



an NTT DATA Company



**ANNUAL  
REPORT**  
.....  
2016 - 2017



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Fernando Francés  
everis President

## PROLOGUE

**For another year running, I present to you the everis Group annual report.**

On this occasion, the report is all the more special given the fact that this fiscal year 2016-2017 was the company's **20th birthday**. An event such as this deserves some reflection and a sincere thank you to all of those who were part of this project.

Ever since we set off along this road as DMR Consulting in 1996, we have learnt that we are always closer to our goals than we think. We are more than aware that this growth is what has led us to welcome more and more people to this business project, which is now made up of over 19,000 employees.

The same excitement we shared 20 years ago has stayed with us and continues to drive us today. This energy has contributed to our continued growth and, this year, has helped us broaden our horizons, creating ties with Morocco, Andorra and The Netherlands with the opening of our new offices there.

In this sense, the year has been full of celebrations, but it isn't the end of the chapter. It is merely the first few pages of our future within the **NTT Group** to which we are wholeheartedly committed. Consolidating this union has offered us steadfast opportunities to set our own course and work together to build something great.

The **everis Foundation** is now setting off on this same journey, with plenty of projects already secured in Spain, such as the Entrepreneurship Awards, robotics workshops and the **Púlsar (Push)** programme, which have been an instant hit overseas, helping to consolidate internationalisation efforts within the organisation.

As always, I would like to end by acknowledging all of the talented professionals that make up **everis**. It is thanks to them that we have been able to fill all our offices and client spaces with such excitement all these years. People are the very essence of this company, and they help make our dreams for the future come true.

**20 YEARS MAKING THE FUTURE COME TRUE**



01

# GOVERNING BODIES





## GOVERNING BODIES

The Board of Directors is the highest decision-making body in the company, whose main mission is governance. It has the power to manage, administer and represent the company in the development of the various activities that constitute its corporate aims.

The Board's policy is to delegate daily management to the company's executive bodies and management team and concentrate its activities on the promotion, supervision and control of corporate management.

To this end, it assumes and exercises the following functions, among others:

- Validation of general strategy and management guidelines for the company
- Promotion and supervision of senior management administration, establishing the basis of the corporate organisation to guarantee maximum efficiency
- Vigilance, in relation to the transparency and veracity of the information supplied, with regard to the company, in its dealings with partners and markets in general
- Regulation of the organisation and functioning of the Board itself
- Fulfilling the functions necessary to carry out the aforementioned and for meeting corporate aims in the terms established by the applicable rules, and which do not fall within the scope of the AGM

In carrying out its organisational functions, the Board is formed of two delegated committees: the Audit and Compliance Committee, and the Appointment and Remuneration Committee.

The Audit and Compliance Committee takes on the following responsibilities:

- Reviewing the consolidated annual accounts for the company and the Group prior to its preparation by the Board; monitoring strict compliance to legal requirements and the correct application of the generally accepted accounting principles
- Acting as a communication channel between the Board of Directors and external auditors
- Supervising and controlling the operation of internal auditing services, and the functioning of the departments responsible for risk prevention and controls on standard compliance (Risk Management & Corporate Compliance)
- Supervising the internal mechanisms that enable employees or relevant third parties to confidentially and anonymously report any irregular behaviour or potentially significant contingencies

Likewise, the Appointment and Remuneration Committee exercises the following functions:

- Proposing and reviewing the criteria that must be met to assemble the Board of Directors and select candidates
- Informing and advising the Board on the appointment of managers, when making proposals for appointments at the General Meeting
- Suggesting to the Board which members should form part of each of the delegated committees
- Suggesting to the Board the systems to adopt and the amount managers should be remunerated
- Informing the Board of the appointment and dismissal of senior managers and regularly reviewing their remuneration systems, assessing their adequacy and performance
- Implementing measures to increase the transparency of remunerations and ensure their compliance
- Collaborating with the President in the implementation and monitoring of their succession plans, along with plans for the CEO and key executives
- Promoting regular evaluation of the Board and managers
- Regularly providing information on transactions that involve or may involve conflicts of interest and compatibility requests that affect Board members and senior management



Additionally, and in order to guarantee representation of independent directors, the Board has appointed a representative, as well as a coordinating board member or Lead Director, whose main function is the coordination of external Board members.

In particular, they channel all issues and concerns that the external directors convey to the President or to the Board of Directors as a whole, assisting and collaborating with the President to corroborate and agree on matters to be discussed. They propose the inclusion of new items on the agenda, when deemed appropriate, and also manage the assessment of the Board, its President and other Board members.

Furthermore, the **everis** Group **remuneration model correlates** payment of the executive team with ideal short-/medium- and long-term company performance.

Variable remuneration is subject to the Group's achievement of certain operating results, on a quarterly basis and each business year, in relation to the company's core 'discerning generosity' value.

Likewise, the current long-term incentive plan, implemented through the current Commitment and Retention Plan (CRP) – which was agreed on using the **NTT DATA CORPORATION** operational matrix – also links the accrual and payment of those executives and employees benefiting from it to the achievement of given operating results over the three fiscal years it is in effect, ending on 30th September 2016. In this way, after confirming these results had been achieved, in line with the criteria established in their own regulations, this plan was abandoned by its beneficiaries in December 2016.

## Board of Directors

President of the **everis** Group  
**Fernando Francés Pons**

Vice President of the **everis** Group  
**Eduardo Serra Rexach**

CEO of the **everis** Group  
**Benito Vázquez Blanco**

Independent Directors  
**Alejandro Ferreiro Yazigi**  
**Pedro Luis Uriarte**  
**Cristina Garmendia Mendizábal**  
**Pilar Zulueta**

NTT Data Group  
Proprietary **Directors**  
**Koji Ito**  
**Hidetoshi Seki**  
**Osamu Fukumoto**  
**Manabu Tanaka**  
**Kei Anzai**

Secretary of the Board  
**Antonio Gómez Jarillo**





02

THE  
COMPANY





an **NTT DATA** Company

“The **everis** philosophy is based on attracting the best talent and building loyalty, providing people with the best opportunities in their professional careers. This enables us to offer our clients the most innovative solutions.”

Benito Vázquez, **everis** global CEO.

We are a multinational consulting firm which, since 1996, has been developing and maintaining technological applications as well as business, strategy and **outsourcing** solutions in the telecommunications, financial services industry, utilities, energy, public administration and health sectors.

- **everis** obtained a turnover of 1,031 million euros
- The company has over 19,000 professionals spread across our offices and High-Performance Centres
- **everis** has offices in 8 European countries (Andorra, Belgium, Spain, Holland, Italy, Luxembourg, Portugal, and the United Kingdom), 7 in the Americas (Argentina, Brazil, Chile, Colombia, Mexico, Peru, and the United States) and in Africa (Morocco). We belong to the multinational group **NTT DATA**, which ranked as the 9th IT service company in the world. With over 110,000 professionals and operations throughout the world, NTT DATA provides financial soundness and certain capabilities that give everis the means to tackle all kinds of projects and solutions for its clients, regardless of their complexity and scale.
- In Spain, we have offices in 12 cities: Corunna, Alicante (High-Performance Centre), Barcelona, Bilbao, Ciudad Real (High-Performance Centre), Madrid, Murcia (High-Performance Centre), Salamanca, Seville (High-Performance Centre), Valencia, Valladolid and Zaragoza.

All our High-Performance Centres in Argentina, Brazil, Chile, Spain, Morocco and Portugal are also **CMMI5** certified.

# NTT DATA

We work with our clients to foster innovation based on offering the best quality and price.

Our objective is to put our clients first in everything we do. NTT DATA is part of the NTT GROUP.



# NTT Group

The **NTT GROUP** is one of the largest ICT companies in the world.

The **NTT** Group is made up of a select group of global IT and telecommunications services.





an **NTT DATA** Company



This partnership forms part of **NTT Data**'s strategy for the globalisation of its activities, as well as of the expansion of its services portfolio and its presence outside of Japan.

The collaboration with **everis** will allow **NTT DATA** to increase their experience in the industrial sector and access not only major clients in Spain and in various countries in Latin America, but also multinational businesses present in those markets.

In addition to potential synergies with **NTT DATA**, **everis** will also be able to work more closely with businesses in the **NTT Group** to expand the global services it provides to its clients.



## MISSION AND VISION

At **everis**, we have a strategic vision that contributes value to society and, above all, strengthens our commitment to each of our clients.

Our vision is to be a global company, exceptional in ethical and emotional terms, value-centric and where any dream is possible.

That is why we work day in, day out to become, together with **NTT DATA**, number one in the market. Our integration into **NTT DATA** allows us to increase our range of solutions and services, helps us provide more innovative answers, and increases our skills and our technological, geographical and financial resources.

Our policy is, therefore, aimed not only at our clients, but at all of our **stakeholders**. Hence, we also invest in companies that strengthen our work, foster internal talent and maintain collaborative agreements with various knowledge institutions.

In other words, at **everis**, we commit to our clients, our providers, our professionals and our future staff.

All of this is also rounded off with a social and environmental balance. On the one hand, we support social causes for equality and, on the other hand, we promote sustainable actions and take responsibility for our surroundings.



## CODE OF ETHICS

At **everis** we have a rigorous Code of Ethics and Professional Conduct that combines the company's internal policies and principles.

These rules, which are regularly reviewed and updated, correspond to the values of the **everis** Group and define what we are and what we want to be: discerning generosity, responsible freedom, and creative energy.

Due to the process of integration with the **NTT DATA** Group, our Code of Ethics has been updated to include all information related to **NTT DATA's** Compliance Policy.

**everis** professionals must be aware of and comply with the content of this code and it is available to them on both the company website and the corporate intranet.

Likewise, we have an alert channel where employees can report any action that jeopardizes the company, its employees, or third parties. Entries in this system are analysed by the Director in charge of Internal Auditing and the Group's Compliance Office and are managed in accordance with this channel's policy. Where appropriate, they are consulted by the Board of Directors' Auditing and Compliance Committee.

Over the course of the 2016 fiscal year, we have continued to use the Compliance Programme, which was launched in 2011, and is updated periodically.

With this new version, which will be maintained for the next few years, new actions will be reviewed and developed, such as: reviewing corporate training in ethics and professional conduct, increasing awareness of groups that may be affected by their activities, or of greater exposure to given risks/contingencies, more information and internal dissemination of compliance policies and new procedures, which will allow the **everis** Group to be:

- Up-to-date and in accordance with international and European regulations.
- Up to the challenge of being accredited with International Compliance Standard ISO 19600 CMS.
- Aligned with the NTT Group to ensure its adaptation to future rules or standards for compliance and risk management.

The values, principles, and rules included in this code apply to all employees, executives, administrators, partners, shareholders, participants, collaborators, advisors, agents, interns and/or subcontracted employees, provided they act on behalf, of or in cooperation with **everis**.





03

OUR  
ACTIVITY





## TALENT, TECHNOLOGY AND INNOVATION: **everis** KEYS TO SUCCESS

We are fully aware that we are in the transformation business, so we put a lot of energy into making things happen. We do it with and for people, making technology available to them, not the other way around.

We see innovation as a challenge to do things differently, with a clear vision leaning towards excellence.

This bid for innovation is exactly what allows us to make the most of talent and creativity in all the agents comprising our entrepreneurial ecosystem (universities, public administration, large companies, etc.). Innovation helps us grow. But it essentially helps people who put their trust in **everis** to grow.

We have the tools necessary to transform how businesses are understood and managed.

We help companies face their challenges, providing them with distinctive and innovative solutions, based on sector knowledge and effective use of information technology.

## WHAT CAN **everis** DO FOR YOUR COMPANY?

-  **Business, processes and corporate strategy consulting: everis business consulting**  
Our activity is focused on industry knowledge, service innovation and specialisation.
-  **IT Strategy - Solutions: everis**  
Designs and implements technological solutions, and manages **outsourcing** processes, applications and infrastructures. To do so, the use of methodologies is enhanced to ensure quality, transfer of production to High Performance Centers, and technological and functional specialisation.
-  **Business Process Outsourcing: everis BPO**  
Provides outsourcing services for business processes under service level agreements. As a result, our clients have greater internal capacity to focus on higher-value functions for their business and, therefore, increase service quality control in their associated areas of expertise.
-  **Systems and applications outsourcing: everis Outsourcing**  
This area is specialised in strategy, consulting, design, management and rendering of **Outsourcing** services. It brings to the company its own experience, best-known practices in the market and tools to help meet the needs of every client.
-  **Software manufacturing: everis Centers**  
**everis** Centers manages the use of high-performance centres. This business area uses its structure and capabilities to carry out activities on an industrial scale with high levels of productivity and efficiency. Together with **NTT DATA**, it has 21 high-performance centres, with over 50,000 professionals across 13 countries. We are CMMI5-certified in all high-performance centres, in all countries where **everis** Centers are based.

## BANKING



The banking ecosystem is facing new business models stemming from more disruptive technologies, which enable the creation of innovative financial products. They must also face traditional challenges that have surfaced in relation to the concentration and restructuring of the sector. Our aim is to reduce costs, increase efficiency and improve risk management, as well as to innovate in our operations model, making it more client-focused.

## INSURANCE



Custom services based on audience segmentation, improving processes and business models as well as developing distinctive value propositions for mediators all form part of insurance companies' digital transformation.

Our BPO, cloud, digital transformation, big data, digital enterprise architectures, software solutions partnerships, etc. enable us to create integral solutions with multi-disciplined professionals working towards one goal: our clients' success.

## TELECOM & MEDIA



Times are changing. Traditional operators are seeking to place their focus on efficiency and new products and services, as a source of additional revenue. In parallel, clients are evolving digitally, which implies the need for greater agility, simplicity and transparency in our relationships with operators, OTT companies and all other agents in the new ecosystem of communications and media companies.

## PUBLIC SECTOR



Technological and regulatory advances have enabled us to implement a modernisation process in public administration. This is oriented towards improving service quality and increasing efficiency and efficacy in the use of resources. Even so, public administrations are still faced with a great deal of challenges when it comes to progressing with their transformation towards digital, open, transparent governance that focuses on citizens.

**everis** has many real examples of digital administration, through the use of technological innovations such as the IoT, big data, analytics and mobility solutions.

## UTILITIES & ENERGY



Exploration, production, distribution and commercialisation are the keys to managing increasingly scarce natural resources. Covering a business's entire value chain by establishing a partnership focused on innovation in the sector can help to build bridges. Bridges that will make quality, disruptive products available to companies in a world where **time to market** and operational efficiency are vital for standing out from the crowd.

## INFRASTRUCTURE & REAL ESTATE



We build operations models that span from the business strategy design right down to the implementation and operation of the most complex tools and processes.

## CONSUMER GOODS



Today's consumers are hyper-informed, more agnostic, in search of value and innovation and are much harder to convert into loyal customers. They value the time spent on each purchase and are less loyal to brands. Today's consumers are hyper-connected and care more about social causes than past consumers. Hence, they value companies that behave responsibly.

The huge changes faced by manufacturers and distributors have made it clear that the digital revolution and the redefinition of what makes a good value proposition are more than necessary, perhaps even essential, when it comes to staying competitive in the long run.

## LOGISTICS & TRANSPORT



Business analytics, Internet Of Things, big data, control towers, e-commerce, globalisation and specialisation are just some of the drivers that, together with technological advances, are making the digital revolution a reality in the transport sector. The outsourcing of big data and active listening in social media enables us to offer specific solutions for this sector.

## LIFE SCIENCES



Pharmaceutical companies are increasingly investing in digital technologies. This marks a complete 180-degree turn in their strategy, placing their focus on patients, their needs and how to contribute value through new relationships and communication channels. We believe in an industry that is based on the three major axes of the digital era: processes, technology and culture.

## HEALTH



In the last few years, we have been lucky enough to observe and participate in the evolution of the healthcare system, powered by technological advances, scientific innovation and cultural changes in patients.

Sustainability, quality and participation are essential when it comes to tackling future challenges. The healthcare system must continue to improve the quality of its services with limited resources. Digital progress incentivises the creation of new services and assets, enables access to next-generation clinical processes and offers solutions and tools for managing hospital administration.

#### AEROSPACE & DEFENSE



The **everis** Group Aerospace and Defense department offers global solutions for the implementation of critical systems in the aerospace, defence, security and simulation sectors. It combines reliable, innovative technology which it has either developed itself, directly or through SMEs the group is part of, or with help from specific strategic partners.

#### AUTOMOTIVE



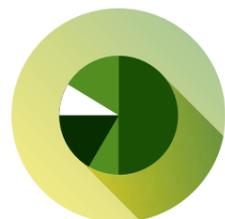
Strategic priorities within the sector will include increasing investment in IT technologies, in developing new products, reducing down time, and backing innovation, research and development as much as possible. Improved product design and relationships with providers will set us apart. The manufacturing industry has taken a 360-degree turn, however, very few manufacturers are making major changes to their processes.

#### TOURISM & LEISURE



The tourism sector is made up of the set of industries oriented towards providing accommodation, transport and leisure services, including the subsectors of air transport, hotel chains, travel agents and tour operators, payment methods and GDS/booking offices. Changes to the way clients make decisions on leisure and tourism consumption, and the way they hire and consume services, mean operators need to constantly adapt their services.

#### DISTRIBUTION & RETAIL



The aim of distribution and **retail** is to help increase sales and improve brand image, thanks to innovative initiatives based on getting to know clients better and improving their shopping experience. They also contribute to building an agile, cost-efficient organisation in terms of processes and systems, with the aim of quickly reacting to new business requirements.

#### MANUFACTURING



The digital era is putting the manufacturing industry to the test. Strategic priorities within the sector will include increasing investment in IT technologies, in developing new products, reducing down time, and backing innovation, research and development as much as possible. Improved product design and relationships with providers will set us apart. It's a total transformation.

#### SERVICES



The services sector contains very diverse business areas, ranging from security and media, to temping agencies, resource management and other subsectors.

Its main objectives are to help companies in the sector to define and implement new digital business lines and to reduce the cost of infrastructures centred on commercial products.

#### ENVIRONMENT & SUSTAINABILITY



We want a world where businesses and institutions are more efficient, sustainable and use advanced technology. To make this happen, we take a comprehensive, global approach with our clients to help them better manage energy, consume less water, optimise efficiency, transport security and to protect everyone's environmental capital.

In this way, **everis** offers specialist technology, consulting, engineering and operation infrastructure services for the energy, water, transport and environmental sectors. We place a particular focus on innovation, ICT and sustainability.



## GETTING CLOSER TO ENTREPRENEURS AND BIG COMPANIES

### Our bid for entrepreneurship

**everis** is an established hub that brings together the most disruptive entrepreneurial talent and makes it available to large corporations to resolve major upcoming challenges using specialist solutions and radically innovative business models.

This innovative approach is centred on the hunt for the most advanced technologies and detection of the most disruptive global talent, helping us to maximise exponential learning.



**NEXT** is a technological platform developed with the aim of identifying and interpreting the latest trends in the innovation ecosystem.

**NEXT** uses technology based on artificial intelligence to gather information on over 1.9 million startups and 25,000 investors. Thanks to this, **NEXT** offers its users real-time, up-to-date market intelligence, which equips them to face the emerging and changing technological environment in which we are living.

Mining of data gathered by **NEXT** – which covers **startups**, accelerators, capital risk and technical giants, amongst others – manifests itself in the form of various services for big corporations, in order to:

- Provide an overview of the state of the art for the latest technologies facilitating the development of new disruptive business models.
- To accelerate corporate innovation by designing new, relevant disruptive products and services for clients' target markets.

The **Pitch2Market** event has been consolidated as a meeting point between entrepreneurs and business organisations.

This year, there were two editions in Spain in which executives from different **startups** had the opportunity to share and debate on the latest trends surrounding artificial intelligence, virtual reality and augmented reality and how they can be used in big corporations.

Throughout this fiscal year, 12 disruptive **startups** and eight experts shared their knowledge and experiences, with over 200 clients in attendance.

#### Boosting the link with Silicon Valley

**everis's** link with Silicon Valley has been a constant in recent years. A link that has enabled us to develop and take part in a series of significant initiatives on various levels.

This fiscal year, we firmly strengthened these ties, with participation from the NTT I<sup>3</sup> Research and Development centre. This technological centre, which belongs to the **NTT Group**, focuses on the development of cutting-edge technologies and high-impact global technological engineering solutions, and on accelerating the growth of the **NTT Group** through open innovation.

NTT I<sup>3</sup> represents an **everis** base in Silicon Valley. We can use this link to integrate ourselves into the evolution of big global technology trends, anticipating general trends and getting involved in trends from their genesis. Likewise, today we have a centre dedicated to accelerating new technologies and innovative business models, contacting and collaborating with the most disruptive technology start-ups worldwide.



“For **everis**, it is our duty to give back to society all that it has done for us. We came about 20 years ago as an entrepreneurial project. Today, thanks to many people who believed in our project, we are a multinational group that provides innovative and unique solutions through the work we do with our clients.”

