitment that **everis** has acquired with data and facts, the company's carbon footprint (CF) is calculated every year.

This initiative measures total greenhouse gas emissions (GHGs) produced directly and indirectly by a person, organisation, event or product.

The footprint considers the six greenhouse gases included in the Kyoto Protocol: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFC), perfluorocarbons (PFC) and sulphur hexafluoride (SF_6) .

The CF is measured in tonnes of carbon dioxide equivalent (tCO_2e).

The carbon dioxide equivalent (CO_2e) enables comparison between the different GHGs with respect to one unit of CO_2. This unit is calculated by multiplying the emissions of each of the six greenhouse gases by their global warming potential for 100 years (1).

The carbon footprint, according to ISO14064, is calculated as follows:

Carbon Footprint = Activity Data x Emission Factor

Where [2]:

• The activity data is the parameter that defines the degree of activity and that is related to the emission factor.

• The emission factor assumes the amount of greenhouse gases emitted by each unit of the "activity data" parameter. These factors vary depending on the activity in question.

These activities are divided into three scopes, reporting on the first two is mandatory [3]:

• **Scope 1:** Direct emissions; that is, those derived from sources owned by the subject that generates the activity (emissions from the combustion of boilers, proprietary vehicles, among others).

• **Scope 2:** Indirect emissions from generating electricity and heat.

• **Scope 3:** Other indirect emissions (consumables, electronic devices, among others).

Organisational limits and uncertainty

The consolidation of GHG emissions at **everis** is addressed from an operational control approach; that is, the company informs all GHG emissions attributable to the operations over which it exercises control.

During the current financial year, all of the company's work centres have been considered within Spain, specifically the offices in: La Coruña, Alicante, Barcelona, Bilbao, Ciudad Real, Jaen, Las Palmas, Madrid, Murcia, Seville, Tenerife, Valencia, Valladolid and Zaragoza.

The estimated emission uncertainty is a combination of the uncertainties in the emission factors and those of the corresponding activity data.

The emission factors used for compiling **everis**' GHG inventory are extracted from official and specific sources for each source category. The selection of these emission factors is oriented toward minimising the uncertainty as much as possible. In turn, the uncertainty of the activity data used for compiling **everis**' GHG inventory is ensured through the robustness of the inventory in the company's ledger accounts.

For the study in 2017, other emissions likely to generate global warming were not taken into account, for example:

• Fugitive coolant gas emissions.

• Incorporation to the carbon footprint, within scope 3 of the acquisition of products such as computer equipment.

1. Source: Carbon Trust UK.

2. Source: Spanish Climate Change Office.

3. Source: *"Practical guide for calculating greenhouse gas emissions".*

The classification of GHG emissions, according to the scope established in ISO 14064, 2006

everis Spain GHG emission activities

	Issuing source	Activity unit	Emission factor (kg CO2e / Activity Unit)	Total emissions (t CO2e)		
				2010	2016	2017
Scope 1	Professionals vehicle	Kilometers	0.203	779.76	1,855.40	1,818.98
Scope 2	Energy consumption	kilowatts x hour	According to annual energy mix	1,805.17	2,487.37	2,413.20
Scope 3	Air transport	kilometre x passenger	According to flight type	19,220.41	28,195.77	38,736.71
TOTALES				21,805.34	32,538.54	42,968.89

Table 1: Data from 2017 compared with 2016. Base year: 2010.

Table 1 shows that, despite the growth of the company, between 2016 and 2017 the emissions of Scope 1 and Scope 2 have decreased in absolute terms.

It should be noted that most of the emissions produced by the activity of **everis** are included in scope 3. As a consulting company in international expansion, the main activity generat- ing GHGs is transportation (transoce- anic and European trips, congresses, etc.)

Percentage of emissions by scope and year.
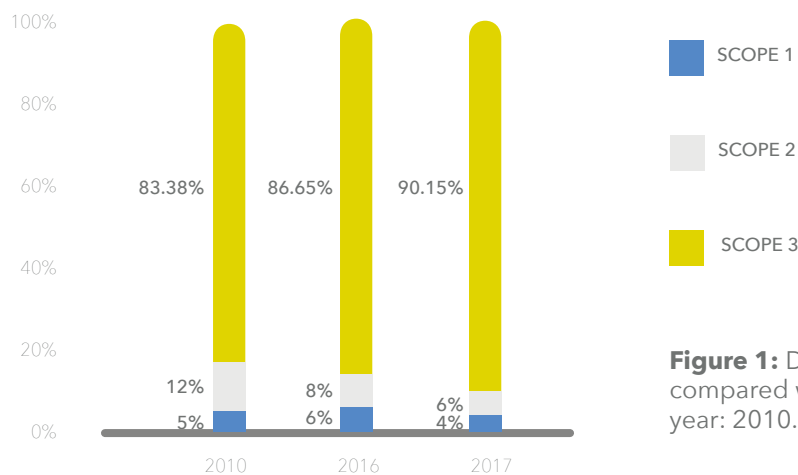
Figure 1: Data from 2017 compared with 2016. Base year: 2010.

Figure 1 shows how each year Scope 3 emissions account for a higher per- centage. This confirms that the reduction measures implemented in the com- pany are working and that Scope 3 emissions increase due to the company's growth and the nature of its activity.

When we analyse emissions taking into account billing, we observe a -37% drop in Scope 2 CO2e emissions and a -5.5% drop of Scope 3 emissions, vs. 2010.

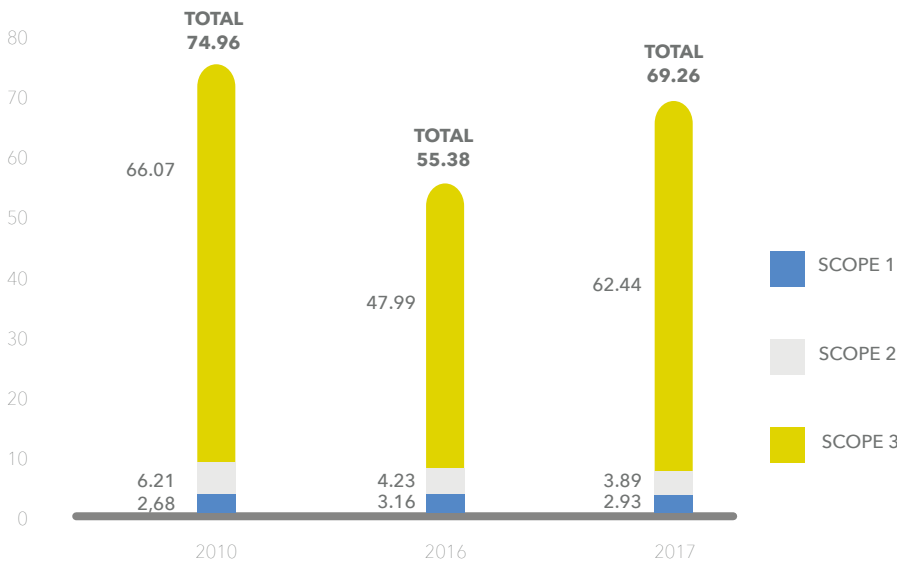## CO2e emissions by unit of turnover (t CO2e / M €).

Figure 2: Data from 2017 compared with 2016. Base year: 2010.

CO2e emissions by number of professionals shows a drop in Scope 1 -15% and -16% in Scope 2. These results are due, on the one hand, to teleworking measures in the case of Scope 1 and energy efficiency measures implemented in the offices in Scope 2.