**Fernando Francés**  
**everis** President

## INITIATIVES AND NEW BUSINESS IN NEW MARKETS

The ability to attract and manage talent has been one of the keys to every step of **everis's** evolution.

For some time now, this ability has been aimed at developing new businesses in sectors where the medium-term perspective allows us to turn the discussion to structural transformation: security, education, financial services, energy efficiency and mobility.

Through **everis Initiatives**, industrial fabric has been woven in these sectors by combining the strengths of a large company, representing solvency and stability, with small innovative companies, representing agility and flexibility.



This project is the fruit of the **everis Group**, in collaboration with **Cospa&Agilmic (Educaria Group)**.

It's a social learning environment aimed at educational centres to encourage active participation from students. The platform enables teachers to build custom itineraries, for smarter decision-making.

**Xtend** stands out from the crowd thanks to its customisation, innovative teaching methods, open digital content and the option to work from mobile devices both online and offline.

The product has three pillars: the first is a customised learning platform that recommends, in real time, the best content and materials, as well as the itinerary to be followed by students to improve their skills and knowledge. The second pillar involves open and broken-down content that uses active teaching methodologies such as network searching and collaborative/cooperative learning. Finally, we have the social page for teaching staff, where teachers have complete control to generate and adapt the proposed content.

At the same time, **Xtend** provides a comprehensive service to its clients. It is complemented by integration, support and implementation services for mobile devices, faculty training, and IT management and hosting.

The project is also complemented by two new initiatives:

- The first project, **EducaGen** is a learning analytics solution for schools that broadens the analysis of motives, social interaction and semantic information generated by students when they are learning. This helps predict and recommend the teaching resources that best suit them. **EducaGen** offers dashboards with additional information for teachers, head teachers and governments so this information can be used in decision-making to improve teaching quality.
- The second project, **e-Confidence** is funded by the European Union, whose objective is to develop a new technology able to change students' behaviour with regard to bullying and safe use of the internet and mobile devices.

Within the scope of the project, two serious games are being developed around **bullying** and safe use of the internet. **everis** prepares the business model and plan, and takes part in steering and integration activities for serious games in the **Xtend** platform.

Pitch2Market  
**everis NEXT**

**MAD**  
14 April 2016



**BilliB** is an innovative global solution; a pioneer in Spain, revered for its ease of use. It is mainly aimed at financial directors, treasurers, purchasing, and payment managers and business owners.

This new platform offers companies a financial and technological environment where they can insure agile payment, increase EBITDA (or improve liquid assets) and provide access to invoice financing. Furthermore, it enables companies to plan their liquid assets, with optimal invoice release to providers, who will also benefit from access to and total control over their credit.

Another point worth highlighting is the ability to link an electronic money account (eAccount) from the company's bank account, in order to optimise processes and unify management by tracking each invoice.

This platform, which came about with **Bankia** as its first financial backer, offers an optimum, innovative response to companies' asset management needs.



**Fitalent** is a venture capital company, registered in the National Values Market Commission (CNMV), which invests in innovative technology-based startup companies located in Spain, with joint investment from other funds.

The current portfolio consists of seven companies from sectors as diverse as the pharmaceutical, information technology or industrial automation sectors.

This fiscal year, the latest addition to the **Fitalent** portfolio was Satlantis, a company that plans to deploy its own satellite constellation to monitor critical infrastructures.

This company's unique technology consists of a camera, developed by the University of Florida, which performs better than its competitors in terms of resolution, energy consumption and weight.



**everis Aerospace, Defense and Security** provides global solutions for critical systems in the aerospace, defence, security and simulation sectors.

The company offers innovative and reliable technologies for the market. These are developed both internally and by a group of small and medium-sized, technology-driven enterprises with which **everis** collaborates.

Thus, the innovation, flexibility, and speed of SMEs are combined with the strength and experience of a large business group such as **everis**.

**everis Aerospace, Defense and Security** develops solutions in areas such as monitoring, intelligence systems, protection of critical infrastructures, safety at major events, cyber-safety, airport management, training and simulation tools, unmanned systems, C4ISR solutions or land vehicles, to name a few.



This fiscal year, **everilion** has acted as a base on which to build the new **everSaaS** department, dedicated to developing Software as a Service. The aim is to use our own cloud platform.

In this way, we can build a **cloud** applications catalogue for sales, promotion, loyalty schemes and payment. It has produced excellent results for the company, on behalf of sectors such as banking, utilities and telecom, offering increasingly specific solutions for each sector.

everilion systems inject added value where it is needed most nowadays. They offer agility (**setup**, evolution), security (robustness), control (single data points), savings (no hardware, pay per use), real-time performance, all of which facilitates customisation and interconnected multi-channel/multi-device performance (social media, P2P).

Over the course of 2017, we tackled the main challenges we set ourselves in 2016, enabling us to export these solutions to new clients thanks to our close-knit collaboration with sectors, achieving a quick time to market.

Part of these achievements was using the IoT to boost mobile payment solutions, which are being put to use by leading companies in the petroleum sector. This was coupled with integral service station management solutions operating in hundreds of stations throughout Peru, Colombia, Portugal and Spain, and shortly Argentina, with the inauguration of a significant network.

In addition to loyalty schemes associated with payment methods, which are booming in the American market, public transport-specific payment solutions have also been implemented in Chile.

In the same way, initiatives such as the **cloud** architectures Centre for Excellence, created in collaboration with the University of Alicante, have proved fruitful; we are now able to bring talent and knowledge to the everSaaS, spurring the initiative on.

Our challenge for 2017 is to make strides in the creation of innovative payment methods, working with other sectors and incorporating technology such as biometric recognition.



**i-deals** is a technological broker that develops intermediary services in technological markets by bringing these types of innovations – produced in the academic or entrepreneurial fields – closer to the market, with an international dimension in mind. i-deals mainly operates in the European and Asian (Japan and South Korea) markets.

**i-deals** offers a series of services that provide companies with the necessary support for quick and efficient integration of disruptive technologies:

#### Coordination of international RDI projects

**i-deals** is currently coordinating two significant projects in the energy sector, financed by the European Union (EU): MefCO2 and FresMe, each of which has an 11-million euro budget. Related coordination tasks involve initial project design, naming partners, creating the consortium, building the proposal, EU representation vis-à-vis the consortium, coordination of technical and administrative activities, etc. i-deals will also head up results dissemination and exploitation activities in order to maximise the projects' impact on future commercialisation.

#### Technological innovation projects

**i-deals** makes its knowledge and contact network available to its clients when defining how to execute projects for the implementation of disruptive technologies. Ultimately, it is responsible for defining technological roadmaps, designing pilot projects that form the basis of said roadmaps, selecting the necessary technological partners for the implementation of these projects and coordinating their execution in line with the scope and budget defined.

#### Research and technological commercialisation

The services offered by **i-deals** include building commercial networks, organising and attending commercial-based events, transferring technology, generating technological roadmaps, technological scouting and searching for strategic partners for technology development.

#### Technology Venturing

**i-deals** offers consulting and **due diligence** services for big companies, offering its clients a set of methodologies for conducting technical and market analyses on the business opportunities behind innovative technologies.

#### Acceleration programme

Based on the experienced gained in supporting over 100 **startups**, mainly through the **everis** Foundation, **i-deals** has created an acceleration programme for European and Asian small- and medium-sized enterprises striving to accelerate the commercialisation process for their technologies.

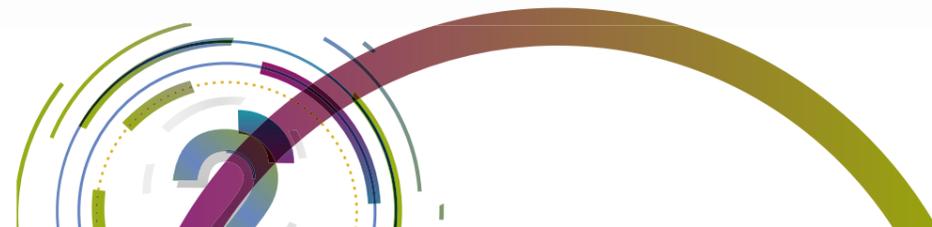
**exeleria** is a company specialised in technology, consulting, engineering, and operational infrastructure services for energy, water, transportation and the environment, with a strong vocation for innovation, ICT and sustainability.

**exeleria** has a vision for a world where companies and institutions are more efficient, sustainable, and technologically advanced.

We are by their side, taking a comprehensive, global approach, to help them better manage energy, consume less water, optimise efficiency, transport security and to protect everyone's environmental capital.

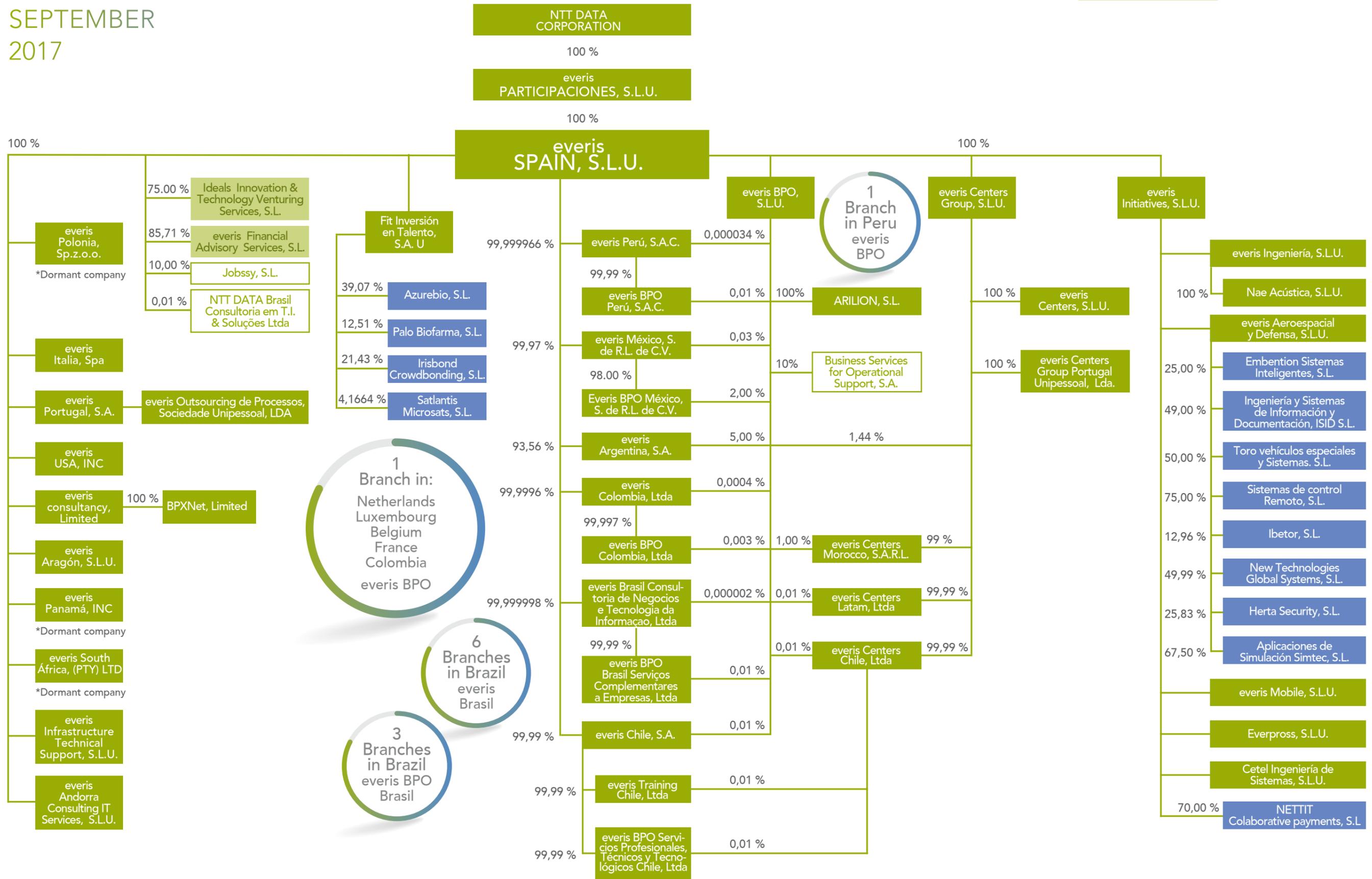
Firstly, this fiscal year, **exeleria** has boosted its status as a company specialised in both technical and engineering consulting, and technological and industrial services.

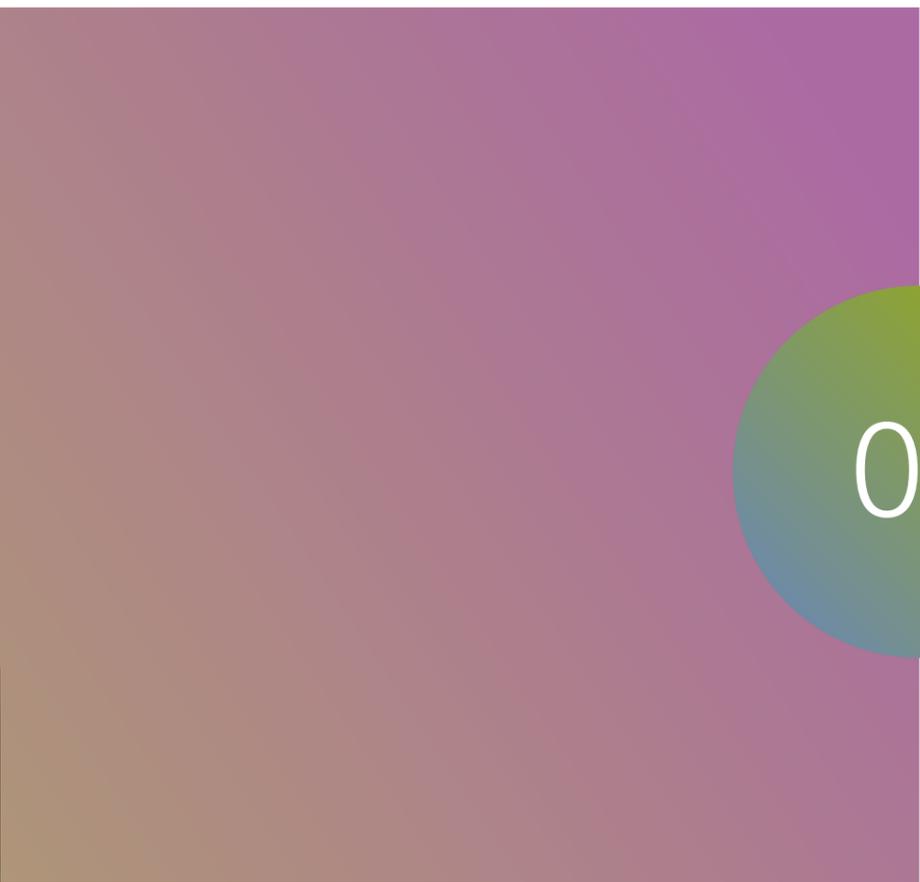
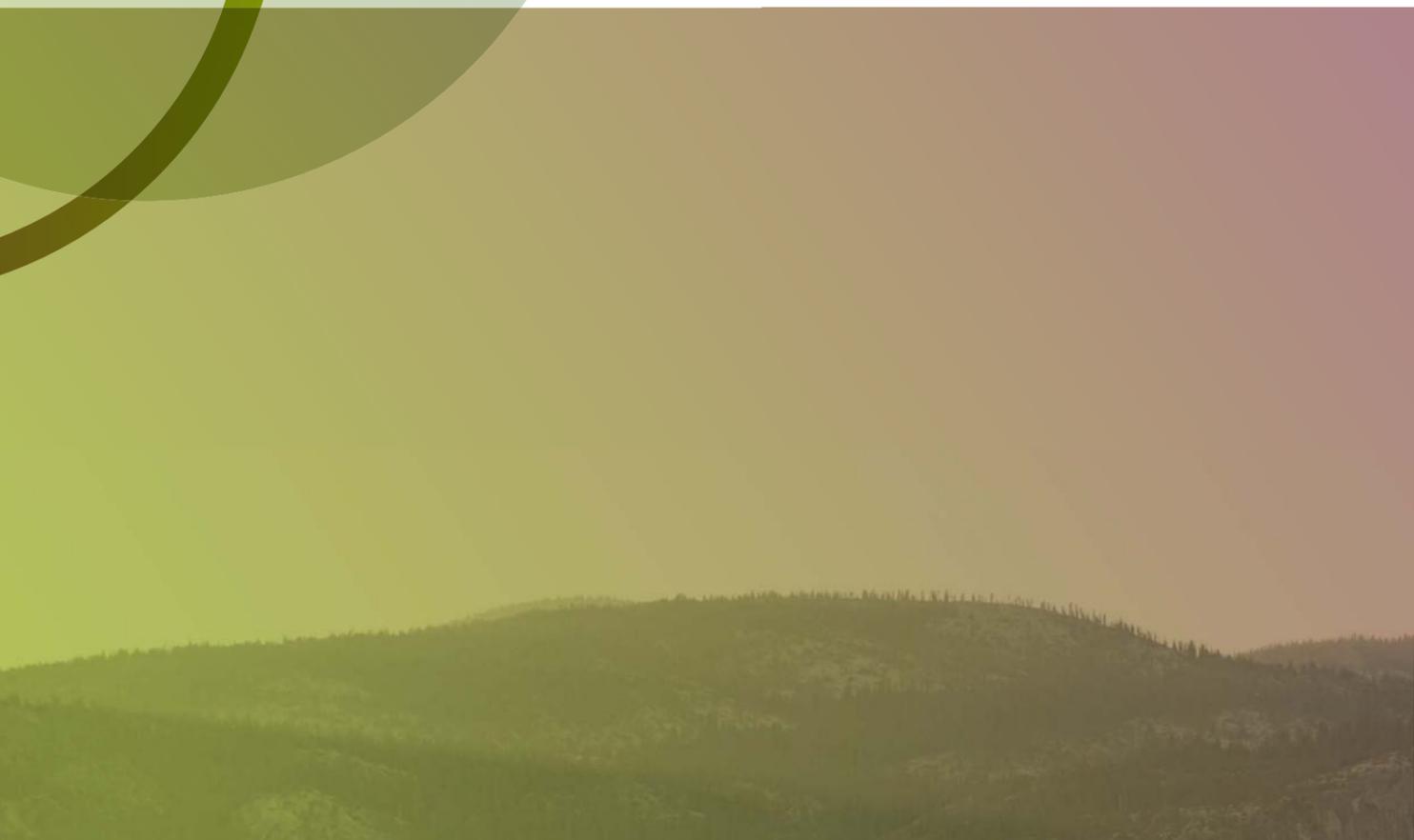
Secondly, as regards international presence, **exeleria** has experienced remarkable growth in Chile and has consolidated its first projects in Colombia and Peru.



**everis**  
GROUP CHART  
SEPTEMBER  
2017

100% Investment	Affiliate (Equity method)	Branch office
Majority investment	Minority Investment	





04

PEOPLE



We are absolutely convinced that people and their integral development should make up our very essence.



**Scouting & Recruitment:** a recruitment philosophy that allows us to attract the best people and professionals in each field and identify how they will fit into the culture and values of the company. We use new tools to help us find the very best.

**Welcome and Integration:** we support professionals from day one, so they know what is expected of them and how to achieve it. We run an induction support programme that accelerates the learning curve by helping professionals get to know the company, develop a network of contacts, and generate trust, drive and credibility in their environment.

**Career Path Management:** we offer our professionals different career and development alternatives, so they can make decisions about their own development. Our professional career paths seek to create professional opportunities, since it is our professionals who set their own limits, not the company. Our professional roles contribute to freedom and ensure that professionals seek out tasks in which they can contribute the most. Our professional career path programme offers natural plans for progression, but we also identify critical talent and accelerate their professional development within the company. To do so, we use tools such as group or individual coaching, monitoring and tutoring, training, etc.

**Assignment Management:** we facilitate the assignment of professionals to projects where they can truly shine, where they can contribute their unique skills and abilities. This encourages them, in the process, to take charge of their own career and aligns the needs of the business with our professionals' expectations. This process uses tools to encourage self-development – taking into account our professionals' preferences.

**Assessment & Promotion:** we help boost the development of our talent and new professional opportunities. In addition to the career path and the accelerated path, we offer various options for professionals working at **everis**, such as:

- **International Development Plan, Talent to LATAM** - This initiative allows us to offer our best professionals opportunities for development. They can choose to develop their career in a Latin American country for a limited period of time, with a guaranteed return to their home office after this period.
- **Multi-company talent development programme** - We work for **everis** and for society as a whole. This is an intercompany collaboration in which we make commitments to the management, development and retention of talent. Through mutual collaboration and self-leadership empowerment, we seek to create new leaders and business dynamics for interaction between sectors, such as economic and social competition tools. By pooling the best business practices for talent management, we want to increase the number of young people in company steering committees. For six months, participants work under the supervision of and with support and assistance from executives from all participating companies. The programme promotes a methodology for professional development using skills and abilities that can be applied to any company.
- **High Potential in Executives Programme** - The aim of this programme is to develop local leadership in the LATAM region by identifying, within the executive team, those professionals who will occupy key positions in each country and region. The programme offers executives new experiences to strengthen their abilities and prepare them for their new responsibilities. This is an individual executive development programme that involves assigning new responsibilities, specific training, coaching, exchange programmes, network building, in-person training, participation in steering committees, recognition plans, etc.
- **Global Leadership Programme** - This programme is centred on developing global leaders who are aware of the Group's strategy, our service portfolio. Participants work in teams, with leaders from the various companies within the Group, on strategic challenges posed by CEOs of the various companies.