CO2e emissions by number of professionals (t CO2e / Number of professionals).
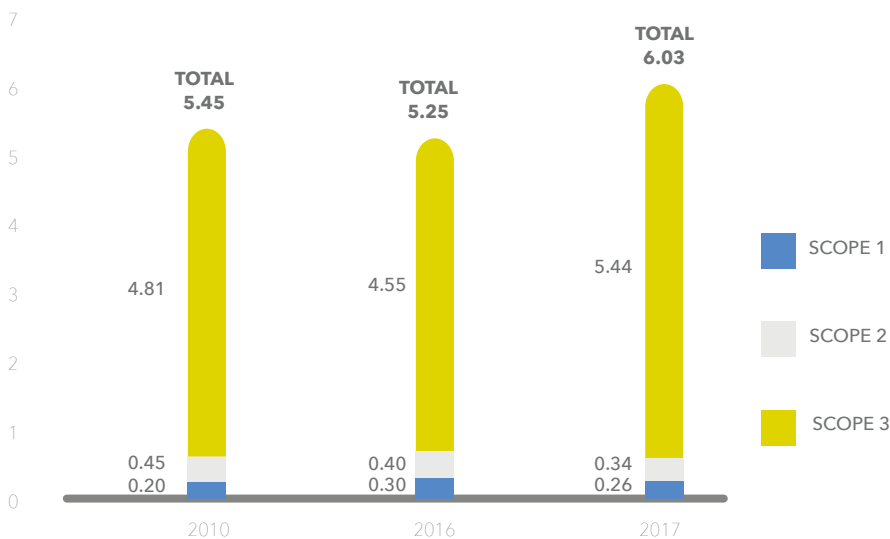

Figure 3: Data from 2017 compared with 2016. Base year: 2010.

In 2016, the company obtained the ISO 50001 certification energy efficiency management system thanks to which in 2017 Scope 2 emissions have dropped.

5.5. REDUCTION AND IMPROVEMENT MEASURES

everis' reduction measures refer to specific objectives for reducing the company's carbon footprint.

Thus, the Greenhouse Effect Gas Protocol (GHG PI) establishes two types of reduction objectives[1]:

Absolute objectives aimed at reducing absolute emissions over time.

Intensity objectives, aimed at reducing the emission quotient, or ratio, relative to a variable representative of the level of the company's activity. *everis* is constantly growing and therefore considers it more significant to link its KPIs with its intensity goals.

Next steps::

Have an independent third party check the Carbon Footprint estimate.

Register the corporate Carbon Footprint in the Carbon Footprint Register of the Environmental Transition Ministry.

1. Greenhouse Gas Protocol: Accounting and Reporting Corporate Standard.

The main reduction measures include:

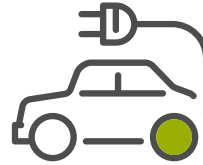**Substituting domestic flights (<300 km) for rail travel.**

everis continues to strengthen this measure as it can mean a significant reduction in GHG emissions, because the aircraft emissions for a short journey (<300 km) are greater than the rail travel emissions for the same distance.

Reduce the number of flights.

The cost control measures developed by **everis** in recent years have resulted in a considerable reduction in the number of European and international flights.
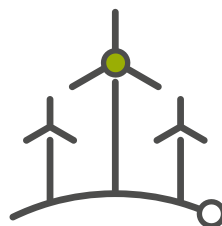
The objective must be to optimise these flights in order to contain the emissions associated with Scope 3.

Continue deepening energy efficiency policies.

Use more sustainable transport methods and sustainable mobility practices.

This initiative is aimed at promoting the use of environmentally efficient vehicles and promoting sustainable mobility practices:

• Measures to minimise travel: remote working, videoconferencing.

• Facilitate a collective transport method for workers (e.g., buses).

• Fleets of less-polluting vehicles such as hybrid or electric vehicles.

• Shared car rental or car-sharing. On this last point, **everis** has taken an important step in Europe to launch an application called Unit-e. The aim of the app is to connect drivers with free spaces and passengers who go to the same place, seeking to reduce the impact of vehicles on the carbon footprint.

5.6.1. ENERGY MANAGEMENT SYSTEM (EMS)

everis has had an Energy Management System (EMS) in accordance with ISO 50001 implemented and certified since 2016. The EMS has a global scope, although up until financial year 2017, only the Madrid office has been certified.

The plan for the next few years is to certify offices in Alicante, Barcelona, Murcia and Seville, which already have energy audits. As a whole, the energy saving measures identified in these audits will mean an average saving of 10% per year over the consumption base line.

The ultimate goal is to reduce energy consumption by 20% by 2020 compared to the trend scenario.

BREEAM Certification
Commercial of the Manoteras 52 office.
(Madrid - Spain)

BREEAM Certification in use
Novus Building, Fuente de la Mora, 1. (Madrid - Spain)

Since 2012, **everis'** Spain has held a Building Sustainability Certificate for its Manoteras 52 office, pursuant to the BREEAM 2010 model.

BREEAM (British Research Establishment Environmental Assessment Method) is the building sustainability evaluation and certification scheme, leading in Europe with 63% of the buildings that have been certified.

With this sustainability certificate, **everis** objective is to achieve an environment for its profesionales that fosters greater well-being and is healthy, productive and sustainable. In fact, the certification guarantees air quality, lighting and noise levels that are significantly better than the standards of, for example, Spanish law.

Energy saving measures already identified in audits would amount to an average savings of 10% per year.
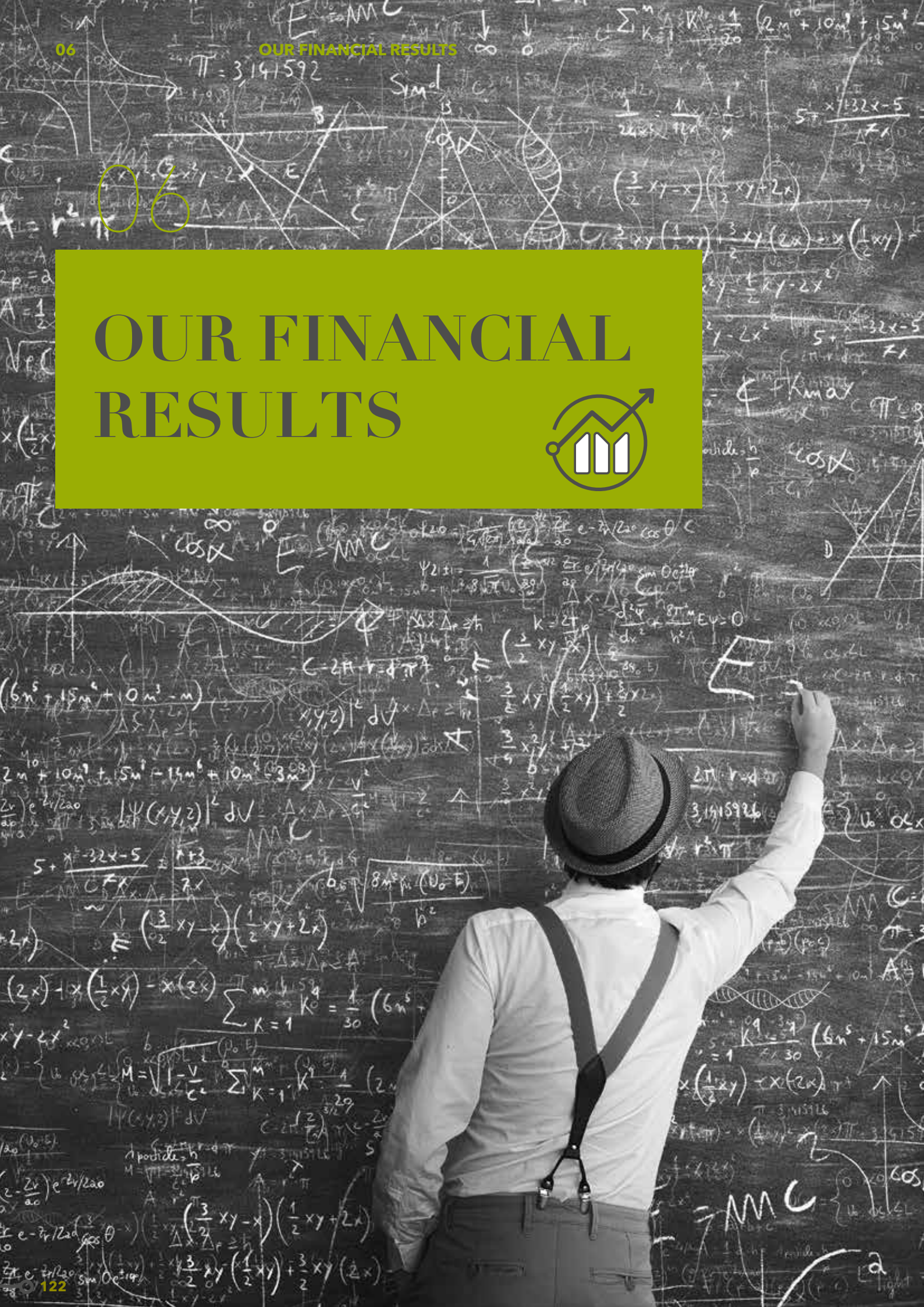

10%
ENERGY
SAVING

06

OUR FINANCIAL RESULTS

During the financial year 2017 (17 April to 18 March), the **everis** Group maintained the exceptional positive trend of recent years in a stable manner in terms of growth in net turnover and profitability.