**Edutraining and Empowerment:** at **everis**, we believe that by developing talent and helping people achieve their professional objectives, we can grow as a company. Our professionals are masters of their own development and free to fulfil their maximum potential because our work is a challenge; it is interesting and enriching, we like what we do and that is why we give it our all. To this end, we provide various tools so that our professionals can achieve their development goals:

- **Innovative feedback and assessment model** - It is professionals, not the company, who define their own objectives and set their own challenges. They also receive continuous feedback and action plans to help them fulfil these aims.
- **Leadership model based on values** - We know that talent is not managed; it is led, through values that generate contexts of freedom. Our leaders are role models for their teams. They lead through values, working to generate relationships based on closeness, conversations, and the trust they have with people in their team. Our leaders create high-performance and highly motivated environments; a style of leadership whereby the important thing is not just achieving your objective, it is the path you take to achieve it. In our case, this path must be aligned with the values of the company and our corporate culture. This exceptional leadership requires exceptional support from the company, which helps them grow in their role. The key tool is evaluation. Hence, all staff members in the company have the chance to evaluate their boss. This **feedback**, together with that of supervisors and peers, and support from the company, helps leaders to design their individual development plan. In this way, they increase their leadership skills, helping them to grow in their role with support from People and the company tools made available to them, such as specific training plans, executive coaching, mentoring, etc.
- **Reference figures such as mentors whose mission is to guide and facilitate our professionals' complete development cycle** - They are knowledgeable about the company, are experienced, and have the necessary skills to build, encourage and guide conversations about development, enabling their mentees to reflect and reach their own conclusions. Our professionals can also rely on their **coaches**... and can even **shadow** senior managers.
- **We encourage constant learning** - We believe that innovation and creativity are achieved in professional cultures where training and freedom are valued. Through **everis** University and the **everis** Executive School, our professionals decide the best way to learn. We make a broad programme for ongoing training, technical training and skills available to them. We are committed to training and developing in line with the skills and interests of each of our professionals. **everis** University contributes to the development of internal talent and increases the value of our company.

**Reward and Recognition** – At **everis**, excellent performance is recognised and mistakes are seen as learning opportunities. We are a company filled with youthful spirit and powerful creative energy. We support talent, recognise it, guide professionals' decisions, support their ideas, answer their concerns and give them the option to explore them, as their ideas are important to the company. Since supporting and recognising talent and ideas makes markets and countries more competitive. In this way, we are contributing to the societal growth of the countries in which we operate. An example of this is:

- **1 Week for Us** - Innovation and entrepreneurship are part **everis's** DNA, we encourage and recognise it for this very purpose. 1W4US is an initiative that stems from the Young Talent framework. It consists in a contest where 10 ideas are presented. These ideas are evaluated by partners, the CEO, and the President of the company, who select the best four. For a week during working hours, the four winners work on building on their idea. The goal is to develop it and turn it into a possible project or business opportunity.

The initiative encourages creativity in **everis** professionals through business and people-based challenges. The idea is to generate new services, new products or improvements to organisational efficiency obtained through collective input and teamwork.

- **Dreamer** - The winner of the 1W4US competition, selected by the panel from the four finalists, becomes the **everis** Dreamer. The Dreamer travels to the "Imagine Creativity Center" in Silicon Valley in order to learn, together with other professionals from various companies, in one of the most innovative environments in the world and take part in one of the disruptive projects developed at the centre.
- **Top Employers 2016** - **everis**, together with a group of 73 companies, was recognised as one of the best companies to work in. It received the 2016 Top Employers Spain certificate, due to the excellent conditions it offers its professionals. To obtain this certification, **everis** took a survey in which the 585 best human resources practices were assessed and audited in areas such as talent strategy, payroll planning, onboarding, learning and development, performance management, leadership development, career and succession management, compensation and benefits, and business culture.





**Exit & Alumni Management** - We believe in the value of staying connected after a professional relationship has come to an end. For this reason, we extend our network to include our ex-employees.

All of this is carried out in a work environment that favours satisfaction and commitment; a work environment based on companionship, generosity, and constructive collaboration in order to achieve our goals.

Ours is a professional environment in which we see people and ourselves as wishing to develop as a whole, and as individual colleagues. Because, for **everis**, the company's most important asset, and the added value for our clients, is our people; to us, being aware of their opinions and perceptions, as well as their degree of motivation, is of the utmost importance.

For this reason, we check, using our working environment survey, whether we meet professionals' expectations, fulfil our commitments, and if, as an organisation, our behaviour is consistent with our corporate values.

Every year, our work environment, companionship and quality of professional tasks are rated very highly.

In addition, we also conduct working environment surveys in projects, in order to assess the team's current motivation levels and implement measures that foster a higher degree of satisfaction and motivation.

Hence, every two years, we set out our Culture Plan. It includes the necessary actions to take so that the company is viewed as an embodiment of the cultures we claim to uphold, both internally and externally, and make sure we are the company we want to be.

#### **w\_e, share, learn, enjoy**

The **everis** intranet is both a work tool and the best way to share knowledge and talent, facilitating information exchange and meeting our professionals' needs.

w\_e is a unique channel where employees can find general company information and work collaboratively in an open environment. Professionals can share information in the various specialised communities found in the social areas of the intranet. The platform enables people to work on documents collaboratively as they can be accessed by various people simultaneously and in different geographical locations.



## Hazard prevention

The Health and Safety department advises the company in matters of health and safety and manages numerous measures to encourage the well-being of our professionals and the adoption of healthy habits.

At **everis**, we prioritise actions directed towards encouraging safety in our workspaces and preserving people's health.

For example, in Spain, the following initiatives are in place:

- 
- Medical checkups
  - Defibrillators (Madrid and Barcelona)
  - Specialised training in the event of emergencies and evacuation
  - Specific first-aid training
  - CPR training
  - Physiotherapy service
  - Nutritionist service
  - Therapeutic functional training service
  - Breastfeeding room
  - Collaboration with the Red Cross in blood donor campaigns

We also work to reduce work accidents and, this fiscal year, the results for **everis** Spain were as follows:

- 
- Accidents at work resulting in sick leave: 5
  - Accidents at work not resulting in sick leave: 9
  - Occupational illnesses: 0
  - Days off due to work-related accidents: 105

At **everis** Mexico:

- 
- Leave due to illness: 42
  - Work-related accidents: 0
  - Accidents when travelling to/from work: 4
  - Maternity leave: 13
  - Paternity leave: 12

The Home Office Programme was also implemented, firstly to improve the work-life balance, and secondly to maintain operability in the event of contingencies and natural disasters.

Likewise, at the Mexican offices, numerous measures are taken with regard to occupational hazards and health matters, with first-aid courses, insurance and medical agreements to name a few.

At **everis** Colombia:

- 
- Total leave due to illness: 143
  - Maternity leave: 2
  - Paternity leave: 4
  - Bereavement leave: 3
  - Work-related illness: 0
  - Work-related accident or when travelling to/from work: 2

At **everis** BPO Colombia:

- 
- Total leave due to illness: 523
  - Maternity leave: 15
  - Paternity leave: 2
  - Bereavement leave: 14
  - Work-related illness: 0
  - Work-related accident or when travelling to/from work: 4

The following actions were put in place relating to health and occupational hazards in Colombia:

- 
- Health and safety in the workplace management system (*Sistema de Gestión de Seguridad y Salud en el Trabajo - SG-SST*)
  - Planning of Health Week (risk awareness and prevention activities)
  - Policy for the prevention of alcohol, psychoactive substances, and tobacco abuse
  - Psychosocial, musculoskeletal, and epidemiological monitoring programmes
  - Training plan for health and safety in the workplace

At **everis** Peru:

- 
- Time off due to illness: 1,231
  - Time off for a general accident: 119
  - Time off for work-related accidents: 3
  - Maternity leave: 32
  - Paternity leave: 39
  - Wedding: 15
  - Bereavement (death of a direct family member): 9

The following are the most significant actions in place in relation to health and occupational hazards in Peru this year:

- 
- Dissemination of the Workplace Health and Safety Policy and Regulations
  - Occupational medical examinations, for precisely 675 employees
  - Creation of a risk map by office
  - Implementation of a communication plan for health and safety in the workplace
  - Health fairs
  - Hazard and risk matrix design by office
  - Programme to protect women during pregnancy and when breastfeeding
  - Training in relation to sexual harassment and HIV/AIDS
  - Execution of a healthy eating programme
  - Yoga classes

At **everis** Brazil:

- 
- Total leave due to illness: 9 employees
  - Maternity leave: 10
  - Paternity leave: 1
  - Work-related illness: 0
  - Work-related accident or when travelling to/from work: 3

As with all other offices throughout the world, various measures are taken in Brazil with regard to workplace health and safety risks. This involves first aid courses, insurance plans and healthcare programmes.

In addition, the Brazilian Health and Safety team (CIPA) arranged Health Week (SIPAT - internal workplace risk prevention week) with information and promotions for all **everis** Brazil professionals.

## MY COMPENSATION: the benefits of flexible remuneration

All our staff have access to a wide range of social benefits and personal advantages, including medical insurance, food vouchers, life and accident insurance, flexible remuneration, corporate American Express card and flexitime, to name a few.

As part of the **everis** Living programme – the compensation and benefits programme in Spain – designed to improve **everis** Human Resources policies, we have the My Compensation programme, an initiative to optimise employees' total pay.

The three areas that form part of My Compensation are everflex, everbuy, and everbank. They offer advantages in the three fields described below and can be accessed via portals created ad hoc for easy access.

### everflex mi compensación

Launched in 2010, everflex is a platform where **everis** professionals can sign up for certain products and services with tax advantages (for example: computer products, medical insurance, nursery, transportation allowance, etc.), which helps us increase their gross salary.

### everbank mi compensación

Through everbank, **everis** professionals have access to various advantageous financial products (e.g. wage account, personal credit, funding for Master's degrees, etc.) that they can subscribe to from the **everis** virtual office. Additionally, once a year, the **everis** virtual office offers benefits to staff that have used any of these services.

### everbuy mi compensación

This is an **online** private shopping portal for company staff, where they can find various worthwhile discount options and plans for leisure, health and well-being, fashion, etc., which helps us increase their gross salary.

## CULTURAL, sport and social ACTIVITIES

### everclubs

Apart from the advantages mentioned above, **everis** professionals have the opportunity to create or form part of everclubs, groups of people from throughout the company looking to get together for activities and shared hobbies.

They are designed to channel initiatives our professionals have expressed an interest in, creating communal activities where they can share hobbies to help new staff integrate within the company.

Some of the current everclubs include:



## everis IN SOCIETY

We have always been committed to contributing to our society. That's why one of our main aims when it comes to social action is helping those who need it most. We work to break down barriers that many groups currently face, as is the case with disabled people.

**everis** staff from various fields and departments in Peru have created the evervoluntariado (evervolunteer) initiative, where they get together for activities to foster social awareness and help the less fortunate.

As a socially responsible company, **everis** has various ongoing initiatives that favour the integration of these people in the workplace.

For yet another year, **everis** Brazil got its employees involved in donating to the cancer support group, Grupo de Apoio à Criança com Câncer. They donated 4,500 euros to this institution, whose mission is to promote psychosocial, medical and financial support for disadvantaged children and teenagers with cancer. The aim is to provide them with the necessary conditions to undergo the appropriate medical treatment.

**everis** Spain collaborates with the Seres Foundation, which promotes companies' commitment to improving society through responsible actions, in line with company strategy. The Seres Foundation is made up of 100 companies, including **everis**, and their common objective is to increase actions for corporate responsibility, by implementing long-lasting initiatives to help the social integration of the less fortunate.

**everis** Chile has made a strong commitment to the Telethon, a televised marathon that aims to raise funds for disabled children and young people. Thanks to efforts from our staff and contributions from the company, we raised over 11,000 euros.

**everis** Peru collaborates with the La Alegría del Señor institute, which cares for 120 underprivileged children and young people in the city of Lima. Thanks to this initiative for donating food, cleaning supplies and educational material, the association can continue to provide education, food and rehabilitation services for children and young people with physical disabilities.

In Colombia, we offer continued support to child beneficiaries of the Chaminade Foundation through an annual financial contribution. The Chaminade Foundation looks after vulnerable populations from 14 neighbourhoods in the city of Bogota, especially children, young people and elderly people. It offers nutritional recovery, educational tutoring, vocational training, and prevention of school absenteeism initiatives.

The Associação Nacional de Direito ao Credito (ANDC - National Association for Credit Rights), a non-profit organisation, is pioneering microcredit support in Portugal. **everis** has been working with them since 2009, offering knowledge transfer services in strategic consulting areas, support in processes redesign and in defining branches of the systems plan, as well as the creation of IT management mechanisms. Efforts made by **everis** as part of this collaboration aim to make the ANDC a more agile and efficient organisation, providing it with access to a greater number of people for whom access to a microcredit could be life-changing.



## everis and its technological mission

### CLOQQ

**everis** has launched CLOQQ, a social initiative whereby young children can explore creative technology, express their ideas and gain a better understanding of the world around them. At the same time, children can build skills to handle unexpected problems, work collaboratively and boost their confidence.

CLOQQ (acronym of the Spanish “*Crea Lo Que Quieras*”, meaning “create what you want”) offers both face-to-face activities (workshops, events, etc.) and a complete **online** content environment where children can create their own video games, apps, robots, animations and much more.

### Creative learning process

CLOQQ was designed so all children aged 8 to 16 can take part, wherever they are, whatever their prior knowledge level. Everyone, mum and dad included, can take part and enjoy the activities CLOQQ has to offer, using innovative educational solutions such as Scratch, Arduino, Raspberry Pi, o MIT AppInventor, to name a few.

CLOQQ is inspired by educational research work from prestigious institutions such as MIT Media Lab, focusing on the Creative Learning model. We combine technology and science with art and design in big, motivational projects for children, with a strong connection to the maker movement.

### Bringing technology closer to society

This initiative represents progress in the work **everis** has been developing over the last 10 years to peak young Spanish people's interest in STEAM education and in science and technology. Along this same line of work, **everis** has developed many studies and projects centred on reflecting on this theme. This year, this social vocation was recently boosted thanks to the donation of 500 educational mBot robots to schools throughout Spain.

## VALUING TALENT and employability

### Dual vocational education, training and experience

We are one of the first businesses to have an agreement with the Departament de Ensenyament de la Generalitat de Catalunya (Catalan Department for Education) to implement the Dual Vocational Education programme.

It is a project that alternates between formal training and an internship in a company for students of the higher-grade training cycle for Web Application or Multiplatform Development, or Network System Administration.

The aim is to professionally train people in the Information and Communications Technology sector. **everis** welcomes students by means of a work contract or internship. This ensures that, between their formal training at their educational institution and their hands-on training in the company, their working week does not exceed 8 hours a day and 40 hours week.

The company offers students the opportunity to gain professional qualifications by splitting their training between the educational centre and **everis**, by carrying out certain paid activities. Students that complete this training obtain a higher technical degree in Web Application or Multiplatform Development.

### everis FP Talent Excellence Program, rewarding the best students

We annually reward the achievements of vocational education students in Catalonia in order to support talented ICT professionals and the future of technological professions.

In this way, we reward the best students in all the stages of their Higher Vocational Education – first and second year and the final stages of their education – in Web Application Development, Multiplatform Application Development, and Network Systems Administration, in the Catalonia region.

## Prodis Foundation

We have been working with the Prodis Foundation to integrate people with physical disabilities into the workforce to offer support in various areas of the company.

To this end, we have implemented an internship and subsequent hiring programme, under the umbrella of the Promentor programme, in the following fields:

- **IT support:** a person whose role is the daily monitoring of conference rooms and of the proper functioning of the audio-visual and technical equipment in them. After the internship period, they will be integrated into our workforce.
- **Filing:** a person in charge of scanning, separating and filing all new personnel files that arrive in the filing department. Additionally, they sort documents by type, renaming them and saving them in the network folder.

## Recruiting professionals with autism and Asperger's

Specialisterne offers training and work opportunities with high added value in the IT sector for people with autism and Asperger's.

In the **everis** team, we have people dedicated to tasks that require concentration and accuracy, tasks they excel in.

Last year, we hired various professionals through Specialisterne.

## Exit

At **everis**, we also want to offer opportunities to people at risk of social exclusion. That's why we work with the Exit Foundation.

Our collaboration began through tutoring young people from the Foundation and continuing along this thread. The Coach project was the first to establish a tutoring plan, wherein each of the participants has an assigned **everis** employee who guides them for a few days, through activities focused on coaching and mentoring. In the latest edition, 20 **everis** professionals helped many of these young people learn about the internal workings of the company, encouraging them to find their vocation and motivating them to continue their training.

## Christmas CAMPAIGN

Solidarity in the click of a button. In 2016, **everis** and the Electronic Money entity, SEFIDE, developed a mobile app for the Madrid Food Bank. In this way, the BAMADRID app enabled its users to directly collaborate with the institution flexibly and securely, making food donations for people in need over the Christmas period. BAMADRID made it possible for us to donate a tonne of food.

At **everis**, we have our sights set on working to make our environment a better place. That's why our commitment goes beyond what we as a company are able to create.

And while we keep this premise in mind all year round, Christmas gives us the opportunity to concentrate our effort on, on the one hand, helping society to be a little more digital and, on the other hand, collecting food and toys through various non-profit organisations, as is already tradition in the company.

In total, around 300 **everis** professionals from the Madrid, Barcelona, Valencia, Seville, Murcia, and Valladolid offices collaborated with the Reyes Magos de verdad (Real Wise Men) initiative.

It is an event wherein participants receive a letter to the Three Wise Men, written by an underprivileged child. In this way, professionals can learn more about the person they are giving their gift to, creating a bond that is far from superficial.



And as is already tradition in the company, a charity tree was placed at our office entrances, where staff could leave their donations.

At Christmas, our Madrid office professionals had the chance to attend the Ice Circus with their children. Around 1,600 attendees enjoyed the magical world of fountains, trees, sculptures, skating and music that had everyone enthralled. Furthermore, before and after the show, their little ones could feel like the stars of the show as they skated around the outdoor rink, hanging their wishes on the huge Christmas tree.

Likewise, Italy wanted to bring technology closer to the underprivileged. For this purpose, **everis** donated 50 computers, with the intention of creating computer laboratories in schools in Milan and Rome.

**everis** Mexico is running its fourth "Santa's Little Helpers" campaign where company volunteer staff give gifts of clothes and toys to the children at the Estancia Transitoria de la CDMX (Centre for Temporary Residence in Mexico City). The event is held at a Christmas Posada, a Mexican Christmas tradition recreating the nativity scene with Santa Claus and his helpers, working hard to put smiles on the little ones' faces.

In Chile, the 2016 President of the Republic's Christmas Celebration is held in three cities and is expected to bring in a crowd of approximately 40,000 guests. The children, aged six and above, and families invited were from different socio-economic and cultural backgrounds. The **everis** Temuco branch supported the initiative and invited its staff to the Christmas event with the aim of creating a huge audience to enjoy these top-level artistic offerings.

**everis** Chile has made a strong commitment to the Telethon, a televised marathon that aims to raise funds for disabled children and young people. Thanks to efforts from our staff and contributions from the company, we raised over 11,000 euros.

All of this was orchestrated by a communication campaign to strengthen the ties that bind all **everis** employees, regardless of what continent they are on. It also helps bridge the physical distance between everyone making up the NTT DATA Group.

## everis DAY

On 22 October, everis celebrates “everisday”, a joint event celebrated in all of the Spanish and LATAM offices, where we get together to celebrate the company’s birthday. This initiative reflects the company’s multicultural and global levels, and the opportunities arising from the merger with NTT DATA Group.

This time, considering we turned 20 in 2016, we wanted to mark the special occasion with a look back at our history, without losing sight of the future that will afford us opportunities to keep on building something great. To do so, we launched a microsite which we used to invite all our employees to create their own logo and share it on social media with the hashtag #20yarseveris.

## everis on social MEDIA

With a view to maintaining relationships with our stakeholders and being accessible to them all, at everis we have a strong social media presence, with global open channels in Spanish and English.

Our various communication channels make it possible for people to contact us instantly and directly, which contributes to transparency and clarity for staff, clients and job applicants alike.

### Follow us on LinkedIn

[www.linkedin.com/company/everis](http://www.linkedin.com/company/everis)

Given the professional nature of this network, this is the one we use most. Our high rate of expansion means we are in constant search of talent. And, as a social network, LinkedIn is an endless source of professional profiles.

This network offers us a localised page of companies organised by language and content for all locations we operate in. We can publish valuable content here such as studies, reports, interesting events for our clients and, of course, relevant information about what's going on in the company.

### Follow us on Facebook

[www.facebook.com/everis/](http://www.facebook.com/everis/)  
[www.facebook.com/everis.latam](http://www.facebook.com/everis.latam)

In addition to our corporate Facebook page, we have local pages in other locations such as Portugal, Italy, Brazil and the USA.

We use this social network to publish events, job offers, news, technology trends and any content or information of value for all the sectors in which we operate. At the same time, Facebook is an open window that can use to demonstrate our non-business activities, such as those related to the **everis** Foundation, or office life, which also show what sort of company we are.

### Follow us on Twitter

[www.twitter.com/everis](http://www.twitter.com/everis)  
[www.twitter.com/everis\\_latam](http://www.twitter.com/everis_latam)  
[www.twitter.com/everis\\_en](http://www.twitter.com/everis_en)

This year, given this network’s global standing, and with the aim of reaching a wider audience, we have set up a new English Twitter account.

### Follow us on YouTube

[www.youtube.com/user/everisgroup](http://www.youtube.com/user/everisgroup)  
[www.youtube.com/everisglobal](http://www.youtube.com/everisglobal)

We use YouTube to store our audiovisual material that we share on social media. Our followers and candidates have the chance to see what a typical day in the company is like, what sort of actions we carry out for our professionals, the latest trends in big data, a sneak peek into the big events we take part in, or learning about some of the company’s service provision success cases.

### Follow us on Vimeo

[www.vimeo.com/everisgroup](http://www.vimeo.com/everisgroup)

### blog.everis.com

The **everis** blog is an environment made available to all **everis** professionals where they can talk about their experiences, projects and interesting information on the sectors we work in.

### Launch of the new company website

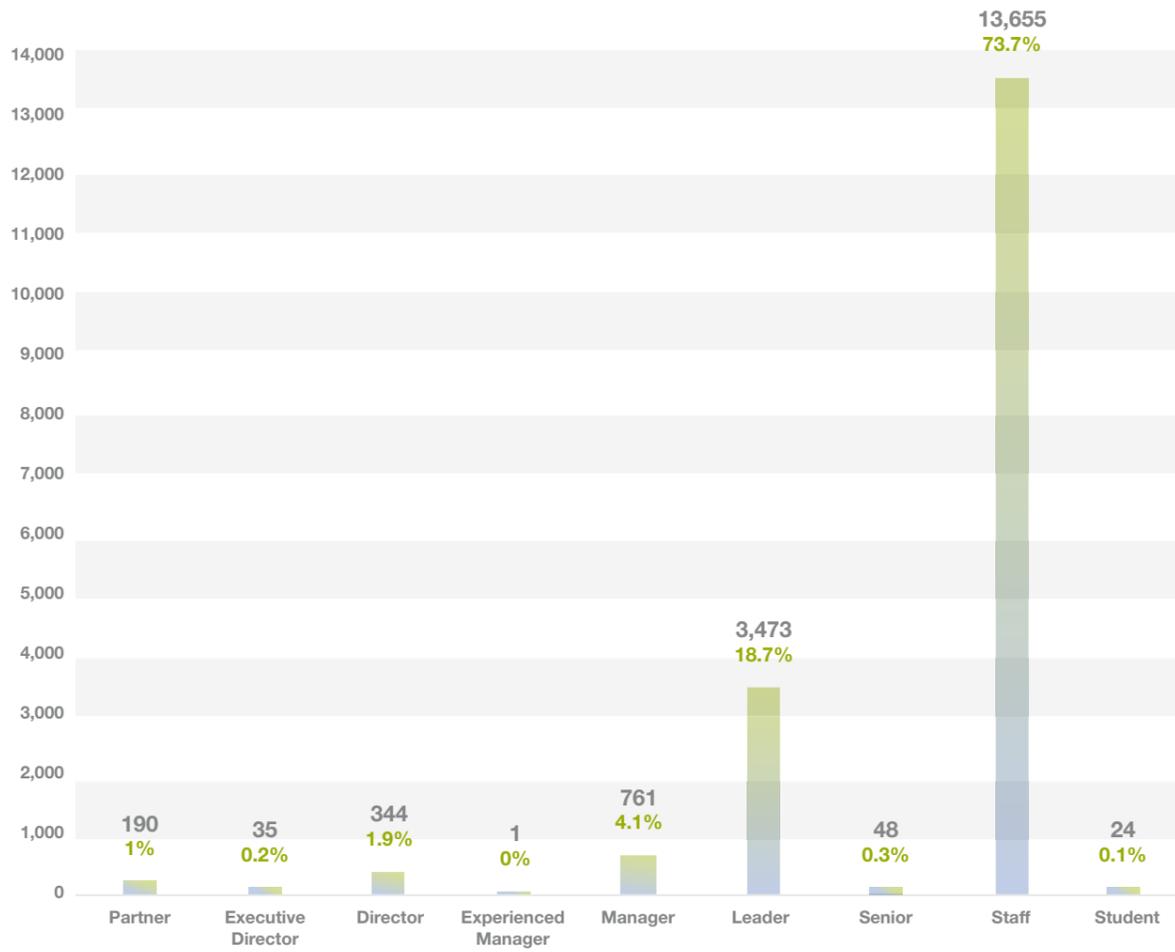
This year, we launched a new company website. Renewing this portal meant completely adapting to new technologies and, of course, improving the user experience with our new responsive website. What’s more, we placed a strong emphasis on design and architecture, while keeping relevant aspects such as security, navigation and reliability at the forefront.

[www.everis.com/global/es](http://www.everis.com/global/es)  
[www.everis.com/global/en](http://www.everis.com/global/en)

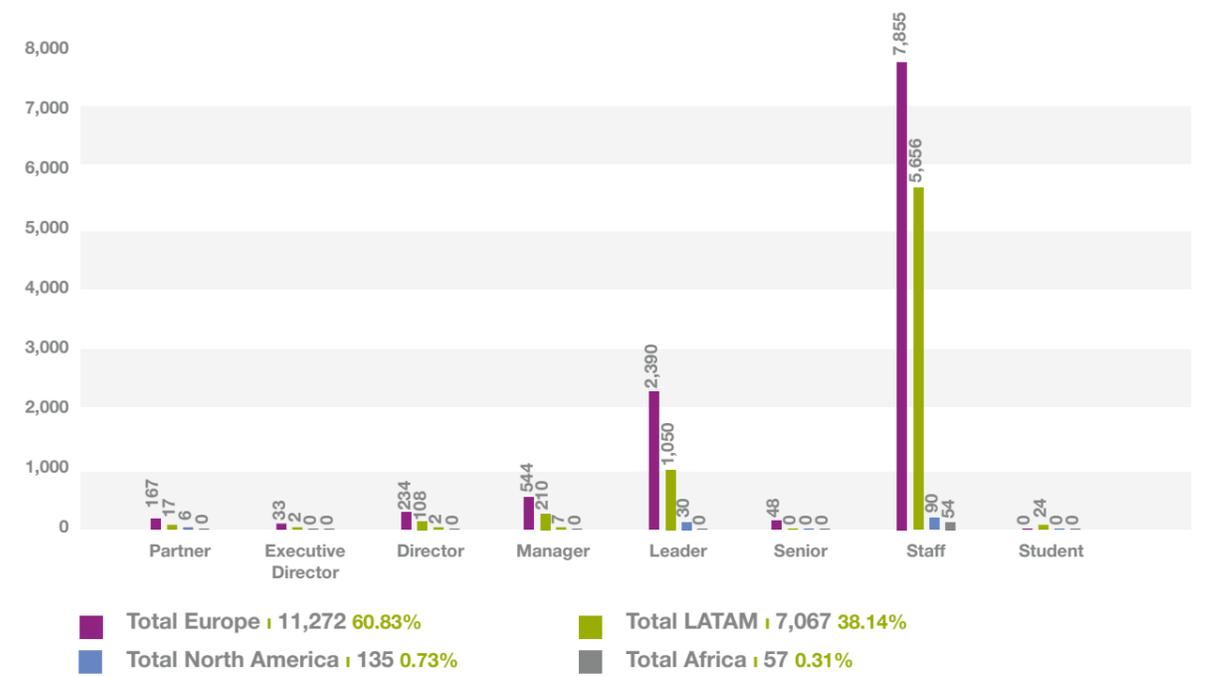


## PROFESSIONALS BY REGION

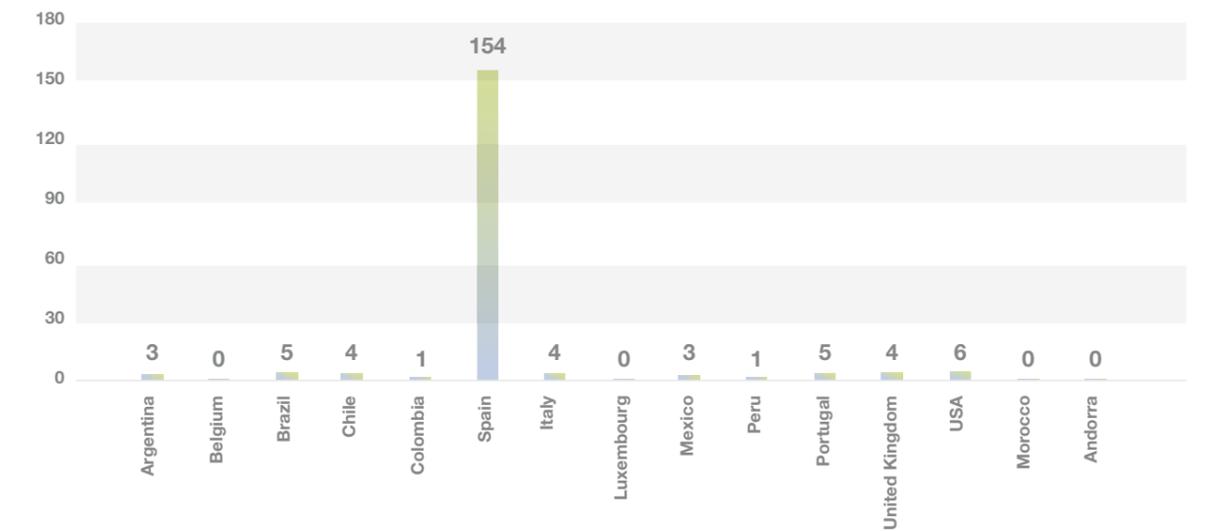
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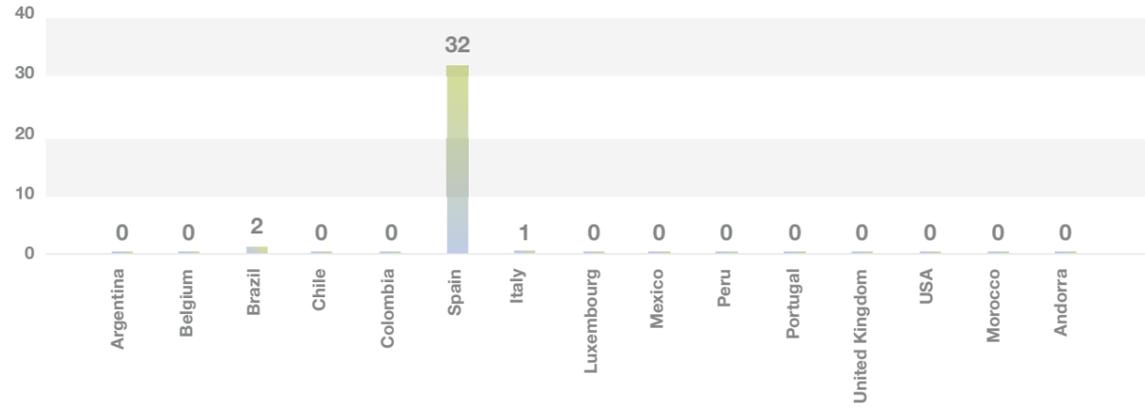
### Region



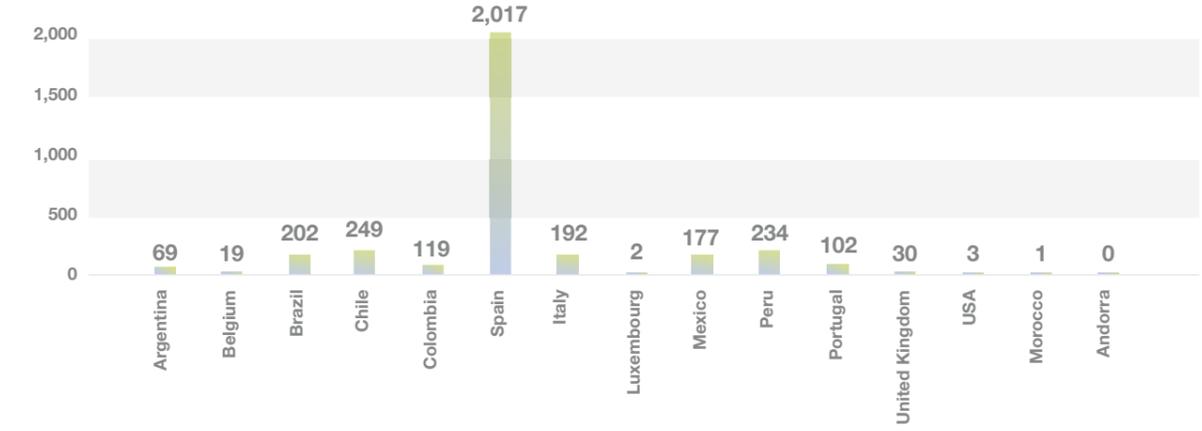
### Professionals by country | Partner



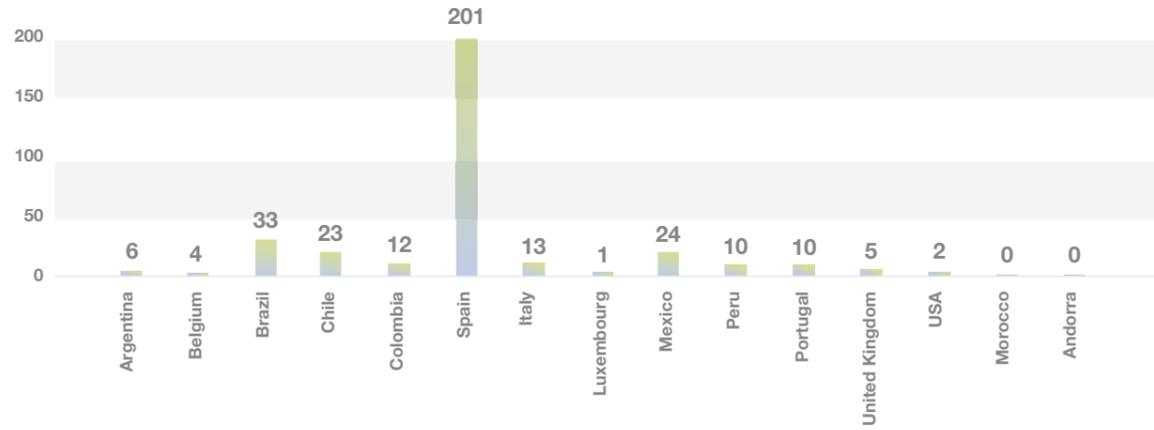
Professionals by country | Executive Director