Over the last year, the net turnover was 1,173 million euros, which was a 14% increase compared to the previous year. The Group's consolidated EBITDA was 92 million euros with a profitability level close to 8%.

Following the path of previous years, the company is committed to investment into innovation, allocating much of its resources to internally developing assets and creating partnerships in the innovative ecosystem, responding to the growing and constant demand for digital transformation projects in current and prospective customers.

As can be seen in the **everis** Group management report, the company's growth engine remains in Core Business, a segment in which turnover increased by 16% compared to the last financial year, to 1,137 million euros and EBITDA of 103 million euros (9% profitability). In terms of operating income, the company experienced significant growth in the Core Business segment, especially in Europe, an area that remains the market with the highest revenue volume, with the Latin American market being the focus of its commitment to local talent.

CORPORATE REPORT FY17

In terms of financial results, although the company can be financed at a very competitive cost thanks to the financial support of its parent company (NTT DATA), this year it was affected by the variation in exchange rates, impacted by the evolution of some of the main Latin American currencies.

Thanks to the excellent evolution of the main financial figures of the **everis** Group in recent years, as well as continuous support from the NTT DATA group, the company has solid foundations to develop its strategic plan in the coming years, which is based on disruptive innovation and aligned with NTT DATA's strategy, which will enable the company to grow sustainably and attract and retain the best talent in the market.

NET TURNOVER

Sector

	2017		2016	
	Percentage	Thousands of euros	Percentage	Thousands of euros
Financial entities	33%	385,322	**34%**	**352,989**
Public and Health Sector	17%	195,277	**15%**	**148,426**
Telecom	15%	179,427	**16%**	**162,710**
Industry and distribution	14%	161,641	**14%**	**139,081**
Utilities	10%	120,162	**10%**	**105,122**
Insurance	8%	90,945	**7%**	**73,151**
Other	0%	3,082	**0%**	**1,170**
Initiatives	3%	36,635	**4%**	**46,273**
100%	**1,172,491**	**100%**	**1,028,922**

Business

	2017		2016	
	Percentage	Thousands of euros	Percentage	Thousands of euros
Maintenance and outsourcing services	**37%**	**441,052**	51%	528,271
Systems development/ integration	**25%**	**288,771**	28%	284,902
Strategic and Management Consulting	**21%**	**241,676**	8%	79,198
Technological consulting	**14%**	**160,206**	8%	81,557
Other activities	**0%**	**4,151**	1%	8,721
Initiatives	**3%**	**36,635**	4%	46,273
100%	**1,172,491**	**100%**	**1,028,922**

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

Geographic Area

	2017	2016
	Thousands of euros	Thousands of euros
By geographic market		
Spain	**635,979**	584,843
USA	**29,068**	36,484
Latin America	**286,797**	247,757
Rest of Europe	**220,647**	159,838
Total	**1,172,491**	**1,028,922**

Country Line

	TOTAL FY17	TOTAL FY16
Spain	599,244	590,216
Brazil	78,482	72,383
Belgium	73,194	52,144
Chile	70,418	53,319
Peru	60,262	49,423
Italy	58,967	47,501
United Kingdom	53,797	35,078
Mexico	37,255	37,854
USA	29,068	36,365
Portugal	26,117	22,447
Colombia	25,236	20,832
Andorra	8,224	20
Argentina	15,145	11,340
Holland	447	0
Initiatives	36,635	46,273
Total	**1,172,491**	**1,028,922**

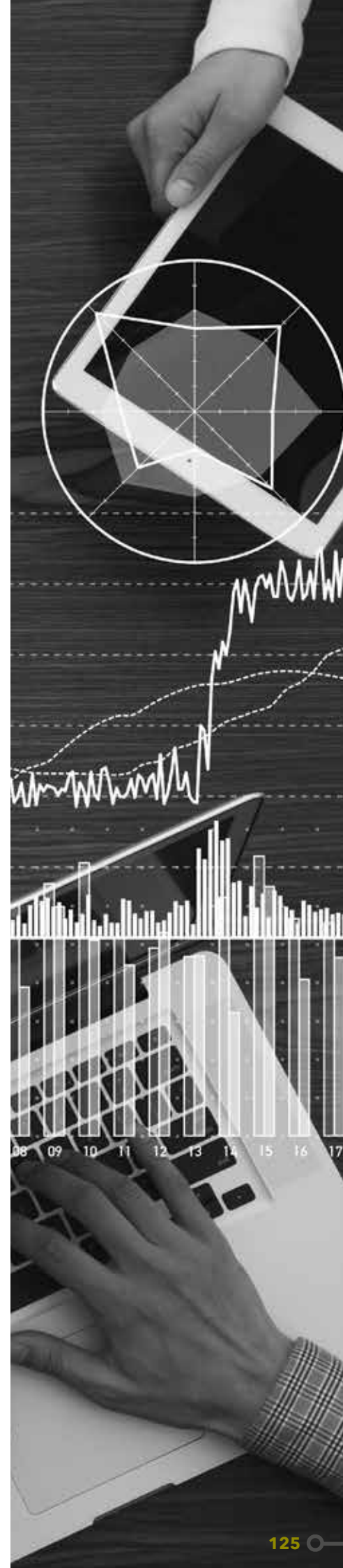Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

CONSOLIDATED BALANCE SHEETS
(Expressed in thousands of euros)

ASSET	2017	2016
NON-CURRENT ASSETS	279,999	186,820
Intangible assets	73,801	53,109
Consolidated goodwill	1,978	1,985
Software applications	19,746	18,912
IT applications in progress	33,932	18,511
Other intangible fixed assets	18,145	13,701
Tangible fixed assets	50,958	38,202
Land and buildings	4,058	3,467
Plant and other tangible fixed assets	45,005	33,683
Tangible fixed assets in progress	1,895	1,052
Long-term investments in associated companies	20,120	17,046
Equity stakes accounted for under the equity method	14,825	12,068
Loans to associated companies	5,295	4,978
Long-term financial investments	81,741	34,345
Loans to third parties	59,127	30,033
Other financial assets	22,614	4,312
Deferred tax assets	53,379	44,118

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

TOTAL CURRENT ASSETS	525,901	470,337
Inventories	14,870	2,766
Advance payments to suppliers	14,870	2,766
Trade and other receivables	444,766	395,871
Customer receivables for sales and service provisions	405,124	358,024
Customers of Group companies	297	240
Customers, associated companies	26	1,768
Sundry debtors	-	-
Personnel	1,392	1,460
Current tax assets	2,903	2,610
Other credits with Public Administrations	35,024	31,769
Short-term investments in group companies and partners	12,537	21,859
Loans to Group companies	12,266	21,623
Loans to associated companies	271	236
Short-term financial investments	11,074	10,830
Derivative	1,210	371
Loans to companies	1	4,876
Other financial assets	9,863	5,583
Short-term accruals	9,023	6,782
Cash and other equivalent liquid assets	33,631	32,229
TOTAL ASSETS	805,900	657,157

EQUITY AND LIABILITIES	2017	2016
NET EQUITY	**185,236**	**158,860**
Equity	202,974	168,813
Capital	33,294	29,094
Share premium	99,224	99,224
Reserves and results from previous years	42,626	88,389
Legal and statutory	5,819	5,819
Other reserves	9,710	55,474
Negative reserve from merger	(18,119)	(18,119)
Reserves in consolidated companies	45,216	45,216
Profit (loss) for the year attributed to the Parent Company	27,830	(47,895)
Adjustments due to changes in value	(20,500)	(10,707)
Exchange difference	(20,485)	(10,692)
Other adjustments due to changes in value	(15)	(15)
Grants, donations and bequests received	684	542
External partners	2,078	212
NON-CURRENT LIABILITIES	**187,836**	**180,667**
Long-term provisions	8,575	1,297
Other provisions	8,575	1,297
Long-term debts	5,645	4,709
Debts with credit institutions	-	50
Financial leasing creditors	1,028	658
Other financial liabilities	4,617	4,001
Long-term debt with group and associated companies	169,439	169,439
Deferred tax liabilities	4,177	5,222