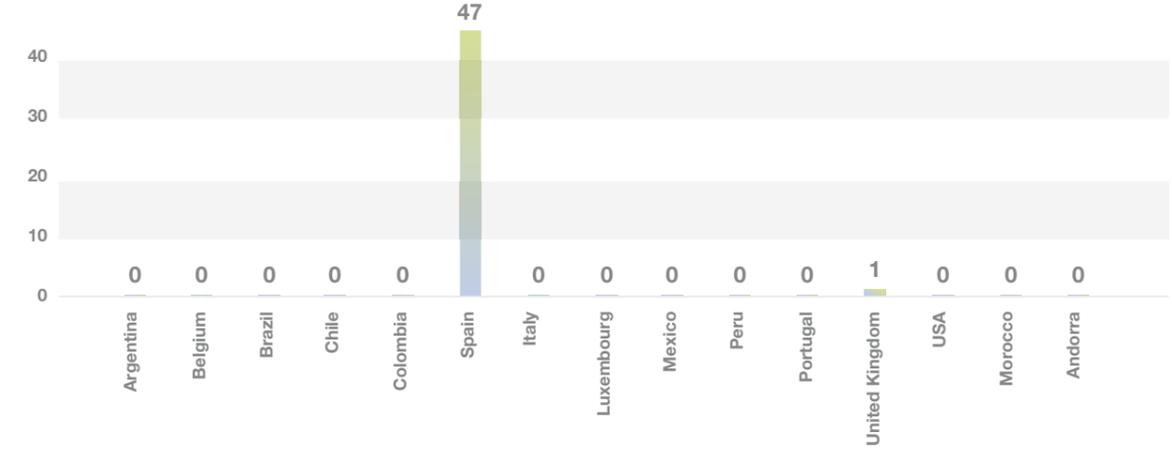
Professionals by country | Leader



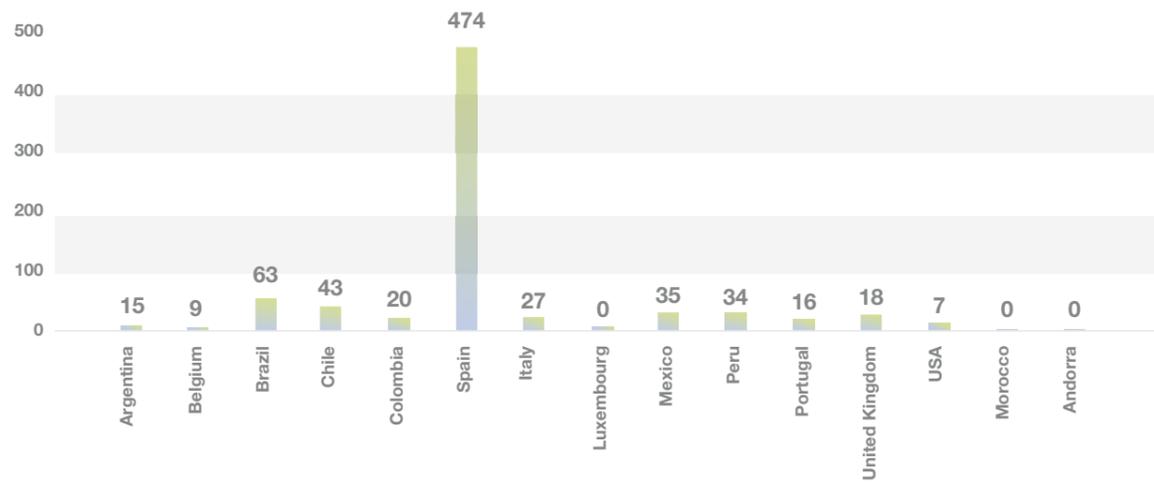
Professionals by country | Director



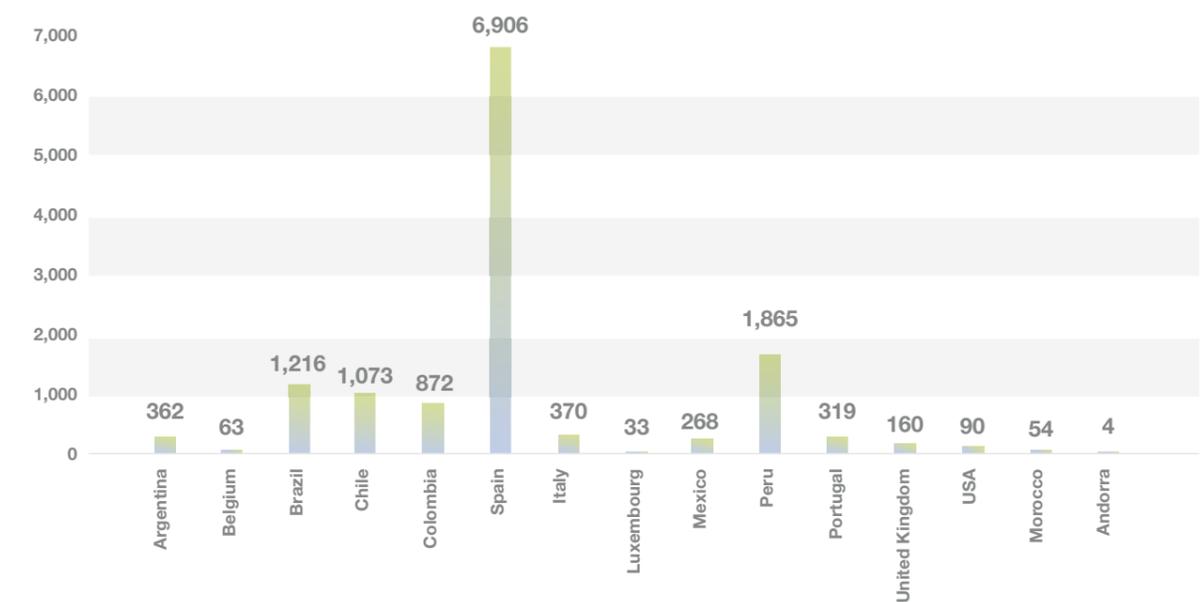
Professionals by country | Senior



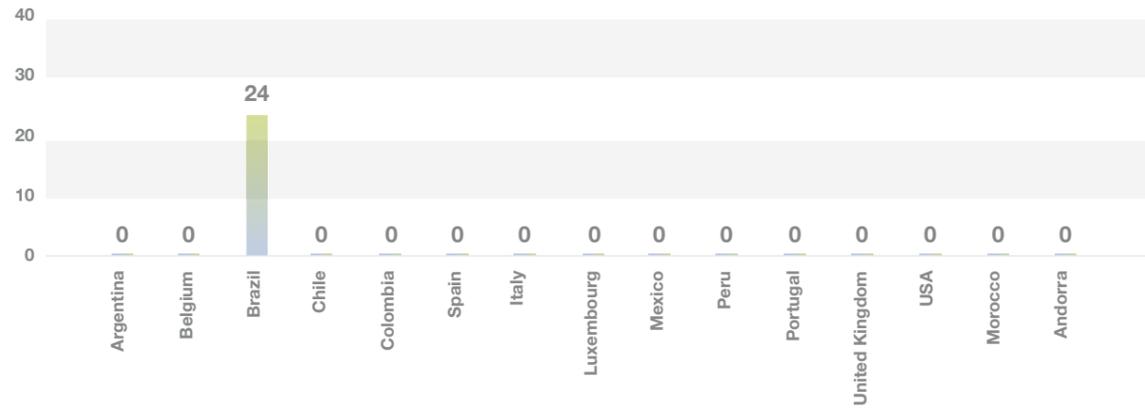
Professionals by country | Manager



Professionals by country | Staff

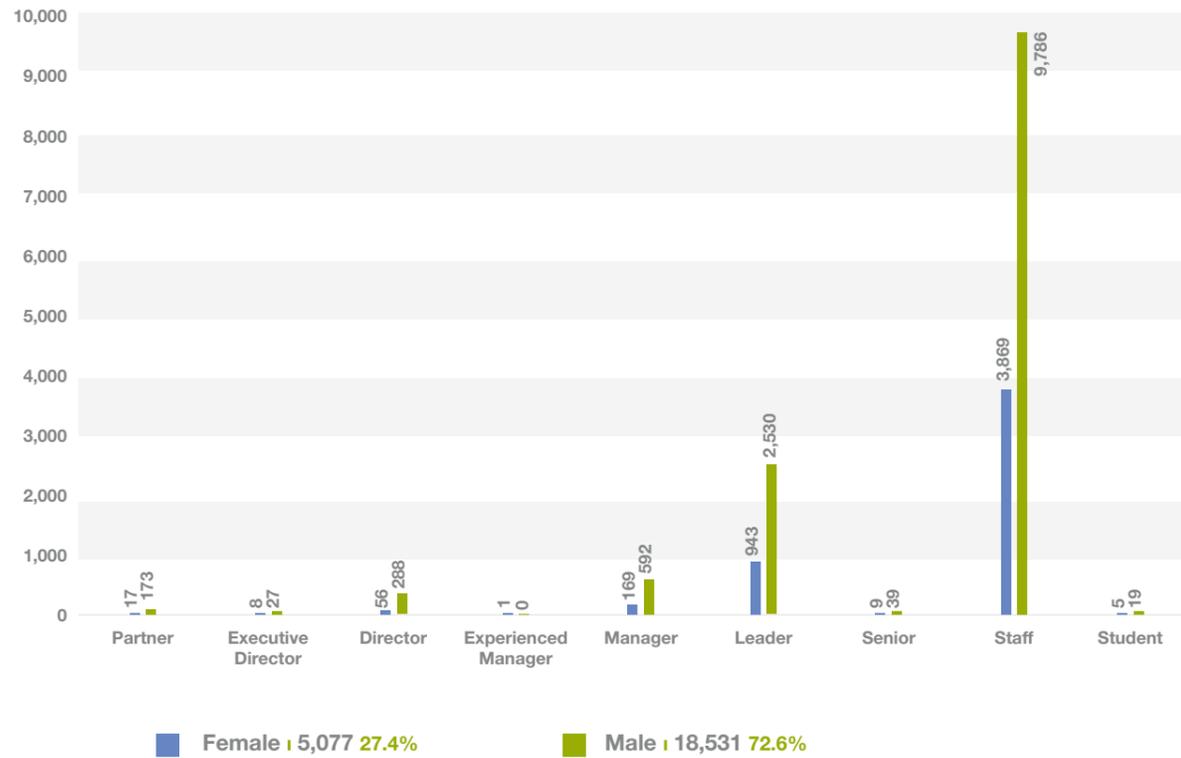


### Professionals by country | Students

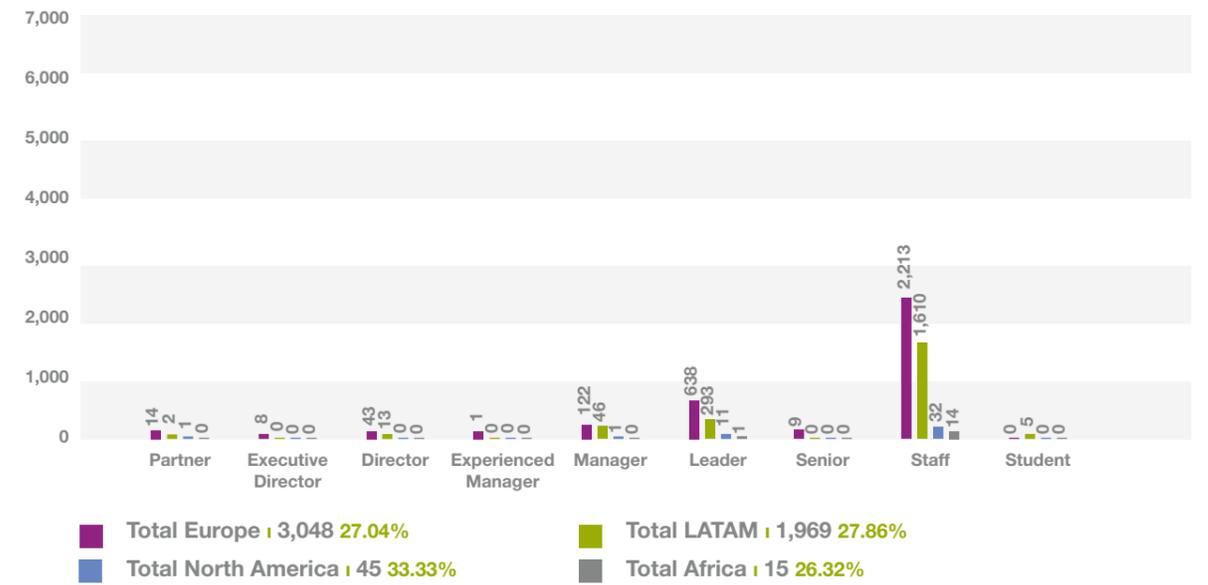


### PROFESSIONALS BY CATEGORY AND GENDER

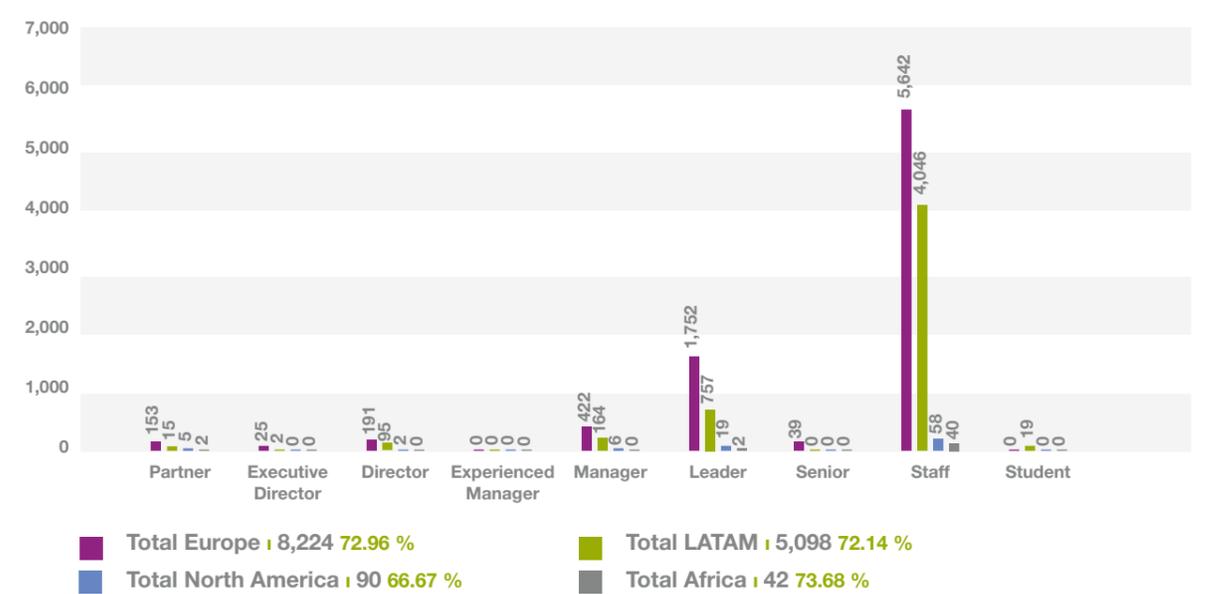
#### By gender



#### By region | Female



#### By region | Male



## PROFESSIONALS BY AGE AND REGION

### By region and age

REGION	AGE	TOTAL
Europe	-20	1
	20-30	3,871
	30-40	5,259
	40-50	1,827
	50-60	298
	+60	16
<b>Total Europe</b>		<b>11,272</b>
LATAM	-20	27
	20-30	3,298
	30-40	2,813
	40-50	753
	50-60	145
	+60	31
<b>Total LATAM</b>		<b>7,067</b>
North America	20-30	42
	30-40	53
	40-50	30
	50-60	9
	+60	1
	<b>Total North America</b>	
Africa	20-30	35
	30-40	20
	40-50	1
	50-60	1
	<b>Total Africa</b>	
<b>Total</b>		<b>18,531</b>



### By region, category, age and gender

REGION	GENERIC CATEGORY	AGE	FEMALE	MALE	TOTAL
Europe	Partner	30-40	2	8	10
		40-50	9	113	122
		50-60	3	31	34
		+60		1	1
		<b>Total Partner</b>		<b>14</b>	<b>153</b>
	Executive Director	40-50	5	18	23
		50-60	3	7	10
	<b>Total Executive Director</b>		<b>8</b>	<b>25</b>	<b>33</b>
	Director	30-40	11	46	57
		40-50	24	126	150
		50-60	8	19	27
		<b>Total Director</b>		<b>43</b>	<b>191</b>
	Experienced Manager	30-40	1		1
	<b>Total Experienced Manager</b>		<b>1</b>		<b>1</b>
	Manager	20-30		1	1
		30-40	57	245	302
		40-50	57	161	218
		50-60	7	14	21
		+60	1	1	2
		<b>Total Manager</b>		<b>122</b>	<b>422</b>
	Leader	20-30	22	88	110
		30-40	440	1,236	1,676
		40-50	158	393	551
50-60		17	32	49	
+60		1	3	4	
<b>Total Leader</b>		<b>638</b>	<b>1,752</b>	<b>2,390</b>	
Senior	20-30		4	4	
	30-40	4	14	18	
	40-50	4	15	19	
	50-60	1	6	7	
<b>Total Senior</b>		<b>9</b>	<b>39</b>	<b>48</b>	
Staff	-20	1		1	
	20-30	982	2,774	3,756	
	30-40	926	2,269	3,195	
	40-50	253	491	744	
	50-60	50	100	150	
	+60	1	8	9	
<b>Total Staff</b>		<b>2,213</b>	<b>5,642</b>	<b>7,855</b>	
<b>Total Europe</b>			<b>3,048</b>	<b>8,224</b>	<b>11,272</b>

REGION	GENERIC CATEGORY	AGE	FEMALE	MALE	TOTAL
LATAM	Partner	30-40	0	1	1
		40-50	2	11	13
		50-60	0	3	3
	<b>Total Partner</b>		<b>2</b>	<b>15</b>	<b>17</b>
	Executive Director	40-50	0	2	2
		<b>Total Executive Director</b>		<b>0</b>	<b>2</b>
	Director	-20	0	1	1
		20-30	0	1	1
		30-40	3	34	37
		40-50	8	48	56
		50-60	2	11	13
	<b>Total Director</b>		<b>13</b>	<b>95</b>	<b>108</b>
	Manager	20-30	0	1	1
30-40		24	95	119	
40-50		19	60	79	
50-60		3	8	11	
<b>Total Manager</b>		<b>46</b>	<b>164</b>	<b>210</b>	
Leader	20-30	31	76	107	
	30-40	195	479	674	
	40-50	60	166	226	
	50-60	6	28	34	
	+60	1	8	9	
<b>Total Leader</b>		<b>293</b>	<b>757</b>	<b>1,050</b>	
Staff	-20	6	20	26	
	20-30	938	2,228	3,166	
	30-40	545	1,436	1,981	
	40-50	102	275	377	
	50-60	17	67	84	
	+60	2	20	22	
<b>Total Staff</b>		<b>1,610</b>	<b>4,046</b>	<b>5,656</b>	
Student	20-30	5	18	23	
	<b>30-40</b>	<b>0</b>	<b>1</b>	<b>1</b>	
<b>Total Student</b>		<b>5</b>	<b>19</b>	<b>24</b>	
<b>Total LATAM</b>			<b>1,969</b>	<b>5,098</b>	<b>7,067</b>

The data presented are for the 2016 fiscal year

REGION	GENERIC CATEGORY	AGE	FEMALE	MALE	TOTAL
North America	Partner	40-50	1	4	5
		50-60	0	1	1
	<b>Total Partner</b>		<b>1</b>	<b>5</b>	<b>6</b>
	Director	40-50	0	1	1
		50-60	0	1	1
	<b>Total Director</b>		<b>0</b>	<b>2</b>	<b>2</b>
	Manager	30-40	0	4	4
		40-50	1	0	1
		50-60	0	2	2
	<b>Total Manager</b>		<b>1</b>	<b>6</b>	<b>7</b>
Leader	20-30	1	0	1	
	30-40	7	11	18	
	40-50	3	7	10	
	50-60	0	1	1	
<b>Total Leader</b>		<b>11</b>	<b>19</b>	<b>30</b>	
Staff	20-30	11	30	41	
	30-40	14	17	31	
	40-50	6	7	13	
	50-60	1	3	4	
	+60	0	1	1	
<b>Total Staff</b>		<b>32</b>	<b>58</b>	<b>90</b>	
<b>Total North America</b>			<b>45</b>	<b>90</b>	<b>135</b>
Africa	Leader	30-40	1	1	2
		50-60	0	1	1
	<b>Total Leader</b>		<b>1</b>	<b>2</b>	<b>3</b>
Staff	20-30	10	25	35	
	30-40	4	14	18	
	40-50	0	1	1	
<b>Total Staff</b>		<b>14</b>	<b>40</b>	<b>54</b>	
<b>Total Africa</b>			<b>15</b>	<b>42</b>	<b>57</b>
<b>TOTAL</b>			<b>5,077</b>	<b>13,454</b>	<b>18,531</b>

The data presented are for the 2016 fiscal year



# TURNOVER

## Turnover rates by region

	TURNOVER RATE	DESIRED TURNOVER RATE	UNDESIED TURNOVER RATE	NO BASIS TURNOVER RATE
<b>TOTAL</b>	<b>25.4%</b>	<b>5.8%</b>	<b>16.94%</b>	<b>2.70%</b>
REGION	TURNOVER RATE	DESIRED TURNOVER RATE	UNDESIED TURNOVER RATE	NO BASIS TURNOVER RATE
Europe	17.6%	3.3%	13.32%	0.98%
LATAM	37.4%	9.6%	22.47%	5.36%
North America	28.3%	5.7%	21.93%	0.71%
Africa	47.2%	7.9%	20.96%	18.34%
<b>TOTAL</b>	<b>25.4%</b>	<b>5.8%</b>	<b>16.94%</b>	<b>2.70%</b>

## Turnover rates by gender

GENDER	TURNOVER RATE	DESIRED TURNOVER RATE	UNDESIED TURNOVER RATE	NO BASIS TURNOVER RATE
FEMALE	25.1%	5.6%	16.46%	3.07%
MALE	25.5%	5.9%	17.11%	2.56%
<b>TOTAL</b>	<b>25.4%</b>	<b>5.8%</b>	<b>16.94%</b>	<b>2.70%</b>

## Turnover rates by country

COUNTRY	TURNOVER RATE	DESIRED TURNOVER RATE	UNDESIED TURNOVER RATE	NO BASIS TURNOVER RATE
Spain	17.3%		13.45%	0.97%
Rest	34.6%	9.0%	20.87%	4.65%
<b>TOTAL</b>	<b>25.4%</b>	<b>5.8%</b>	<b>16.94%</b>	<b>2.70%</b>
COUNTRY	TURNOVER RATE	TURNOVER RATE	TURNOVER RATE	TURNOVER RATE
Argentina	29.9%	9.0%	17.24%	3.68%
Belgium	22.5%	0.0%	21.35%	1.12%
Brazil	34.9%	17.2%	15.86%	1.84%
Chile	23.1%	7.5%	13.78%	1.83%
Colombia	50.2%	12.6%	33.19%	4.42%
Spain	17.3%	2.9%	13.45%	0.97%
UK	20.1%	4.7%	14.94%	0.47%
Italy	16.2%	4.1%	10.98%	1.12%
Luxembourg	0.0%	0.0%	0.00%	0.00%
Morocco	47.2%	7.9%	20.96%	18.34%
Mexico	28.8%	6.6%	18.74%	3.48%
Peru	46.8%	4.4%	30.47%	11.96%
Portugal	25.5%	12.4%	11.89%	1.24%
USA	28.3%	5.7%	21.93%	0.71%
<b>TOTAL</b>	<b>25.4%</b>	<b>5.8%</b>	<b>16.94%</b>	<b>2.70%</b>

REGION	TURNOVER RATE		DESIRED TURNOVER RATE		UNDESIED TURNOVER RATE		NO BASIS TURNOVER RATE	
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE
Europe	16.1%	18.2%	3.30%	3.36%	11.81%	13.88%	0.96%	0.98%
LATAM	39.0%	36.8%	9.17%	9.76%	23.60%	22.05%	6.20%	5.04%
North America	24.9%	29.8%	4.53%	6.17%	20.38%	22.64%	0.00%	1.03%
Africa	60.5%	42.5%	10.08%	7.08%	10.08%	24.78%	40.34%	10.62%
<b>TOTAL</b>	<b>25.1%</b>	<b>25.5%</b>	<b>5.60%</b>	<b>5.85%</b>	<b>16.46%</b>	<b>17.11%</b>	<b>3.07%</b>	<b>2.56%</b>



### Turnover rates by age

AGE	TURNOVER RATE	UNDESIED TURNOVER RATE
-20	30.0%	80.00%
20-30	5.5%	27.28%
30-40	5.3%	12.25%
40-50	6.7%	6.66%
50-60	11.3%	7.18%
+60	8.2%	8.25%
<b>TOTAL</b>	<b>5.8%</b>	<b>16.94%</b>



### Turnover rates by region

REGION	AGE	DESIRED TURNOVER RATE	UNDESIED TURNOVER RATE
Europe	-20	126.32%	63.16%
	20-30	3.45%	21.76%
	30-40	2.95%	10.63%
	40-50	3.61%	6.24%
	50-60	6.74%	5.73%
	+60	0.00%	11.59%
<b>Total Europe</b>	<b>3.34%</b>	<b>13.32%</b>	
LATAM	-20	21.72%	81.45%
	20-30	7.82%	33.37%
	30-40	9.70%	15.03%
	40-50	13.87%	7.55%
	50-60	20.18%	9.77%
	+60	13.04%	6.52%
<b>Total LATAM</b>	<b>9.60%</b>	<b>22.47%</b>	
North America	-20	0.00%	0.00%
	20-30	4.67%	35.02%
	30-40	3.46%	20.75%
	40-50	9.60%	9.60%
	50-60	11.32%	11.32%
	+60	0.00%	0.00%
<b>Total North America</b>	<b>5.66%</b>	<b>21.93%</b>	
Africa	-20	0.00%	0.00%
	20-30	7.48%	22.43%
	30-40	9.23%	18.46%
	40-50	0.00%	0.00%
	50-60	0.00%	0.00%
	+60	0.00%	0.00%
<b>Total Africa</b>	<b>7.86%</b>	<b>20.96%</b>	
<b>TOTAL</b>	<b>5.78%</b>	<b>16.94%</b>	