CURRENT LIABILITIES	432,827	317,629
Short-term debts	30,776	27,563
Debts with credit institutions	28,536	25,551
Financial leasing creditors	490	626
Other financial liabilities	1,750	1,386
Short-term debts with group and associated companies	134,365	67,943
Group company debts	134,365	67,943
Debts with associated companies		
Commercial creditors and other accounts payable	267,687	222,124
Suppliers	112,796	100,353
Sundry creditors	2,694	2,938
Personnel (remuneration awaiting payment)	69,159	61,660
Current tax liabilities	4,453	2,600
Other accounts payable to public authorities	39,143	35,937
Customer advances	39,442	18,634
TOTAL EQUITY AND LIABILITY	**805,900**	**657,157**

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

CONSOLIDATED PROFIT AND LOSS ACCOUNT	2017	2016
Net turnover	1,172,491	1,028,922
Service provision	1,172,491	1,028,922
Work completed by the Group on its own assets	27,463	17,452
Supplies	(2,823)	(784)
Other operating income	10,103	7,043
Secondary and other operating income	6,672	4,376
Operating subsidies incorporated into to the profit (loss) for the year	3,430	2,667
Personnel expenses	(814,797)	(819,626)
Wages, salaries and similar expenses	(636,091)	(663,423)
Social security contributions	(171,627)	(148,477)
Provisions	(7,080)	(7,726)
Other operating expenses	(325,229)	(273,888)
Outsourced services	(317,090)	(269,885)
Taxes	(7,214)	(4,590)
Losses, impairment and variation of provisions for commercial operations	(926)	589
Other current operating expenses	-	(2)
Depreciation on assets	(21,756)	(17,842)
Impairment and gains or losses on disposal of non-current assets	(291)	(188)
Gains or losses on disposal and others	(291)	(188)
Other results	(1,005)	(1,143)

OPERATING INCOME	**44,154**	**(60,054)**
Financial income	7,584	4,822
From negotiable securities and other financial instruments	7,584	4,822
Third party	7,584	4,822
Financial expenses	(7,426)	(5,816)
From debts with group companies	(1,799)	(1,624)
From debts with third parties	(5,627)	(4,192)
Exchange rate differences	(9,269)	(1,661)
Impairment and gains or losses on financial instrument disposals	(338)	18
Impairment and losses	(338)	18
FINANCIAL PROFIT (LOSS)	**(9,449)**	**(2,637)**
Share in profits (losses) of companies accounted for using the equity method	3,783	1,296
PROFIT (LOSS) BEFORE TAX	**38,488**	**(61,395)**
Income tax	(10,127)	13,512
CONSOLIDATED PROFIT (LOSS) FOR THE YEAR	**28,362**	**(47,883)**
Profit (loss) attributed to the parent company	**27,830**	**(47,895)**
Profit (loss) attributed to external partners	**531**	**12**

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

CONSOLIDATED CASH FLOW STATEMENTS FOR THE FINANCIAL YEARS ENDED 31 MARCH 2018 AND 2017

(Expressed in thousands of euros)

	2017	2016
Cash Flows From Operating Activities		
Consolidated profit (loss) for the year before taxes	38,488	(61,395)
Balance adjustments	8.884	2,412
Depreciation on assets	21,756	17,842
Variation of provisions	926	(589)
Subsidy allocation	142	(91)
Gains and losses due to retirement and disposal of fixed assets	291	188
Gains and losses due to retirement and disposal of financial instruments	338	(18)
Share in the losses of companies consolidated using the equity method	3,783	(123)
Financial income	(7,584)	(4,822)
Financial expenses	7,426	5,816
Exchange rate differences	9,269	1,661
Work carried out by the company on its own assets	(27,463)	(17,452)
Current capital changes	(57,099)	(26,329)
Inventories	(12,104)	(1,198)
Debtors and other accounts receivable	(81,274)	(99,236)
Other current assets	(11,502)	(142)
Creditors and other accounts payable	40,503	74,247
Other non-current assets and liabilities (+/-)	7,278	-
Other cash flows from operating activities	2,959	3,196
Interest payment	(4,174)	(5,645)
Interest receivable	7,426	4,585
Collections/(payments) for income tax	(293)	4,256

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

CASH FLOWS FROM OPERATING ACTIVITIES	**(6,768)**	**(82,116)**
Cash flows from investment activities		
Payments for investments	(74,324)	(75,398)
Group and associated companies	(3,074)	(25,825)
Intangible assets	(9,053)	(21,816)
Tangible fixed assets	(26,970)	(18,499)
Other financial assets	(35,227)	(9,258)
Payments for disinvestments	23,204	8,011
Group and associated companies	5,841	343
Intangible assets	491	6,631
Tangible fixed assets	1,880	390
Other financial assets	14,992	647
CASH FLOWS FROM INVESTMENT ACTIVITIES	**(51,120)**	**(67,387)**
Cash flow from financing activities		
Receivables and payables for equity instruments	1,866	54,562
Issuance of equity instruments	1,866	54,562
Receivables and payables for financial liabilities	67,217	100,709
Emission		
Debts with credit institutions	1,901	17,313
Debts with group and associated companies	-	58,286
Other debts	616	(1,433)
Repayment and amortisation of:		
Debts with credit institutions	(51)	(1,007)
Debts with group and associated companies	64,623	27,473
Other debts	128	-
CASH FLOW FROM FINANCING ACTIVITIES	**69,083**	**155,271**
Effect of changes in exchange rates	(9,793)	2,855
Net increase / (decrease) in cash or equivalents	1,402	8,623
CASH AND EQUIVALENTS AT START OF YEAR	**32,229**	**23,606**
CASH AND EQUIVALENTS AT YEAR END	**33,631**	**32,229**

STATEMENT OF CHANGES IN CONSOLIDATED NET EQUITY (Expressed in thousands of euros)

## A) Status of Recognised Income and Expenses corresponding to the years

	2017	2016
BALANCE OF THE CONSOLIDATED PROFIT AND LOSS ACCOUNT	28,362	(47,883)
INCOME AND EXPENSES DIRECTLY ATTRIBUTED DIRECTLY TO CONSOLIDATED EQUITY		
For cash flow hedges	-	-
Grants, donations and bequests received	177	(121)
Exchange difference	(9,793)	2,855
Tax effect	(35)	30
TOTAL INCOME AND EXPENSES CHARGED DIRECTLY TO EQUITY	(9,651)	2,764
Total transfers to the Consolidated Profit and Loss account	-	-
TOTAL CONSOLIDATED INCOME AND EXPENSES RECOGNISED	18,711	(45,119)

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018) compared with FY2016 (from 04/01/2016 to 03/31/2017)

B) Total Statements of Changes in Consolidated Net Equity

	Subscribed capital	Share premium	Negative merger reserves	Mandatory reserve
Balance to March 31, 2017	29,094	99,224	(18,119)	5,819
Recognised consolidated income and expenses	-	-	-	-
Operations with shareholders or owners				
Distribution of the benefit of the exercise	-	-	-	-
Operations with participations from the parent company	4,200	-	-	-
Other variations in equity	-	-	-	-
Balance to March 31, 2018	33,294	99,224	(18,119)	5,819
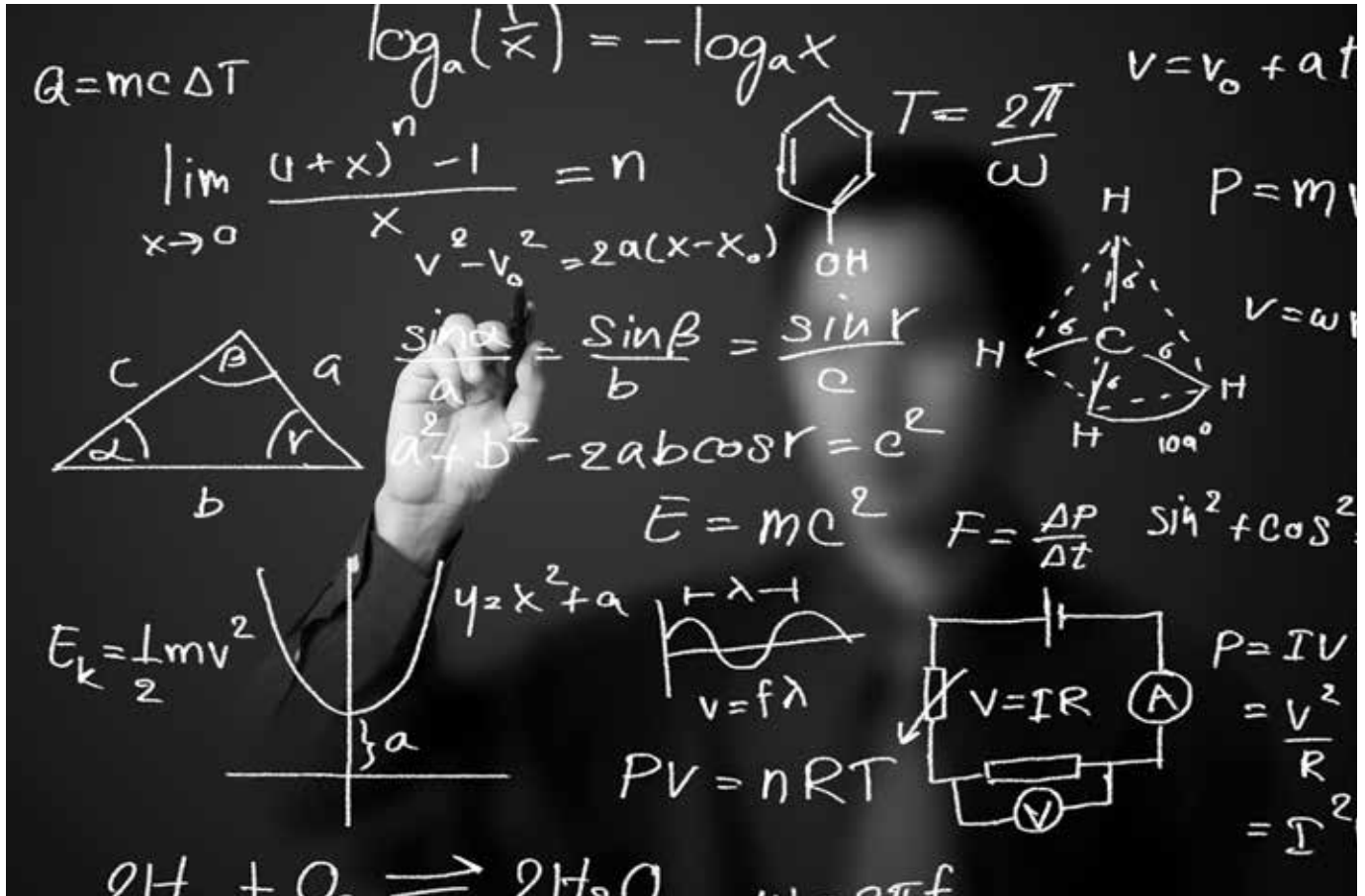
Voluntary reserve	Reserves at consolidated companies	Exchange differences	Yearly earnings	Valuation adjustments	Subventions, endowments and gifts	External partners	Total
55,474	45,216	(10,692)	(47,895)	(15)	542	212	158,861
-	-	(9,793)	27,830	-	142	-	18,179
						-	-
(47,895)	-	-	47,895	-	-	-	-
-	-	-	-	-	-	-	4,200
2,131	-	-	-	-	-	1,866	3,997
9,710	45,216	(20,485)	27,830	(15)	684	2,078	185,237

The information by segments detailed below is also presented with the criteria applied in the management information that Group Management uses to make decisions.

As a result, only the amount of Operating Profit and the Result before taxes -financial- match the Group's management information and consolidated annual accounts.

	2017 Segments		
	Core Business	Initiatives	TOTAL
Net turnover	1,137,364	45,704	1,183,068
Customers	1,135,857	36,635	1,172,491
Intersegments	(9,069)	9,069	-
NTT DATA management settings	10,577	-	10,577
Operating expenses	(1,034,382)	(56,733)	(1,091,114)
Operating expenses	(1,028,531)	(62,534)	(1,091,064)
Intersegments	(5,801)	5,801	-
NTT DATA management settings	(50)	-	(50)
EBITDA	102,983	(11,029)	91,954
Depreciation on assets	(15,410)	(1,032)	(16,442)
Depreciation	(20,489)	(1,032)	(21,521)
NTT DATA management settings	5,080	-	5,080
Operating profit (loss) - management	87,573	(12,061)	75,512
Taxes and other non-current management expenses	(15,021)	-	(15,021)
Eliminate NTT DATA management adjustments	(14,820)	-	(14,820)

Operating profit (loss) - financial	57,733	(12,061)	45,672
Financial income	(379)	5,477	5,098
Financial expenses	(4,265)	(2,530)	(6,794)
Exchange rate differences	(10,404)	1,135	(9,269)
Other financial profit (loss)	-	3,783	3,783
Profit (loss) from Interrupted Operations	-	-	-
Profit (loss) before tax - financial	42,686	(4,197)	38,489
Assets of the segment	563,377	219,216	782,593
Segment liabilities	563,377	219,216	782,593
Net cash flows from the activities of	11,669	(610)	11,059
Operation	9,299	(8,482)	817
Investment	(44,516)	(21,615)	(66,131)
Financing	46,885	29,488	76,373
Acquisitions of non-current assets in the year			36,023

Data corresponding to FY2017 (from 04/01/2017 to 03/31/2018)

KPMG Auditores, S.L.
Paseo de la Castellana, 259-C
28046 Madrid

Informe de Auditoría de Cuentas Anuales Consolidadas emitido por un Auditor Independiente

Al Socio Único de Everis Spain, S.L.U.

Opinión

Hemos auditado las cuentas anuales consolidadas de Everis Spain, S.L.U. (la Sociedad dominante) y sociedades dependientes (el Grupo), que comprenden el balance consolidado a 31 de marzo de 2018, la cuenta de pérdidas y ganancias consolidada, el estado de cambios en el patrimonio neto consolidado, el estado de flujos de efectivo consolidado y la memoria consolidada correspondientes al ejercicio terminado en dicha fecha.

En nuestra opinión, las cuentas anuales consolidadas adjuntas expresan, en todos los aspectos significativos, la imagen fiel del patrimonio consolidado y de la situación financiera consolidada del Grupo a 31 de marzo de 2018, así como de sus resultados consolidados y flujos de efectivo consolidados correspondientes al ejercicio terminado en dicha fecha, de conformidad con el marco normativo de información financiera que resulta de aplicación (que se identifica en la nota 2 de la memoria consolidada) y, en particular, con los principios y criterios contables contenidos en el mismo.

Fundamento de la opinión

Hemos llevado a cabo nuestra auditoría de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España. Nuestras responsabilidades de acuerdo con dichas normas se describen más adelante en la sección *Responsabilidades del auditor en relación con la auditoría de las cuentas anuales consolidadas* de nuestro informe.

Somos independientes del Grupo de conformidad con los requerimientos de ética, incluidos los de independencia, que son aplicables a nuestra auditoría de las cuentas anuales consolidadas en España según lo exigido por la normativa reguladora de la actividad de auditoría de cuentas. En este sentido, no hemos prestado servicios distintos a los de la auditoría de cuentas ni han concurrido situaciones o circunstancias que, de acuerdo con lo establecido en la citada normativa reguladora, hayan afectado a la necesaria independencia de modo que se haya visto comprometida.

Consideramos que la evidencia de auditoría que hemos obtenido proporciona una base suficiente y adecuada para nuestra opinión.

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2

Aspectos más relevantes de la auditoría _____

Los aspectos más relevantes de la auditoría son aquellos que, según nuestro juicio profesional, han sido considerados como los riesgos de incorrección material más significativos en nuestra auditoría de las cuentas anuales consolidadas del periodo actual. Estos riesgos han sido tratados en el contexto de nuestra auditoría de las cuentas anuales consolidadas en su conjunto, y en la formación de nuestra opinión sobre éstas, y no expresamos una opinión por separado sobre esos riesgos.