### Turnover rates by region, age and gender

#### DESIRED TURNOVER RATE / UNDESIED TURNOVER RATE

REGION	AGE	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
Europe	-20	0.00%	218.18%	126.32%	0.00%	109.09%	63.16%
	20-30	2.36%	3.82%	3.45%	21.50%	21.85%	21.76%
	30-40	2.82%	3.00%	2.95%	8.61%	11.39%	10.63%
	40-50	5.06%	3.03%	3.61%	5.26%	6.62%	6.24%
	50-60	9.74%	5.38%	6.74%	6.49%	5.38%	5.73%
	+60	0.00%	0.00%	0.00%	0.00%	14.04%	11.59%
<b>Total Europe</b>		<b>3.30%</b>	<b>3.36%</b>	<b>3.34%</b>	<b>11.81%</b>	<b>13.88%</b>	<b>13.32%</b>
LATAM	-20	28.57%	20.11%	21.72%	285.71%	33.52%	81.45%
	20-30	7.34%	8.01%	7.82%	34.89%	32.75%	33.37%
	30-40	10.05%	9.58%	9.70%	13.35%	15.63%	15.03%
	40-50	11.80%	14.58%	13.87%	9.12%	7.01%	7.55%
	50-60	22.52%	19.59%	20.18%	6.43%	10.61%	9.77%
	+60	0.00%	14.37%	13.04%	0.00%	7.19%	6.52%
<b>Total LATAM</b>		<b>9.17%</b>	<b>9.76%</b>	<b>9.60%</b>	<b>23.60%</b>	<b>22.05%</b>	<b>22.47%</b>
North America	-20	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	20-30	0.00%	6.20%	4.67%	37.80%	34.11%	35.02%
	30-40	0.00%	5.50%	3.46%	18.60%	22.02%	20.75%
	40-50	18.05%	4.96%	9.60%	9.02%	9.92%	9.60%
	50-60	0.00%	12.77%	11.32%	0.00%	12.77%	11.32%
	+60	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total North America</b>		<b>4.53%</b>	<b>6.17%</b>	<b>5.66%</b>	<b>20.38%</b>	<b>22.64%</b>	<b>21.93%</b>
Africa	-20	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	20-30	13.04%	5.24%	7.48%	13.04%	26.20%	22.43%
	30-40	0.00%	11.65%	9.23%	0.00%	23.30%	18.46%
	40-50	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	50-60	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	+60	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Africa</b>		<b>10.08%</b>	<b>7.08%</b>	<b>7.86%</b>	<b>10.08%</b>	<b>24.78%</b>	<b>20.96%</b>
<b>TOTAL</b>		<b>5.60%</b>	<b>5.85%</b>	<b>5.78%</b>	<b>16.46%</b>	<b>17.11%</b>	<b>16.94%</b>

### Average salary by gender

GENDER	AVERAGE SALARY	MALE/FEMALE AVERAGE SALARY RATIO
FEMALE	24,517	1.18
MALE	29,009	
<b>TOTAL</b>	<b>27,789</b>	

### Average salary by category and gender

GENERIC CATEGORY	FEMALE AVERAGE SALARY	MALE AVERAGE SALARY	TOTAL AVERAGE SALARY	MALE/FEMALE AVERAGE SALARY
Partner	141,003	148,715	148,030	1.05
Executive Director	96,500	97,351	97,167	1.01
Director	80,642	89,743	88,193	1.11
Experienced Manager	71,200	0	71,200	0.00
Manager	59,816	61,553	61,160	1.03
Leader	37,710	39,384	38,934	1.04
Senior	32,507	35,644	35,030	1.10
Experts	0	0	0	0.00
Staff	18,054	20,065	19,500	1.11
Student	2,536	2,497	2,503	0.98
<b>TOTAL</b>	<b>24,517</b>	<b>29,009</b>	<b>27,789</b>	<b>1.18</b>

### Average salary by region and gender

REGION SALARY RATIO	FEMALE AVERAGE SALARY	MALE AVERAGE SALARY	TOTAL AVERAGE SALARY	MALE/FEMALE AVERAGE SALARY
Europe	30,534	33,850	32,955	1.11
LATAM	13,886	20,158	18,444	1.45
North America	82,410	95,015	91,076	1.15
Africa	9,096	13,117	12,072	1.44
<b>TOTAL</b>	<b>24,517</b>	<b>29,009</b>	<b>27,789</b>	<b>1.18</b>

### Average salary by region, category and gender

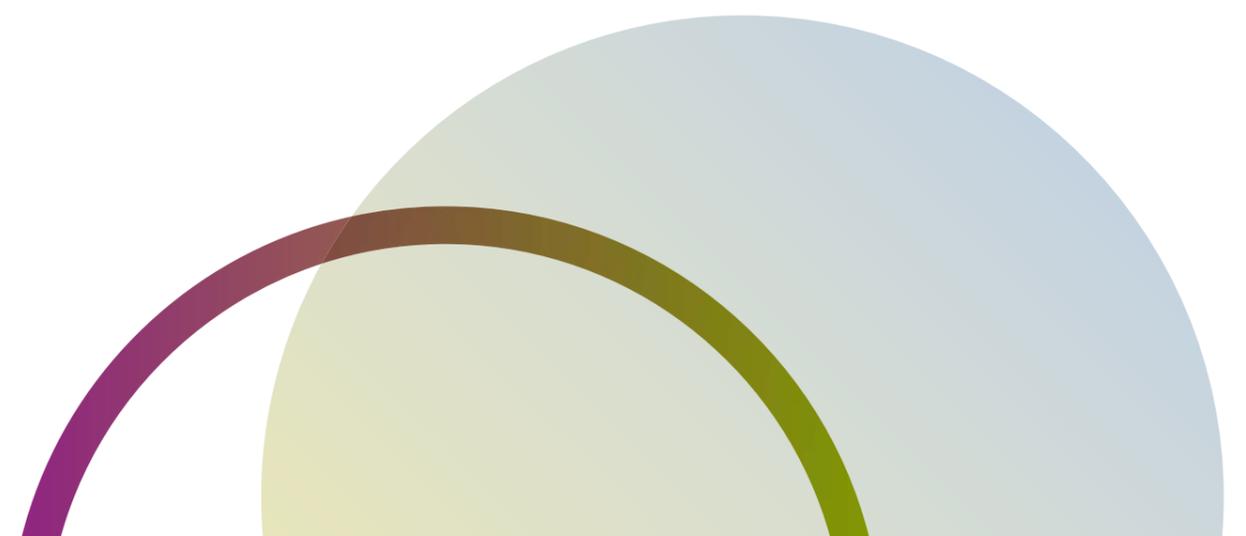
REGION	CATEGORY	FEMALE AVERAGE SALARY	MALE AVERAGE SALARY	TOTAL AVERAGE SALARY	MALE/FEMALE AVG. SALARY RATIO
Europe	Partner	132,857	142,050	141,282	1.07
	Executive Director	96,500	96,375	96,404	1.00
	Director	81,584	88,253	86,961	1.08
	Experienced Manager	71,200	0	71,200	0.00
	Manager	63,156	63,250	63,228	1.00
	Leader	41,169	41,903	41,707	1.02
	Senior	32,507	35,644	35,030	1.10
	Experts	0	0	0	0.00
	Staff	23,406	23,649	23,581	1.01
<b>Europe</b>	<b>TOTAL</b>	<b>30,534</b>	<b>33,850</b>	<b>32,955</b>	<b>1.11</b>
LATAM	Partner	131,777	172,396	167,985	1.31
	Executive Director	0	105,786	105,786	0.00
	Director	76,966	90,914	89,281	1.18
	Manager	48,449	53,230	52,196	1.10
	Leader	27,908	31,760	30,709	1.14
	Staff	9,706	14,451	13,123	1.49
	Student	2,536	2,497	2,503	0.98
<b>LATAM</b>	<b>TOTAL</b>	<b>13,886</b>	<b>20,158</b>	<b>18,444</b>	<b>1.45</b>
North America	Partner	273,503	298,221	293,513	1.09
	Director	0	277,061	277,061	0.00
	Manager	154,109	151,900	152,176	0.99
	Leader	105,136	105,379	105,307	1.00
	Staff	68,133	68,863	68,613	1.01
<b>North America</b>	<b>TOTAL</b>	<b>82,410</b>	<b>95,015</b>	<b>91,076</b>	<b>1.15</b>
Africa	Staff	8,820	12,326	11,404	1.40
<b>Africa</b>	<b>TOTAL</b>	<b>9,096</b>	<b>13,117</b>	<b>12,072</b>	<b>1.44</b>
<b>TOTAL</b>		<b>24,517</b>	<b>29,009</b>	<b>27,789</b>	<b>1.18</b>





05

# INSTITUTIONS





## INSTITUTIONS

**everis** is committed to training and academic excellence; therefore, we want to become a platform for talent and knowledge. From our inception, we have encouraged collaboration with the top universities in the country to help and support talent generation.

Universities generate talent and it is down to companies to turn said talent into value for society.

## UNIVERSITY



### Collaborative agreement with Comillas Pontifical University

Currently, we have an agreement with Comillas Pontifical University to use and strengthen teaching, methodological, technical and fiscal resources for the development of activities and studies to help train future professionals or retrain professionals currently working.

The agreement is specifically implemented in the following areas:

- **everis** sponsorship to fund Final Year Project awards, scientific and innovative student activities, conferences and Master's degrees.
- Development of initiatives intended to bring the business world closer to universities. These activities range from training in transversal skills and open days, to participating in events and seminars.



### everis ETSIT-UPM Chair

As part of our aim is to boost technological innovation and support entrepreneurship from the university world, we have continued with the **everis** ETSIT-UPM Chair this fiscal year.

This collaboration agreement, designed to encourage an innovative attitude towards Information and Communication Technology among students was made possible by **everis** Initiatives and the Rogelio Segovia Foundation for the Development of Telecommunications (Fundetel).

This organisation, as part of the Polytechnic University of Madrid, is linked to the Higher Technical School of Telecommunications Engineering (ETSIT) and specialises in execution, management and promotion of teaching, research and development, and innovation activities.



### everis-UPC Agreements

We have maintained other agreements this fiscal year with the Polytechnic University of Catalonia (UPC). The aim is to encourage training in Information Technology (IT) through **everis** agreements on innovation and promotion of research, studies and professions in the IT sector, based in the Barcelona School of Computing (FIB) at the UPC. In this context, a collaboration agreement was also signed with Escola Tècnica Superior de Telecomunicacions de Barcelona (ETSETB - Barcelona School of Telecommunications Engineering).

The activities involved in this agreement with FIB are focused on research, training, innovation, knowledge transfer and dissemination activities based around two objectives:

- Firstly, encouraging IT studies and UPC courses relating to this sector. This is specifically relevant to official degrees and Master's degrees offered by FIB, in order to tackle the declining number of professionals on the IT labour market over the last few years. In this regard, we have worked together to connect the working world with the training, learning and employability of graduates in the sectors mentioned above.
- Secondly, the agreement will boost technological research related to software engineering (SE) – a discipline that provides methods and techniques to develop and maintain quality software – in areas identified as a priority in the sector.

Activities included in the agreement with ETSETB focus on:

- Offering seminars on specific subjects with the Advanced Engineering Project introduced towards the end of the course, as well as inviting students to activities carried out on **everis** premises.
- Promoting the **everis** Scholarship Programme for the 2014-15 and 2015-16 academic years for enrolment on the first year of the Master's degree course in Telecommunications Engineering (MET) at ETSETB-UPC.





#### everis MPSEI-UPM Chair

**everis** has maintained a collaborative agreement with the Polytechnic University of Madrid (UPM) to serve as a link between the academic and business worlds through the Software Process Improvement in Latin America (MPSEI) Chair. The initiative is chaired by Ángel Jordán, professor emeritus at Carnegie Mellon University, directed by José Antonio Calvo-Manzano and is made up of professors from UPM, UNED and Universidad Carlos III de Madrid.

Since 2005, the MPSEI Chair has been expanding and making strides in the implementation of more effective models for the development of computer systems. Its objectives include promotion research, adaptation and dissemination of software process improvement techniques; teaching and interdisciplinary research activities; knowledge transfer and technological results; and funding of scholarships (mainly for PhD/Master's students) in the field of ICT.

General activities performed within the scope of the MPSEI Chair include:

- Proposing lines of work between the priorities and needs of companies and the UPM, and which constitute doctoral theses for PhD students.
- Helping put in place the widest dissemination of research results and, in general, of all the activities within the scope of this Chair. For this purpose, research findings will be published in conferences and journals related to process improvement.

Likewise, the MPSEI Chair collaborates with the Software Engineering Institute (SEI) to translate one of the most widespread process models worldwide, CMMI-DEV v1.3, into Spanish.



#### everis ETSII-UPM Chair

**everis** and the Higher Technical College of Industrial Engineering (ETSII) at the Polytechnic University of Madrid (UPM), have signed a collaborative agreement to implement several initiatives, including sponsoring educational activities for students, in addition to several information dissemination activities.

The agreement is part of **everis**'s firm commitment to close collaboration within the university environment and our commitment to helping and supporting the next generation of future talent in new information technologies.

The activities to be developed include cooperation in training programmes to enhance transversal skills and bring students closer to the reality of the industry; awarding scholarships for projects related to cloud-packaged solutions and the development of best practices; the launch of end-of-Master's degree and end-of-Bachelor's degree awards; seminars on business management and skills workshops; and granting internships at **everis**.

#### Initiatives

To be part of the educational process and be a direct faculty collaborator, **everis** offers initiatives for universities centred on its experience and attitude as a knowledge base.

##### • Open days at everis offices

**everis** is opening its doors so future professionals can gain first-hand knowledge on the day-to-day life of a consulting firm. Partners and managers will guide them, explaining the company and specific projects we undertake.

##### • Workshops in transversal knowledge

Developing a person's talent depends not only on their technical knowledge, but also on the thorough preparation of a series of other personal skills. Therefore, **everis** offers universities a training plan aimed at students' integral development. These are training sessions for students on how to work as part of a team and give good presentations, and time management, among other subjects.

##### • Sponsorship for top students

Building a career with excellent academic results is synonymous with success. Therefore, and because we believe that quality training is essential to unearthing talent, **everis** sponsors university awards for top students. Proof of this is the diploma for the best first-year student in Maths, Computer Science and Computer Engineering at the UPM ETSII (Computer Science School) awarded last year.

##### • Collaboration with student associations

**everis** collaborated with the EBEC project (European BEST Engineering Competition), whose purpose is to open up the largest engineering competition in Europe to students. Its aim is to challenge their skills and improve their abilities, encouraging the implementation of knowledge, development of social skills and acquisition of technical skills.

#### • Participation in employment fairs

**everis** attends employment fairs every year in order to guide young people towards employability through talks.

#### • Selection processes on university premises

So students don't have to travel to the company themselves, **everis** holds interviews on campus. This is complemented by interview training.

#### • Development of final university projects at everis

Students can carry out their final university project at **everis** and receive advice and guidance from everis professionals, experts in the field

#### • Specialised talent

At **everis**, we offer professional and specialised training for jobs at top-level organisations, guided by experts in cutting-edge digital technologies. Students can use their scholarship in CRM, Business Intelligence, Digital Channels or Software Architecture, working on a project or carrying out their Final Project (FGP).

#### • Job offers in their environment

To give graduates the chance to develop their career at **everis**, we announce job offers to students. We bring these offers closer to their environment, their university websites, employment exchanges and the channels they use most frequently.

#### • Commitment to talent

**everis** participated in the Jumping Talent event. The conference brought together young university students who demonstrated their skills and knowledge through various fun individual and team events. **everis** offered an internship programme with training and an entry-level job to finalists from selected companies.

#### #DRONeveris

#DRONeveris is an initiative created for the top universities in Mexico, where students suggest innovative ideas for using drones in the fields of banking, insurance, business environment, public sector, health, agriculture and/or security on a landing page specifically created for this purpose.

## Awards



**everis** took home two bronze medals in the SAP Quality Awards: the first in Spain in the Fast Delivery Projects category, for the implementation of a new industrial cost control model for the Laboratorios Esteve pharmaceutical company. The second was in the UK where it was recognised in the Innovation category. The award recognises the global roll-out of the ELMA project (Electronic Measurement and Analytics Tool) for Unilever, developed in the SAP HANA Cloud Platform.



Huawei gave **everis** the Win-Win Business Collaboration Award. The prize was awarded for our Latin American branches' collaboration, specifically in Telefónica projects in Mexico and Colombia.



Oracle has named **everis** as its Specialised Partner of the Year for projects carried out in all business lines for various sectors and clients. This recognition places a special emphasis on **everis**'s success in transforming the platform for managing the commercial water cycle for the main Spanish operator.



In the second edition of the Partner Awards, organised by **Salesforce**, **everis** won prizes in the Extra Mile Partner category. This recognition highlights the additional effort made by the company for its constant evolution in the development and implementation of Salesforce projects. It also focuses on its great investment in Salesforce certification training for **everis** professionals.



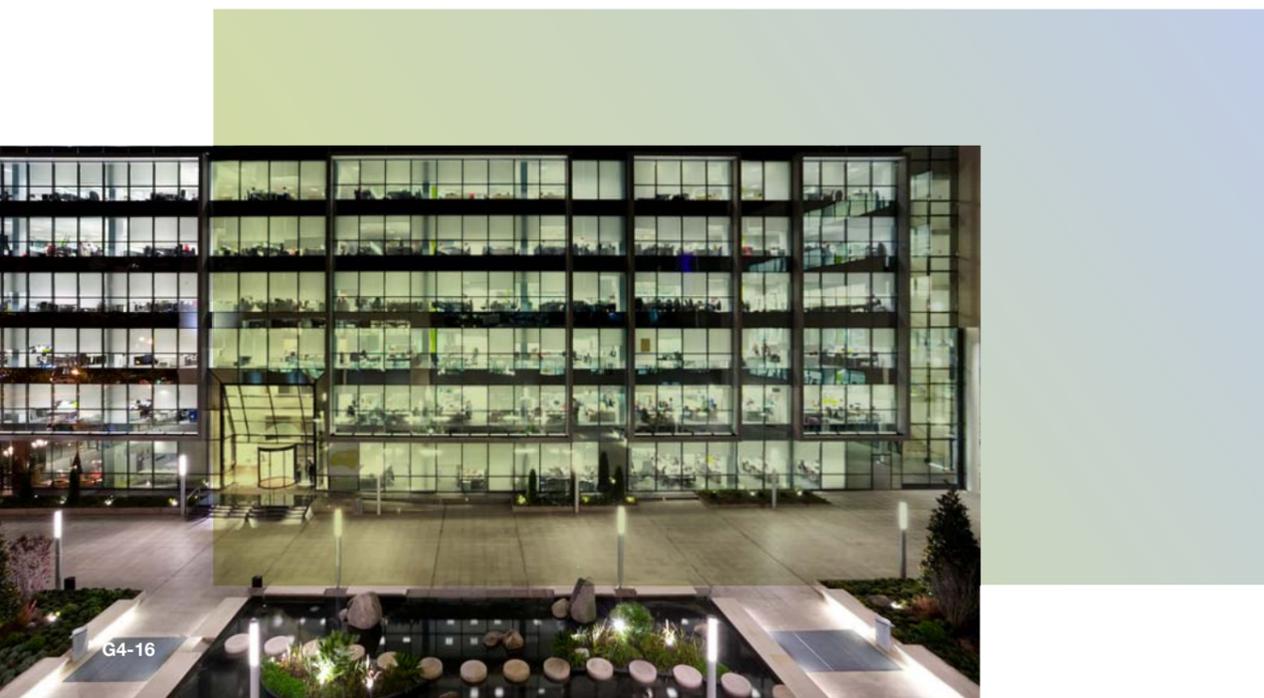
The **everis** "Find your IT job" project took home third prize in the "I Language Technology Hackathon" organised by Red.es in collaboration with the State Department for the Information Society and the Digital Agenda (SESIADeI). The "Find your IT job" project is a chatbot IT job search engine that uses natural language processing techniques to talk to its users and find IT vacancies published in jobs portals.



**everis** was recognised as the Best Employer Brand and Best Recruiter in the 2017 LinkedIn Awards. This event brought together a significant roster of top company managers, with the aim of celebrating their successes and building links, as well as finding motivation and inspiration for other professionals in the sector.



**everis** was officially certified as a Top Employer in 2017 for the excellent conditions it offers its employees. The international analysis carried out annually by the Top Employers Institute recognises the best organisations in the world: those that offer excellent conditions for their employees, help talent grow and develop at all levels in the organisation, and make continuous strides to boost their professional development.





## NTT DATA Awards

At a ceremony in Tokyo, **NTT DATA** and the **NTT Group** awarded outstanding **everis** projects and services.

**everis BPO** took home the NTT DATA Award 2017 prize for its agreement, signed in 2016, with BSOS (subsidiary of Sabadell bank). The prize, which came with 1,000,000 yen to be invested in teambuilding initiatives, recognises the negotiation process and the number of benefits obtained in said operation.

The Temuco Digital Hub (Chile) was the deserving Contribution Award Winner. This project has helped bridge technological gaps using software solutions in fields where Chile is facing huge challenges, both in the public (health and education) and private (logistics and external trade) sectors.

The Production department, in collaboration with the Delivery and Outsourcing units, was recognised at the President Special Awards by **NTT DATA** for **everis**'s contribution to the creation of the **NTT DATA** Global Methodology. Receiving this award added the finishing touch to this first step, and opened up the next: how to widen the scope of the methodology with other lifecycles and how to make it known to employees.



# LIST OF INSTITUTIONS **everis** COLLABORATES WITH WORLDWIDE

## ARGENTINA

- ARGENCON
- 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)

## 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
- 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
- Dircom – Association of Communications Managers
- Edutech
- ESADE Business School

- Information and Communications Technologies Entrepreneurs of Andalusia (ETICOM)
- EOA – European Outsourcing Association Spain
- EDEM School of Entrepreneurs
- 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

## 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
- Informatica Solidale

## MEXICO

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

## PERU

- Official Spanish Chamber of Commerce in Peru

## PORTUGAL

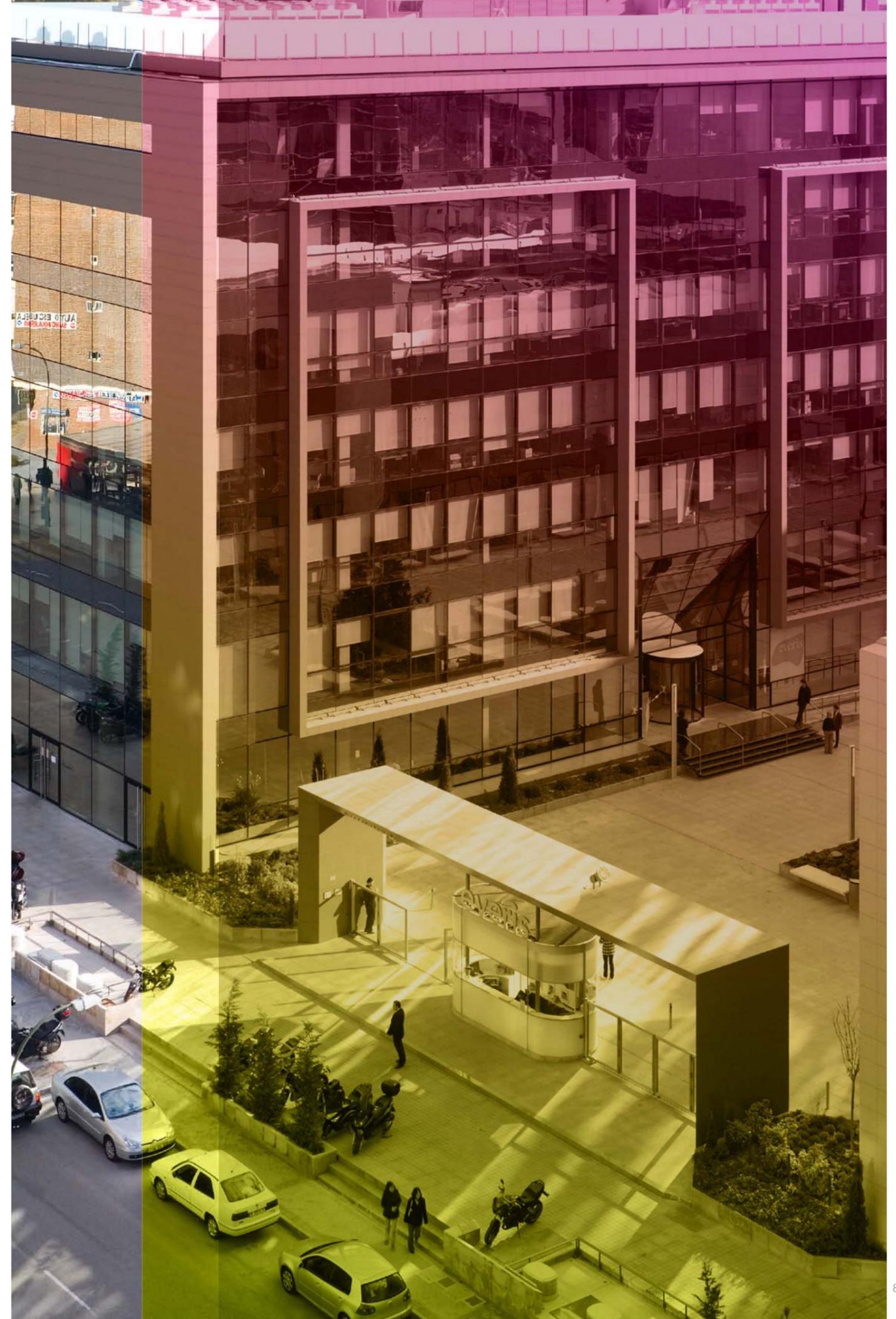
- APDSI – Association for the Promotion of the Information Society
- APDC – Portuguese Association for Communications Development
- APO – Associação Portugal Outsourcing
- BCSD – Business Council for Sustainability Development
- COTEC
- GRACE
- ITSMF – IT Service Management Forum

## UNITED KINGDOM

- Official Spanish Chamber of Commerce in the UK

## USA

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





06

## SUSTAINABILITY

# SUSTAINABILITY

At **everis** we are demanding when it comes to caring for the environment and we are committed to initiatives that reduce the impact on our surroundings.

## everis and the environment

We are a socially responsible company and are committed to helping combat climate change. At **everis** we have developed a policy of responsibility and respect for the environment with numerous initiatives that foster care for our planet. We are also ISO 14001 certified (in our Madrid, Seville, London and Exeleria Madrid offices), meaning we strive for a balance between maintaining profits and reducing environmental impact.

Preventing contamination by minimising the consumption of natural resources, disposing of waste responsibly and recycling materials are just some of the objectives that we at **everis** have put in place as sustainable and respectful actions for the environment.

## Environmental Management System

The **everis** Environmental Management System builds on the company's environmental policy, manages any environmental aspects and encompasses the organisation structure, activity planning, responsibilities, practices, procedures, processes and resources.

Our commitment is so strong that all our providers must meet a series of environmental requirements.

**everis** Environmental Management has various levels:

- **Environmental Board:** the highest-level management group at **everis**. Its main responsibility is to approve environmental policy as a strategic element of action, as well as to lead and promote the implementation of the environmental policy within the company.

- **Environmental Committee:** responsible for developing and maintaining the Environmental Management System as well as ensuring that it is correctly implemented within the company.

This includes reviewing processes, providing the necessary tools to help the organisation and establishing and monitoring environmental objectives and goals.

- **Environmental Manager:** responsible for keeping the Environmental Committee informed on Environmental Management System progress, providing them with the information they need to fulfil their role.

Additionally, they are responsible for organising necessary environmental training for employees and other parties involved.

- **Office Manager:** the Office Manager's mission is to support the Environmental Manager in their job role. They help build the training plan, identifying the training needs of every **everis** branch.

## Non-hazardous waste control table ENTIRE GROUP MADRID

NON-HAZARDOUS WASTE CONTROL												
	Jan-16	Feb-16	mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Food (kg)	2,187.20	1,777.80	1,507.95	1,515.44	1,595.89	1,709.17	270.10	894.28	468.87	567.07	597.54	321.24
Packaging (kg)	725.00	804.97	854.50	764.79	755.59	1,063.91	183.75	726.11	589.57	581.23	565.37	321.78
Confidential papers (kg)			50.00	300.00	300.00	200.00			300.00		150.00	
Paper (kg)	572.00	735.00	447.33	447.33	447.33	852.00	668.00	280.00	809.00	963.00	758.00	1,040.00
Food waste (kg)/employee	1.07	0.87	0.72	0.71	0.72	0.73	0.11	0.38	0.20	0.24	0.25	0.13
Packaging waste (kg)/employee	0.36	0.39	0.41	0.36	0.34	0.45	0.08	0.31	0.25	0.24	0.24	0.13
Paper waste (kg)/employee	0.28	0.36	0.24	0.35	0.34	0.45	0.28	0.12	0.47	0.41	0.38	0.43
HAZARDOUS WASTE CONTROL												
	Jan-16	Feb-16	mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Batteries (kg)						20.00					80.00	
Fluorescent lights (kg)						16.00					28.95	
Computer equipment (kg)						460.00					310.00	
Battery waste (kg)/employee						0.01					0.03	
Fluorescent light waste (kg)/employee						0.01					0.01	
Computer equipment waste (kg)/employee						0.22					0.14	
TONER WASTE												
	Jan-16	Feb-16	mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Units (kg)						46.80					136.80	
Toner waste (kg)/employee						0.02					0.06	
ELECTRICITY CONSUMPTION												
	Jan-16	Feb-16	mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Consumption (kWh) FY'16	205,964	216,889	225,394	204,713	226,069	253,064	264,849	252,808	226,178	204,762		
kWh/employee FY'16	101.01	106.37	107.54	96.38	102.48	108.19	111.47	107.03	95.31	86.22	0.00	0.00
Consumption (kWh) FY'15	225,990.5	243,794	263,787	222,971	247,975	288,723	248,153	221,540	196,048	190,248	199,798	
kWh/employee FY'15	147.42	156.68	164.05	115.67	133.68	148.67	172.68	146.75	112.12	143.85	134.24	130.07
PAPER CONSUMPTION												
	Jan-16	Feb-16	mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
Paper (n° 80 g sheets)	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63	24,090.63
Paper (Kg)	119.97	119.97	119.97	119.97	119.97	119.97	119.97	119.97	119.97	119.97	119.97	119.97
Paper consumption (kg)/employee	0.06	0.06	0.06	0.06	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
ACTIVITY												
	Jan-16	Feb-16	mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16
TELEWORKING	162	162	162	162	162	154	154	155	160	199	232	245
Employees FY'16	2,039	2,039	2,096	2,124	2,206	2,339	2,376	2,362	2,373	2,375	2,396	2,414
Employees FY'15	1,533	1,556	1,608	1,662	1,668	1,668	1,672	1,691	1,976	1,976	1,974	1,934

SGM4 DATA



At **everis**, we have an operational control process for the recycling of waste generated in our offices.

We identify waste that is subsequently disposed of in separate labelled waste disposal units. Recycling is sorted in line with the legislation in force.

At **everis**, we believe it is important to identify any waste that can be reused, recycled or processed. This process is broken down into various responsibilities, listed as follows:

### **Environmental Manager**

Oversees all the areas the Office Manager is in charge of:

- Monitoring the recycling and reuse process
- Creating reports using information provided by the Office Manager
- Monitoring and analysing indicators
- Putting in place training and communication plans
- Analysing and responding to employee suggestions for improvements

### **Office Manager**

- Provides the Environmental Manager with information necessary for waste management so they can create indicator reports
- Identifies new waste
- Checks the status of containers and signage
- Carries out checks on waste collection management
- Analyses and responds to employee suggestions for improvements

### **Employees**

Responsible for the sorting and storage of waste in the containers provided for said purpose. All everis professionals receive the necessary training to fulfil this commitment. In addition, for this same purpose, at everis we run numerous awareness campaigns.

## Carbon footprint

A carbon footprint (CFA) is a measure of the total greenhouse gas emissions (GGEs) produced directly and indirectly by an individual, organisation, event or product.

This footprint encompasses the six greenhouse gases included in the Kyoto Protocol: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydro fluorocarbons (HFC), perfluorocarbons (PFC) and hexafluoride sulphur (SF<sub>6</sub>).

CFA is measured in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e). The carbon dioxide equivalent helps us compare different GGEs per unit of CO<sub>2</sub>. CO<sub>2</sub>e is calculated by multiplying the emissions of each of the six greenhouse gases by its potential for global warming for 100 years (source: Carbon Trust UK).

A carbon footprint is calculated using the following formula:

$$\text{CARBON FOOTPRINT} = \text{ACTIVITY DATA} \times \text{EMISSION FACTOR}$$

- **Activity Data** is the parameter that defines the degree of activity and is related to the emission factor

- **Emission Factor:** the quantity of greenhouse effect gases emitted for each unit of the "activity data" parameter. These factors vary according to the activity in question. (Source: Spanish Office for Climate Change).

These activities are divided into three scopes, the first two of which are mandatory when reporting a carbon footprint (source: *Guía práctica para el cálculo de emisiones de gases de efecto invernadero*, or Practical Guide for Calculating Greenhouse Gas Emissions):

- **Scope 1:** direct emissions, derived from sources owned by the subject carrying out the activity (emissions from the combustion of boilers, private vehicles, etc.)
- **Scope 2:** indirect emissions from the generation of electricity and heat
- **Scope 3:** other indirect emissions (consumables, electronic devices, etc.)

### WHERE

## Organisational limits

At **everis** Spain, we take an operational control approach to the consolidation of GGEs, i.e. the company declares all GGEs attributable to the operations it controls.

It takes into account all **everis** Spain work centres, specifically the offices in Alicante, Barcelona, Bilbao, Ciudad Real, Corunna, Jaén, Las Palmas, Madrid, Murcia, Seville, Tenerife, Valencia, Valladolid and Zaragoza.

## Uncertainty and maximum relative importance

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

Employee emissions factors used to prepare the **everis** Spain GGE Inventory are extracted from official sources and are specific to each source category. These emissions factors are selected so as to minimise, wherever possible, any uncertainty. The uncertainty of the activity data used for the **everis** Spain GGE Inventory is dependent on the strength of the inventory for the organisation's individual accounts.

There are other issues likely to contribute to global warming that are not taken into account in this study, they include:

- Fugitive refrigerant gas emissions
- Addition to carbon footprint, within Scope 3 of product acquisition, such as computer equipment



## Operational limits

According to the Scopes established in the ISO regulation 14064: 2006, GGEs are classified as follows:

	Emission source	Activity unit	Emission Factor (kg CO <sub>2</sub> e / act. unit)	Total emissions 2010 (tCO <sub>2</sub> e)	Total Emissions 2011 (tCO <sub>2</sub> e)	Total emissions 2012 (tCO <sub>2</sub> e)	Total emissions 2013 (tCO <sub>2</sub> e)	Total emissions 2014 (tCO <sub>2</sub> e)	Total emissions 2015 (tCO <sub>2</sub> e)	Total emissions 2016 (tCO <sub>2</sub> e)
Scope 1	Employee vehicle	kilometres	0.203	779.76	1,024.30	1,224.87	1,162.67	1,220.23	1,508.68	1,855.40
Scope 2	Energy consumption	kW/hour	According to annual energy mix	1,805.17	1,655.52	1,885.37	2,024.48	2,106.21	2,551.48	2,487.37
Scope 3	Air transport	kilometre/passenger	According to flight type [1]	19,220.41	21,122.11	21,578.42	13,632.36	15,325.57	20,611.36	28,195.77
				<b>21,805.34</b>	<b>23,801.93</b>	<b>24,688.66</b>	<b>16,819.51</b>	<b>18,652.01</b>	<b>24,671.52</b>	<b>32,538.54</b>

## Methodology

Emissions for each of the activities considered in this study are calculated using the following methodology:

### ROAD TRANSPORTATION

Calculation of road transportation takes into account emissions for each fuel type, differentiating between gasoline and diesel engine. The overall emission factor is obtained by relating the emission of each type of fuel (source: Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting) to the composition of Spanish vehicle fleets (source: Spanish General Directorate for Traffic: General Statistical Annual).

### ELECTRICITY CONSUMPTION

Emissions generated per unit of power are calculated using the emissions data provided by the Spanish Institute for Diversification and Energy Saving (IDAE) in the document entitled "Conversion Factors from Final to Primary Energy and CO<sub>2</sub> Emission Factors".

So, this calculation will take into account the emissions for each type of energy source (nuclear, combined cycle, wind, photovoltaic solar, etc.) and the composition of the national electric mix for the year of the study.

It is worth mentioning that, when creating this report, the Emission Factor for 2011 was updated, and was moved to the period included in the previous carbon footprint study (2010-2011). This update is due to the greater accuracy of data collected in 2015.

### AIR TRANSPORTATION

Air transportation emissions were obtained using data provided by airline company Iberia.

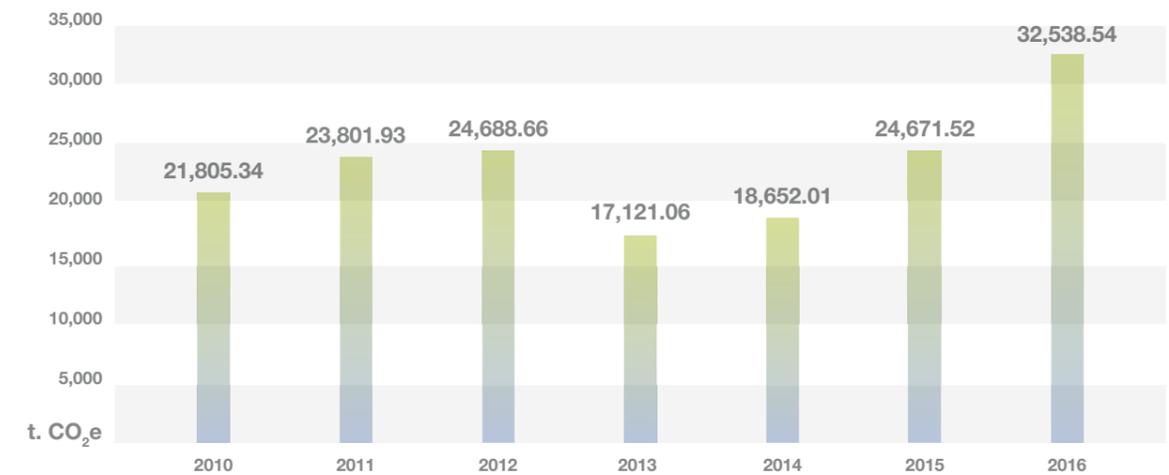
### RAILWAY TRANSPORTATION

In this year's analysis, the emissions calculated for this category were removed, as they accounted for less than the 2% of the total.

### RESULTS ANALYSIS

Global CO<sub>2</sub> emissions and those for **everis Spain** have increased by 31.86% in comparison with the 2015 fiscal year; this represents a 7,867.02 increase in tCO<sub>2</sub>e emissions.

Figure 1: Overall CO<sub>2</sub>e emissions (2010-2016)



It should be noted that the majority of the emissions produced by **everis** Spain's activities are included in Scope 3 (Table 3). This is because, as a consulting company, key activities generating GGEs are the transportation of personnel (meetings with clients, conferences, etc.) and emissions from office activity.

**Table 3: Comparison of CO<sub>2</sub>(e) emissions by scope (2010-2016)**

	2010 (tCO <sub>2</sub> e)	2011 (tCO <sub>2</sub> e)	2012 (tCO <sub>2</sub> e)	2013 (tCO <sub>2</sub> e)	2014 (tCO <sub>2</sub> e)	2015 (tCO <sub>2</sub> e)	2016 (tCO <sub>2</sub> e)
<b>Scope 1</b>	779.76	1,024.30	1,224.87	1,162.67	1,220.23	1,508.68	1,855.40
<b>Scope 2</b>	1,805.17	1,655.52	1,885.37	2,024.48	2,106.21	2,551.48	2,487.37
<b>Scope 3</b>	12,088.50	13,291.54	13,625.91	9,024.65	15,325.57	20,611.36	28,195.77

In Figure 2, the difference in emissions corresponding to each of these three scopes can be seen more clearly.