Reconocimiento de ingresos por contratos de prestación de servicios (notas 4.15 y 24 a))

Una parte muy significativa de los ingresos del Grupo se determina mediante el método de grado de avance, es decir, a partir de la mejor estimación de los resultados de cada uno de los proyectos considerando el grado de realización de los contratos a la fecha de cierre del ejercicio. Esta estimación implica un elevado grado de juicio en la determinación del importe de ingresos registrado en el epígrafe de "Prestaciones de servicios", de las obligaciones pendientes con los clientes registradas como "Anticipos de clientes", así como de los ingresos pendientes de facturar registrados como "Clientes, facturas pendientes de emitir" dentro del epígrafe de "Deudores" del balance.

Por lo anterior, el reconocimiento de ingresos es un área significativa y susceptible de incorrección material, particularmente al cierre del ejercicio, en relación con la estimación del grado de avance, por lo que lo hemos considerado un aspecto relevante de la auditoría.

Nuestros procedimientos de auditoría han comprendido, entre otros, el entendimiento y la evaluación del diseño e implementación, así como el testeo de la efectividad operativa de los controles relevantes del Grupo vinculados al proceso de reconocimiento de ingresos por el método de grado de avance. Hemos obtenido, a partir de determinados criterios de selección cuantitativos y cualitativos, una muestra de contratos para los que hemos evaluado la razonabilidad de las principales hipótesis y juicios utilizados en la estimación de los márgenes de cada proyecto, considerando las condiciones específicas contractuales de cada uno de ellos y el grado de realización de los mismos al cierre del ejercicio, para comprobar su adecuado registro contable como ingresos en el epígrafe de "Prestaciones de servicios", "Clientes, facturas pendientes de emitir" o "Anticipos de clientes". Adicionalmente, hemos evaluado si la información revelada en las cuentas anuales cumple con los requerimientos del marco de información financiera aplicable.

Otra información: Informe de gestión consolidado _____

La otra información comprende exclusivamente el informe de gestión consolidado del ejercicio terminado en 31 de marzo de 2018, cuya formulación es responsabilidad de los administradores de la Sociedad dominante y no forma parte integrante de las cuentas anuales consolidadas.

Nuestra opinión de auditoría sobre las cuentas anuales consolidadas no cubre el informe de gestión consolidado. Nuestra responsabilidad sobre el informe de gestión consolidado, de conformidad con lo exigido por la normativa reguladora de la actividad de auditoría de cuentas, consiste en evaluar e informar sobre la concordancia del informe de gestión consolidado con las cuentas anuales consolidadas, a partir del conocimiento del Grupo obtenido en la realización de la auditoría de las citadas cuentas y sin incluir información distinta de la obtenida como evidencia durante la misma. Asimismo, nuestra responsabilidad consiste en evaluar e informar de si el contenido y presentación del informe de gestión consolidado son conformes a la normativa que resulta de aplicación. Si, basándonos en el trabajo que hemos realizado, concluimos que existen incorrecciones materiales, estamos obligados a informar de ello.

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3

Sobre la base del trabajo realizado, según lo descrito en el párrafo anterior, la información que contiene el informe de gestión consolidado concuerda con la de las cuentas anuales consolidadas del ejercicio terminado en 31 de marzo de 2018 y su contenido y presentación son conformes a la normativa que resulta de aplicación.

Responsabilidad de los administradores en relación con las cuentas anuales consolidadas

Los administradores de la Sociedad dominante son responsables de formular las cuentas anuales consolidadas adjuntas, de forma que expresen la imagen fiel del patrimonio consolidado, de la situación financiera consolidada y de los resultados consolidados del Grupo, de conformidad con el marco normativo de información financiera aplicable al Grupo en España, y del control interno que consideren necesario para permitir la preparación de cuentas anuales consolidadas libres de incorrección material, debida a fraude o error.

En la preparación de las cuentas anuales consolidadas, los administradores de la Sociedad dominante son responsables de la valoración de la capacidad del Grupo para continuar como empresa en funcionamiento, revelando, según corresponda, las cuestiones relacionadas con la empresa en funcionamiento y utilizando el principio contable de empresa en funcionamiento excepto si los administradores tienen intención de liquidar el Grupo o de cesar sus operaciones, o bien no exista otra alternativa realista.

Responsabilidades del auditor en relación con la auditoría de las cuentas anuales consolidadas

Nuestros objetivos son obtener una seguridad razonable de que las cuentas anuales consolidadas en su conjunto están libres de incorrección material, debida a fraude o error, y emitir un informe de auditoría que contiene nuestra opinión. Seguridad razonable es un alto grado de seguridad pero no garantiza que una auditoría realizada de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España siempre detecte una incorrección material cuando existe. Las incorrecciones pueden deberse a fraude o error y se consideran materiales si, individualmente o de forma agregada, puede preverse razonablemente que influyan en las decisiones económicas que los usuarios toman basándose en las cuentas anuales consolidadas.

Como parte de una auditoría de conformidad con la normativa reguladora de la actividad de auditoría de cuentas vigente en España, aplicamos nuestro juicio profesional y mantenemos una actitud de escepticismo profesional durante toda la auditoría. También:

- Identificamos y valoramos los riesgos de incorrección material en las cuentas anuales consolidadas, debida a fraude o error, diseñamos y aplicamos procedimientos de auditoría para responder a dichos riesgos y obtenemos evidencia de auditoría suficiente y adecuada para proporcionar una base para nuestra opinión. El riesgo de no detectar una incorrección material debida a fraude es más elevado que en el caso de una incorrección material debida a error, ya que el fraude puede implicar colusión, falsificación, omisiones deliberadas, manifestaciones intencionadamente erróneas, o la elusión del control interno.

- Obtenemos conocimiento del control interno relevante para la auditoría con el fin de diseñar procedimientos de auditoría que sean adecuados en función de las circunstancias, y no con la finalidad de expresar una opinión sobre la eficacia del control interno del Grupo.

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4

- Evaluamos si las políticas contables aplicadas son adecuadas y la razonabilidad de las estimaciones contables y la correspondiente información revelada por los administradores de la Sociedad dominante.

- Concluimos sobre si es adecuada la utilización, por los administradores de la Sociedad dominante, del principio contable de empresa en funcionamiento y, basándonos en la evidencia de auditoría obtenida, concluimos sobre si existe o no una incertidumbre material relacionada con hechos o con condiciones que pueden generar dudas significativas sobre la capacidad del Grupo para continuar como empresa en funcionamiento. Si concluimos que existe una incertidumbre material, se requiere que llamemos la atención en nuestro informe de auditoría sobre la correspondiente información revelada en las cuentas anuales consolidadas o, si dichas revelaciones no son adecuadas, que expresemos una opinión modificada. Nuestras conclusiones se basan en la evidencia de auditoría obtenida hasta la fecha de nuestro informe de auditoría. Sin embargo, los hechos o condiciones futuros pueden ser la causa de que el Grupo deje de ser una empresa en funcionamiento.

- Evaluamos la presentación global, la estructura y el contenido de las cuentas anuales consolidadas, incluida la información revelada, y si las cuentas anuales consolidadas representan las transacciones y hechos subyacentes de un modo que logran expresar la imagen fiel.

- Obtenemos evidencia suficiente y adecuada en relación con la información financiera de las entidades o actividades empresariales dentro del Grupo para expresar una opinión sobre las cuentas anuales consolidadas. Somos responsables de la dirección, supervisión y realización de la auditoría del Grupo. Somos los únicos responsables de nuestra opinión de auditoría.

Nos comunicamos con los administradores de la Sociedad dominante en relación con, entre otras cuestiones, el alcance y el momento de realización de la auditoría planificados y los hallazgos significativos de la auditoría, así como cualquier deficiencia significativa del control interno que identificamos en el transcurso de la auditoría.

Entre los riesgos significativos que han sido objeto de comunicación a los administradores de Everis Spain, S.L.U., determinamos los que han sido de la mayor significatividad en la auditoría de las cuentas anuales consolidadas del periodo actual y que son, en consecuencia, los riesgos considerados más significativos.

Describimos esos riesgos en nuestro informe de auditoría salvo que las disposiciones legales o reglamentarias prohíban revelar públicamente la cuestión.

KPMG Auditores, S.L.
Inscrito en el R.O.A.C nº S0702

Francisco Rabadán Molero
Inscrito en el R.O.A.C nº 15.797

10 de julio de 2018

AUDITORES
INSTITUTO DE CENSORES JURADOS
DE CUENTAS DE ESPAÑA

KPMG AUDITORES, S.L.

2018   Núm. 01/18/12682

COPIA
Informe de auditoría de cuentas sujeto
a la normativa de auditoría de cuentas
española o internacional

07

ANNEXES

ANNEXE I. GRI SERIES CONTENT INDEX

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
GRI 102: GENERAL DISCLOSURES			
1. Organizational profile			
102-1	Name of the organization	everis Spain SLU	
102-2	Activities, brands, products, and services	22, 23, 28-31,34-37	
102-3	Location of headquarters	Av. De Manoteras, 52. 28050, Madrid (España)	
102-4	Location of operations	22, 23	
102-5	Ownership and legal form	24, 25	
102-6	Markets served	22, 23	
102-7	Scale of the organization	23, 68, 69	
102-8	Information on employees and others workers	54-75	
102-9	Supply chain	81, 107, 109	
102-10	Significant changes to the organization and its supply chain		No significant changes has taken place
102-11	Precautory Principle or approach	53	
102-12	External initiatives	102-104	
102-13	Memberships of associations	102-104	
2. Strategy			
102-14	Statement from senior decision-maker	6-9	
102-15	Key impacts, risks, and opportunities	6-9	

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
3. Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	48-49	
102-17	Mechanisms for advice and concerns about ethics	49	
4. Governance			
102-18	Governance structure	50-52	
102-19	Delegating authority	52	
102-20	Executive-level responsibility on economic, environmental, and social topics	50-52	
102-21	Consulting stakeholders on economic, environmental, and social topics	10-15	
102-22	Composition of the highest governance body and its committees	50-52	
102-23	Chair of the highest governance body	51	
102-24	Nominating and selecting the highest governance body	50	
102-25	Conflicts of interest	52	
102-26	Role of highest governance body in setting purpose, values, and strategy	50	
102-27	Collective knowledge of highest governance body	n.d.	
102-28	Evaluating the highest governance body´s performance	52	
102-29	Identifying and managing economic, environmental, and social impacts	10-15	
102-30	Effectiveness of risk management processes	53	
102-31	Review of economic, environmental, and social topics	50	

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
102-32	Highest governance body´s role in sustainability reporting	50	
102-33	Communicating critical concerns	53	
102-34	Nature and total number of critical concerns	10-15	
102-35	Remuneration policies	n.d.	
102-36	Process for determining remuneration	n.d.	
102-37	Stakeholders´ involvement in remuneration	n.d.	
102-38	Annual total compensation ratio	n.d.	
102-39	Percentage increase in annual total compensation ratio	63	
5. Stakeholder engagement			
102-40	List of stakeholder groups	12-13	
102-41	Collective bargaining agreements	n.d.	
102-42	Identifying and selecting stakeholders	10-15	
102-43	Approach to stakeholder engagement	10-15	
102-44	Key topics and concerns raised	15	
6. Reporting practice			
102-45	Entities included in the consolidated financial statements	24, 25	
102-46	Defining report content and topic boundaries	11	
102-47	List of material topics	15	
102-48	Restatements of information		Restatements of information are indicated at footer when necessary

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
102-49	Changes in reporting		Not applicable
102-50	Reporting period	April 1th 2017 to March 31th 2018	
102-51	Date of most recent report	2016-2017	
102-52	Reporting cycle	Annual	
102-53	Contact point for questions regarding the report	159	
102-54	Claims of reporting in accordance with the GRI Standards	11	
102-55	GRI content index	143-145	
102-56	External assurance	138-141	The scope of the verification / audit is the annual accounts of the Company
GRI 103: MANAGEMENT APPROACH			
103-1	Explanation of the material topic and its Boundary	46-53	
103-2	The management approach and its components	46-53	
103-3	Evaluation of the management approach	46-53	
GRI 200: ECONOMIC INDICATORS			
Management approach disclosures		18,19, 123	
GRI 201: ECONOMIC PERFORMANCE			
Management approach disclosures		123	
201-1	Direct economic value generated and distributed	26, 122-137	
201-2	Financial implications and other risks and opportunities due to climate change	37, 114-121	
201-3	Defined benefit plan obligations and other retirement plans		n.d.

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
201-4	Financial assistance received from government		No financial assistance received
GRI 202: MARKET PRESENCE			
Management approach disclosures			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		The salary received is related to the possition developed, and there is no difference by sex. In all the places, minimum wage is above the sectoral and local collective agreements.
202-2	Proportion of senior management hired from the local community		n.d.
GRI 203: INDIRECT ECONOMIC IMPACTS			
Management approach disclosures		122-137	
203-1	Infrastructure investments and services supported	87-101	
203-2	Significant indirect economic impacts	87-101	
GRI 204: PROCUREMENT PRACTICES			
Management approach disclosures			
204-1	Proportion of spending on local suppliers		n.d.
GRI 205: ANTI-CORRUPTION			
Management approach disclosures		49	
205-1	Operations assessed for risks related to corruption	13,53	
205-2	Communication and training about anti-corruption policies and procedures	49, 53	
205-3	Confirmed incidents of corruption and actions taken		No corruption incidents registered
GRI 206: ANTI-COMPETITIVE BEHAVIOR			
Management approach disclosures		49	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		No legal actions registered

n.d. No data available

GRI STANDARDS		DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
GRI 300: ENVIRONMENTAL STANDARDS				
Management approach disclosures			18,19, 107-109	
GRI 301: MATERIALS				
Management approach disclosures			107-109	
301-1		Materials used by weight or volume	112-113	
301-2		Recycled input materials used	112-113	
301-3		Reclaimed products and their packaging materials	112-113	
GRI 302: ENERGY				
Management approach disclosures			107-109	
302-1		Energy consumption within the organization	112-113	
302-2		Energy consumption outside of the organization		Not applicable
302-3		Energy intensity	112-113	
302-4		Reduction of energy consumption	112	
302-5		Reductions in energy requirements of products and services		Not applicable
GRI 303: WATER AND EFFLUENTS				
Management approach disclosures			107-109	
303-1		Interactions with water as a shared resource	31, 37, 110	
303-2		Management of water discharge-related impacts		Not applicable
303-3		Water withdrawal		The water consumed is for sanitary and human use. It is extracted from the municipal network where the offices are located.

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
303-4	Water discharge		Not applicable
303-5	Water consumption		The water consumed is for sanitary and human use.
GRI 304: BIODIVERSITY			
Management approach disclosures		107-109	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Not applicable
304-2	Significant impacts of activities, products, and services on biodiversity		Not applicable
304-3	Habitats protected or restored		Not applicable
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable
GRI 305: EMISSIONS			
Management approach disclosures		107-109	
305-1	Direct (Scope 1) GHG emissions	114-117	
305-2	Energy indirect (Scope 2) GHG emissions	114-117	
305-3	Other indirect (Scope 3) GHG emissions	114-117	
305-4	GHG emissions intensity	114-117	
305-5	Reduction of GHG emissions	114-117	
305-6	Emissions of ozone-depleting substances (ODS)	114-117	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	114-117	

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
GRI 306: EFFLUENTS AND WASTE			
Management approach disclosures		107-109	
306-1	Water discharge by quality and destination		Not applicable
306-2	Waste by type and disposal method	112-113	
306-3	" Significant spills"		Not applicable
306-4	Transport of hazardous waste	112-113	
306-5	Water bodies affected by water discharges and/or runoff		Not applicable
GRI 307: ENVIRONMENTAL COMPLIANCE			
Management approach disclosures		107-109	
307-1	Non-compliance with environmental laws and regulations		No incidents registered
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT			
Management approach disclosures		107-109	
308-1	New suppliers that were screened using environmental criteria	12, 81, 107, 109	
308-2	Negative environmental impacts in the supply chain and actions taken		Not applicable
GRI 400: SOCIALS STANDARDS			
Management approach disclosures		12, 13, 16, 17, 55	
GRI 401: EMPLOYMENT			
Management approach disclosures		55, 57, 70, 82, 87, 89, 90	
401-1	New employee hires and employee turnover	19 ,26, 59, 67, 68	

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	72, 73	
401-3	Parental leave	71, 74	
GRI 402: LABOR/MANAGEMENT RELATIONS			
Management approach disclosures		12, 13	
402-1	Minimum notice periods regarding operational changes		According with legal requirements
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
Management approach disclosures		73	
403-1	Occupational health and safety management system		According with legal requirements
403-2	Hazard identification, risk assessment, and incident investigation		According with legal requirements
403-3	Occupational health services		Activity not considered with high risk of diseases
403-4	Worker participation, consultation, and communication on occupational health and safety		There are no unions
403-5	Worker training on occupational health and safety		n.d.
403-6	Promotion of worker health	73	
403-7	"Prevention and mitigation of occupational health and safety impacts directly linked by business relationships"		According with legal requirements
403-8	"Workers covered by an occupational health and safety management system"	100%	
403-9	Work-related injuries		n.d.
403-10	Work-related ill health		n.d.

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
GRI 404: TRAINING AND EDUCATION			
Management approach disclosures		55	
404-1	Average hours of training per year per employee	64,65	
404-2	Programs for upgrading employee skills and transition assistance programs	55-57, 58-67	
404-3	"Percentage of employees receiving regular performance and career development reviews"	62-65	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
Management approach disclosures		18, 19, 70, 71	
405-1	Diversity of governance bodies and employees	68	
405-2	Ratio of basic salary and remuneration of women to men		n.d.
GRI 406: NON-DISCRIMINATION			
Management approach disclosures		49, 70, 71	
406-1	Incidents of discrimination and corrective actions taken		No incident registered
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
Management approach disclosures		49	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		" There are no activities in which freedom of association and collective bargaining are at risk"
GRI 408: CHILD LABOR			
Management approach disclosures		49	
408-1	Operations and suppliers at significant risk for incidents of child labor		The activities carried out require a high academic and professional qualification, so child labor is not considered

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
GRI 409: FORCED OR COMPULSORY LABOR			
Management approach disclosures		49	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		The activities carried out require a high academic and professional qualification, so forced labor is not considered
GRI 410: SECURITY PRACTICES			
Management approach disclosures		49	
410-1	Security personnel trained in human rights policies or procedures		Security personnel receive training according to the laws in force in each country. everis does not participate in such training.
GRI 411: RIGHTS OF INDIGENOUS PEOPLES			
Management approach disclosures			
411-1	Incidents of violations involving rights of indigenous peoples		Not applicable
GRI 412: HUMAN RIGHTS ASSESSMENT			
Management approach disclosures			
412-1	Operations that have been subject to human rights reviews or impact assessments		n.d.
412-2	Employee training on human rights policies or procedures		All everis employees receive training on the Code of Ethics, which is mandatory.
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		n.d.
GRI 413: LOCAL COMMUNITIES			
Management approach disclosures		77, 78, 79	
413-1	Operations with local community engagement, impact assessments, and development programs	18, 19, 78, 79,82, 83, 87-95, 96-101	

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
413-2	Operations with significant actual and potential negative impacts on local communities		No impacts registered
GRI 414: SUPPLIER SOCIAL ASSESSMENT			
Management approach disclosures		81	
414-1	New suppliers that were screened using social criteria	81	
414-2	Negative social impacts in the supply chain and actions taken	81	
GRI 415: PUBLIC POLICY			
Management approach disclosures			
415-1	Political contributions		No political contributions has been made
GRI 416: CUSTOMER HEALTH AND SAFETY			
Management approach disclosures		12, 13	
416-1	Assessment of the health and safety impacts of product and service categories		Not applicable
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		Not applicable
GRI 417: MARKETING AND LABELING			
Management approach disclosures		12, 13	
417-1	Requirements for product and service information and labeling		Not applicable
417-2	Incidents of non-compliance concerning product and service information and labeling		No incidents registered
417-3	Incidents of non-compliance concerning marketing communications		No incidents registered

n.d. No data available

GRI STANDARDS	DISCLOSURE	PAGE NUMBER AND/OR URL	OMISSIONS
GRI 418: CUSTOMER PRIVACY			
Management approach disclosures		12, 13	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		No incidents registered
GRI 419: SOCIOECONOMIC COMPLIANCE			
Management approach disclosures		53	
419-1	Non-compliance with laws and regulations in the social and economic area		No incidents registered

n.d. No data available

ANNEX II. METHODOLOGY

Emissions for each of the activities in this study are calculated according to the following methodology:

• ROAD TRANSPORTATION[1]

Road transportation emissions is calculated considering each type of fuel, differentiating between gasoline and diesel engines.

Global emission factor is obtained by relating the emission of each type of fuel by the composition of the Spanish vehicle fleet.

• ELECTRICITY CONSUMPTION

Emissions generated per unit of power has been calculated taking into account the emission data provided by the Institute for Energy Diversification and Saving (IDAE), in its document: "Conversion factors final energy -primary energy and CO2 emission factors-".

This calculation takes into account the emissions of each type of energy source (nuclear, combined cycle, wind, photovoltaic solar ...) and the composition of the national energy mix, in 2017.

• AIR TRANSPORTATION

Air transportation emissions were obtained based on the data provided by Iberia airlines.

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1. Source: Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting - General Directorate of Traffic, General Statistical Yearbook.

ANNEX III. BIBLIOGRAPHY

FLIGHTS

Unit cost per flight:
https://docs.google.com/viewer?a=v&q=cache:XbrCiehtdCIJ:www.sauder.ubc.ca/Faculty/Research_Centres/Centre_for_Transportation_Studies/~/media/Files/Faculty%2520Research/OPLOG%2520Division/OPLOG%2520Publications/CTS%-2520Bill%2520Swan/Airplane%2520Cost%2520Slides%2520Simple.ashx+AIRPLANE+COSTS+SLIDE+SIMPLE&hl=es&gl=es&pid=bl&srcid=ADGEESgy3FUsu-6566D5x9otTXNgKKCtNMldb0Q8m

Flight emission: National Center for Environmental Education, National Parks Autonomous Organization. Ministry of the Environment, and Rural and Marine Affairs.

TRAIN

Unit cost per train ride:
http://www.ferropedia.es/wiki/Costes_del_ferrocarril:_servicios

Train emissions:
http://www20.gencat.cat/docs/canviclimatic/Home/Politiques/Politiques%20catalanes/La%20mitigacio%20del%20canvi%20climatic/Guia%20de%20calcul%20demissions%20de%20CO2/110301_Guia%20practica%20calcul%20emissions_rev_ES.pdf

PASSENGER CARS

Taxi, cost per kilometer:
http://www.taxicity.net/index.php/content/blogcategory/23/54/lang,es/

Vehicles emissions:
http://www.sostenibilidad-es.org/sites/default/files/3.5._emision_especifica_medio_de_c02_de_los_turismos_nuevos.pdf

ELECTRICITY

Emission factors
http://www.idae.es/index.php/mod.documentos/mem.descarga?file=/documentos_Factores_de_Conversion_Energia_y_CO2_%282010%29_931cce1e.pdf

https://www.iberdrola.es/clientes/autonomos/info/factura/etiquetado-electricidad

http://canviclimatic.gencat.cat/web/.content/home/redueix_emissions/Com_calcular_emissions_GEH/factors_emissio_associats_energia/180216_Nota-metodologica-mix_esp.pdf

This document contains the information related to **everis'** economic, social, environmental and Good Governance performance, during the FY2017 (1st April 2017 to 31st March 2018).

The report has been prepared following the 'in accordance' Option, that is Core, from the GRI Standards model. The report includes the Materiality Assessment, which was conducted in order to identify the key issues that matter the most to the **everis'** interest groups. The Assessment is available at the beginning of the report (pages 10-19).

Omissions and changes derived from the scalability and coverage of the Materiality Assessment are explained in footnotes to ensure correct understanding of the data.

For any clarification or questions about the present report, please contact us through any of the **everis'** communication channels.

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