**Figure 2: Distribution percentage of emissions by scope and year**

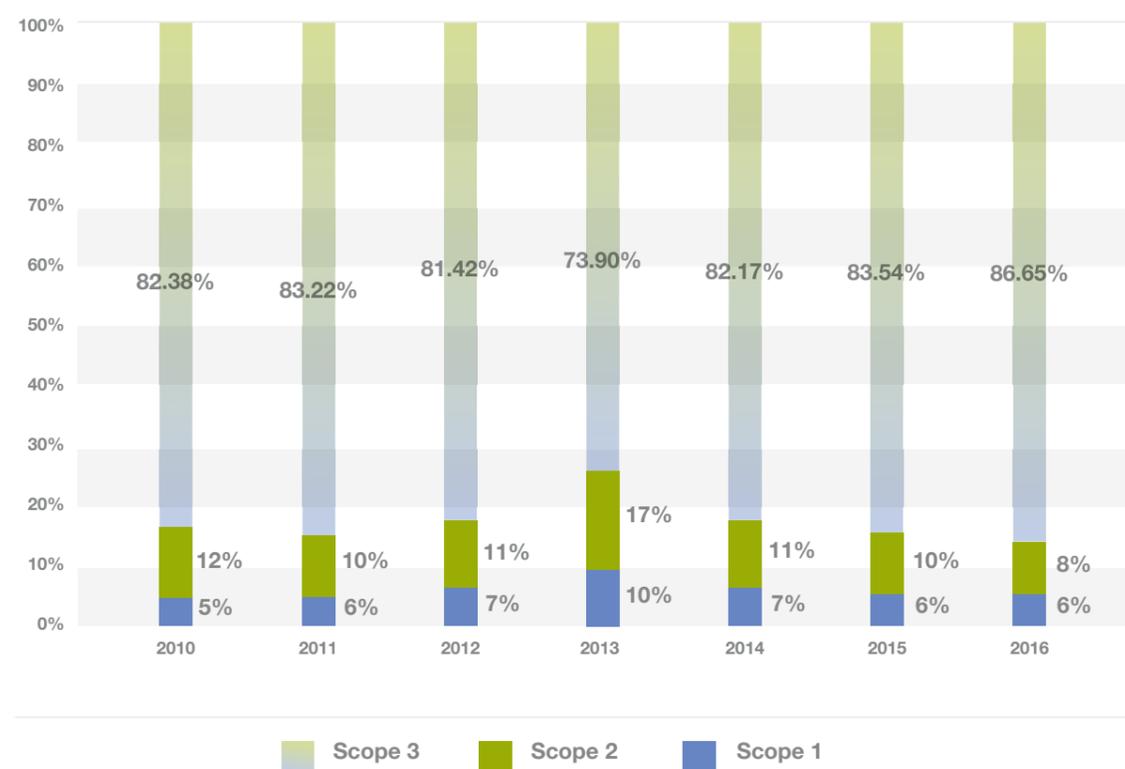


Table 5 shows the CO<sub>2</sub>e emissions per billing unit. By comparing 2015 with 2016, we can see that due to higher billing volumes by 2016 emissions are still proportionately higher, which decreases the company's efficiency (in terms of emissions per euro billed).

**Table 5: CO<sub>2</sub>e emissions per billing unit (tCO<sub>2</sub>e/€M)**

2010	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		2.68
Scope 2	<b>290,893,000</b>	6.21
Scope 3		41.56
<b>TOTAL</b>	<b>50.44</b>	
2011	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		2.94
Scope 2	<b>348,944,000</b>	4.74
Scope 3		38.09
<b>TOTAL</b>	<b>45.77</b>	
2012	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		3.25
Scope 2	<b>376,564,000</b>	5.01
Scope 3		36.18
<b>TOTAL</b>	<b>44.44</b>	
2013	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		3.09
Scope 2	<b>376,234,000</b>	5.38
Scope 3		23.99
<b>TOTAL</b>	<b>32.46</b>	
2014	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		3.00
Scope 2	<b>406,125,000</b>	5.19
Scope 3		37.74
<b>TOTAL</b>	<b>45.93</b>	
2015	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		3.10
Scope 2	<b>486,411,000</b>	5.25
Scope 3		42.37
<b>TOTAL</b>	<b>50.72</b>	
2016	Billing everis Spain (€)	tCO <sub>2</sub> e/€M
Scope 1		3.16
Scope 2	<b>587,570,230</b>	4.23
Scope 3		47.99
<b>TOTAL</b>	<b>55.38</b>	

A similar analysis was carried out, this time normalising overall emissions according to the number of employees in the company at the end of the fiscal year (Table 6).

**Table 6: CO<sub>2</sub>e emissions per billing unit (tCO<sub>2</sub>e/€M)**

2010	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.20
Scope 2	3,998	0.45
Scope 3		3.02
<b>TOTAL</b>	<b>3.67</b>	
2011	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.24
Scope 2	4,253	0.39
Scope 3		3.13
<b>TOTAL</b>	<b>3.76</b>	
2012	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.25
Scope 2	4,957	0.38
Scope 3		2.75
<b>TOTAL</b>	<b>3.38</b>	
2013	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.25
Scope 2	4,593	0.44
Scope 3		1.96
<b>TOTAL</b>	<b>2.66</b>	
2014	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.25
Scope 2	4,788	0.44
Scope 3		3.20
<b>TOTAL</b>	<b>3.90</b>	
2015	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.27
Scope 2	5,560	0.46
Scope 3		3.71
<b>TOTAL</b>	<b>4.44</b>	
2016	N° employees everis Spain	tCO <sub>2</sub> e/employee
Scope 1		0.33
Scope 2	6,196	0.45
Scope 3		5.07
<b>TOTAL</b>	<b>5.85</b>	

CO<sub>2</sub>e emissions per employee increased between 2015 and 2016, due to an increase in company activity.

### Main data from the FY2016 Carbon Footprint Study

**everis Spain's carbon footprint has been calculated according to ISO standard 14064.**

Direct and indirect greenhouse gas emissions (Scopes 1 and 2): **4,342.77 tCO<sub>2</sub>e**

Carbon footprint (scope 1, 2 and 3): **32,538.54 tCO<sub>2</sub>e**

Carbon footprint per billing unit: **55.38 tCO<sub>2</sub>e/million euros**

Carbon footprint per employee: **5.85 tCO<sub>2</sub>e/employee**

Ecological footprint: **11,783.17 hectares**

### Development

	2010	2011	2012	2013	2014	2015	2016
<b>Carbon footprint</b>	21,805.34 tCO <sub>2</sub> e	23,801.93 tCO <sub>2</sub> e	24,688.66 tCO <sub>2</sub> e	16,819.51 tCO <sub>2</sub> e	18,652.01 tCO <sub>2</sub> e	24,671.52 tCO <sub>2</sub> e	32,538.54 tCO <sub>2</sub> e

	2010	2011	2012	2013	2014	2015	2016
<b>Carbon footprint per billing unit</b>	50.44 tCO <sub>2</sub> e/million €	45.77 tCO <sub>2</sub> e/million €	44.44 tCO <sub>2</sub> e/million €	32.46 tCO <sub>2</sub> e/million €	45.93 tCO <sub>2</sub> e/million €	50.72 tCO <sub>2</sub> e/million €	55.38 tCO <sub>2</sub> e/million €

### Ecological footprint

Ecological footprint (EF) is defined as the total area of ecologically productive land (crops, pastures, forests and ecosystems [water]) required to generate the resources necessary, and in addition to assimilate the waste produced by each population, organisation, or individual determined according to their way of life (source: Mathis Wackernagel and William Röss).

To calculate **everis** Spain's EF, the same activities used to calculate CF will be taken into account, as well as the space occupied by offices, since this involves urban land use that affects the impact activity has on the natural environment.

Ecosystem hectares will be different in each use. In order to have a single indicator, we will have to convert each ecosystem into an ecosystem type using a factor of equivalence.

The last EF in ecosystem hectares is multiplied by the performance factor, which is defined as the ratio of national productivity divided by average overall productivity (Table 7). This performance factor is calculated by calculating the EF for **everis** Spain's constructed areas.



Area category	Equivalence factor	Performance factor	Absorption factor
Forests for CO <sub>2</sub>	1.33	-	3.67
Arable land	2.64	0.75	1.98
Pasture	0.5	1.21	0.84
Woods	1.33	0.64	3.67
Land built on	2.64	0.75	1.98
Sea	0.4	1.07	0.24
Continental waters	0.4	1	0.24

Thus, the EF generated relates to the hectares of land built on, therefore taking into account the volume occupied by **everis** Spain offices, but not the total working surface volume, as additional floors within the buildings are not counted.

Finally the absorption factor applies, i.e., the number of acres of each ecosystem required to absorb one tonne of CO<sub>2</sub>e.

As explained previously, these hectares are divided into hectares for each ecosystem in a typical ecosystem.

Since these activities have associated CO<sub>2</sub> emissions (excluding office surfaces), they have a designated Forests for CO<sub>2</sub> area, which is defined as the acres of typical forest needed to process the tonnes of CO<sub>2</sub>e emitted by an activity. To calculate this area, we divide the CO<sub>2</sub> emissions produced by an absorption factor, which was established as 3.67 t CO<sub>2</sub>e/ha (IPCC 2001). The result is then multiplied by the factor of equivalence between Forests for CO<sub>2</sub> and the typical ecosystem (1.33).

Aside from these emissions, hectares of arable land, pastures, forests and land built on in specific cases of power consumption, paper consumption and office space are also taken into account.

### Office space

The space occupied by **everis** Spain offices is the only environmental impact that produces zero CO<sub>2</sub> emissions and is only counted as land use.

Thus, the EF generated relates to the hectares of land built, therefore taking into account the volume occupied by **everis** Spain offices, but not the total working surface volume, as additional floors within the buildings are not counted.

### Results analysis

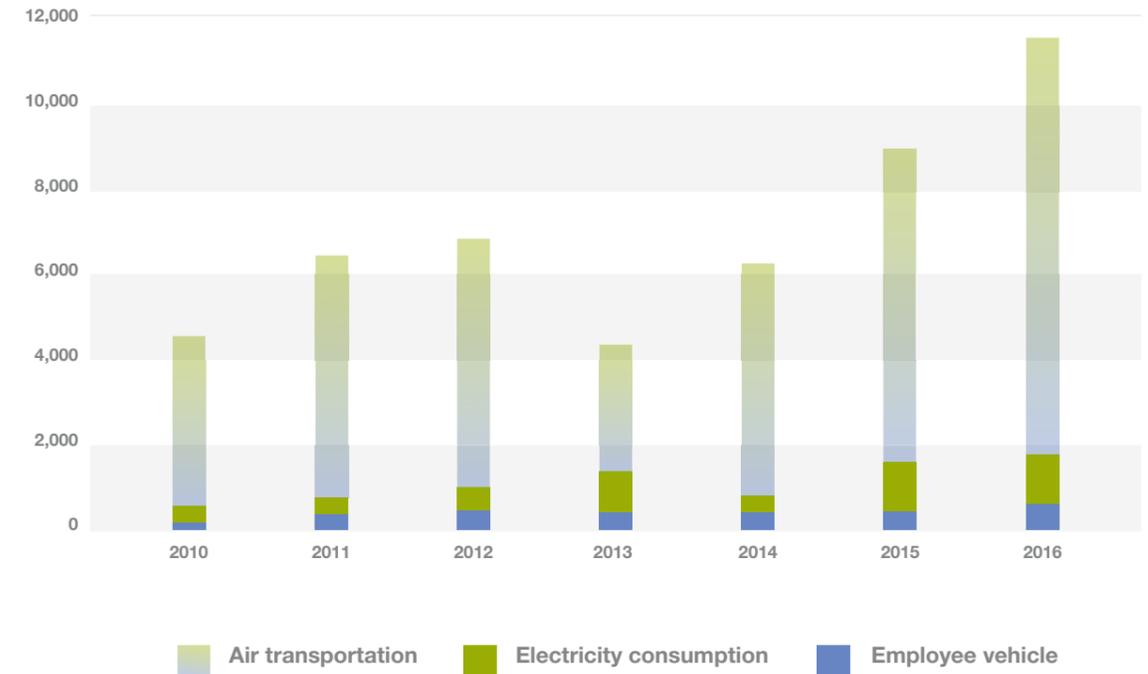
**everis** Spain's EF consists almost exclusively of hectares of Forests for CO<sub>2</sub>. As is noted in Table 9, in 2010 almost 99% of the EF hectares fell under this category and, in 2011 and 2012, this was over 99%. You can see the ecological footprint has been reducing since 2011, peaking in 2013, but then has grown again within the last year. This was mostly down to increased activity (energy consumption), the expansion of offices and an increase in the number of flights taken by **everis employees**.

**Table 9: Carbon footprint for each of everis Spain's activities**

2010	Forests for CO <sub>2</sub> (ha)	Arable land (ha)	Pasture (ha)	Forests (ha)	Land built on (ha)	Total ecological footprint (ha)
EMPLOYEE VEHICLE	274.32	N/A	N/A	N/A	N/A	274.32
ELECTRICITY CONSUMPTION	468.32	0.00	0.08	5.53	N/A	483.51
AIR TRANSPORTATION	4096.28	N/A	N/A	N/A	N/A	4096.28
<b>TOTAL</b>	<b>4,838.92</b>	<b>0.00</b>	<b>0.08</b>	<b>5.53</b>	<b>0.00</b>	<b>4,854.11</b>
2011						
EMPLOYEE VEHICLE	367.49	N/A	N/A	N/A	N/A	367.49
ELECTRICITY CONSUMPTION	429.50	0.00	0.07	5.07	N/A	443.43
AIR TRANSPORTATION	5,897.57	N/A	N/A	N/A	N/A	5897.57
<b>TOTAL</b>	<b>6,694.56</b>	<b>0.00</b>	<b>0.07</b>	<b>5.07</b>	<b>0.00</b>	<b>6,708.49</b>
2012						
EMPLOYEE VEHICLE	440.51	N/A	N/A	N/A	N/A	440.51
ELECTRICITY CONSUMPTION	489.13	0.00	0.08	5.78	N/A	504.99
AIR TRANSPORTATION	6,344.67	N/A	N/A	N/A	N/A	6,344.67
<b>TOTAL</b>	<b>7,089.07</b>	<b>10.57</b>	<b>0.09</b>	<b>56.76</b>	<b>2.07</b>	<b>7,158.56</b>
2013						
EMPLOYEE VEHICLE	419.47	N/A	N/A	N/A	N/A	419.47
ELECTRICITY CONSUMPTION	937.19	0.00	0.00	0.00	N/A	937.19
AIR TRANSPORTATION	3,270.51	N/A	N/A	N/A	N/A	3,270.51
<b>TOTAL</b>	<b>4,627.17</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,627.17</b>
2014						
EMPLOYEE VEHICLE	442.21	N/A	N/A	N/A	N/A	442.21
ELECTRICITY CONSUMPTION	354.75	0.00	0.07	0.00	N/A	354.82
AIR TRANSPORTATION	5,553.95	N/A	N/A	N/A	N/A	5,553.95
<b>TOTAL</b>	<b>6,350.91</b>	<b>0.00</b>	<b>0.07</b>	<b>0.00</b>	<b>0.00</b>	<b>6,350.98</b>
2015						
EMPLOYEE VEHICLE	546.74	N/A	N/A	N/A	N/A	546.74
ELECTRICITY CONSUMPTION	1,141.39	0.00	0.07	0.00	N/A	1,141.46
AIR TRANSPORTATION	7,469.51	N/A	N/A	N/A	N/A	7,469.51
<b>TOTAL</b>	<b>9,157.64</b>	<b>0.00</b>	<b>0.07</b>	<b>0.00</b>	<b>0.00</b>	<b>9,157.71</b>
2016						
EMPLOYEE VEHICLE	672.39	N/A	N/A	N/A	N/A	672.39
ELECTRICITY CONSUMPTION	1,112.71	0.00	0.07	0.00	N/A	1,112.77
AIR TRANSPORTATION	9,998.00	N/A	N/A	N/A	N/A	9,998.00
<b>TOTAL</b>	<b>11,783.10</b>	<b>0.00</b>	<b>0.07</b>	<b>0.00</b>	<b>0.00</b>	<b>11,783.17</b>

Figure 4 clearly shows that the EF for everis Spain mostly consists of the hectares of forest required to absorb CO<sub>2</sub>e missions from air transportation.

**Figure 4: Comparison of everis Spain ecological footprints 2010-2016**



On the other hand, and as was the case for the CF, the EF has been analysed per billing unit ( million ).

**Table 10: Hectares of typical ecosystem per billing unit (ha/€M)**

2010	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	0.94	
ELECTRICITY CONSUMPTION	290,893,000	1.66
AIR TRANSPORTATION	14.08	
<b>TOTAL</b>	<b>16.69</b>	
2011	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	1.05	
ELECTRICITY CONSUMPTION	348,944,000	1.27
AIR TRANSPORTATION	16.90	
<b>TOTAL</b>	<b>19.23</b>	
2012	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	1.17	
ELECTRICITY CONSUMPTION	376,564,000	1.34
AIR TRANSPORTATION	16.85	
<b>TOTAL</b>	<b>19.01</b>	
2013	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	1.11	
ELECTRICITY CONSUMPTION	376,234,000	2.49
AIR TRANSPORTATION	8.69	
<b>TOTAL</b>	<b>12.29</b>	
2014	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	1.09	
ELECTRICITY CONSUMPTION	406,125,000	0.87
AIR TRANSPORTATION	13.68	
<b>TOTAL</b>	<b>15.64</b>	
2015	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	1.12	
ELECTRICITY CONSUMPTION	406,125,000	2.81
AIR TRANSPORTATION	15.36	
<b>TOTAL</b>	<b>19.29</b>	
2016	Billing everis Spain (€)	ha/€M
EMPLOYEE VEHICLE	1.14	
ELECTRICITY CONSUMPTION	587,570,230	1.89
AIR TRANSPORTATION	17.02	
<b>TOTAL</b>	<b>20.05</b>	

This shows that the ecological footprint has increased with regard to activity, volume of business and the hectares occupied.

If we now analyse the ecological footprint by dividing it between each company employee, we note the following results:

**Table 11: Hectares of typical ecosystem per employee (ha/employee)**

2010 TOTAL	Nº employees everis Spain <b>3,998</b>	ha/employee <b>1.21</b>
2011 TOTAL	Nº employees everis Spain <b>4,253</b>	ha/employee <b>1.58</b>
2012 TOTAL	Nº employees everis Spain <b>4,957</b>	ha/employee <b>1.44</b>
2013 TOTAL	Nº employees everis Spain <b>4,593</b>	ha/employee <b>1.01</b>
2014 TOTAL	Nº employees everis Spain <b>4,788</b>	ha/employee <b>1.33</b>
2015 TOTAL	Nº employees everis Spain <b>5,560</b>	ha/employee <b>1.65</b>
2016 TOTAL	Nº employees everis Spain <b>6,196</b>	ha/employee <b>1.90</b>

The ecological footprint per employee increased in 2016 in comparison with 2015.

According to the report entitled "Analysis of Spain's Ecological Footprint" carried out by the Spanish Ministry for Rural and Marine Environment, the ecological footprint per capita in the year 2009 was 5.9 ha/inhabitant. This means that, based on the ecological footprint of everis Spain employees in 2016, working at the company accounts for 32.2% of their footprint.

### Reduction measures

Reduction measures will refer to specific objectives for reducing our carbon footprint, while simultaneously reducing everis Spain's ecological footprint. This is because the activities that impact on CF are the same as those for EF, except for office spaces, which represent less than 0.1% of the total EF.

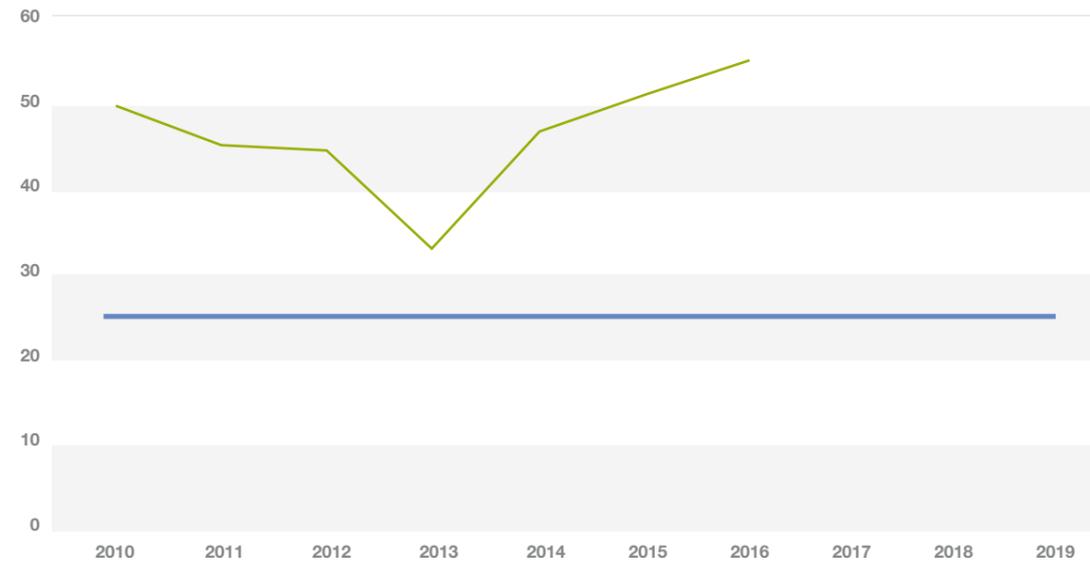
Thus, the Greenhouse Gas Protocol (GHG PI) puts in place two types of reduction targets 1:

- **Absolute targets** reduce absolute emissions over time
- **Intensity targets** reduce the ratio, or correlation, of emissions relating to any variable that is representative of the company's activity levels

As previously mentioned, everis Spain is constantly growing, so it was considered more pertinent to establish reduction targets in relation to intensity targets.



Figure 5: Evolution of carbon footprints and reduction target



### Replacing domestic flights (< 300 km) with railway transportation

This measure can mean a significant reduction in greenhouse gas emissions, since aircraft emissions for a short trip (< 300 km) are greater than the railway emissions for a trip of equal distance.

### Delving deeper into the flight rate reduction policy

The cost control measures developed by **everis** in recent years have resulted in a considerable reduction in the number of European and international flights taken. However, given the company's international expansion, the number of international flights has increased, giving rise to an increase in the company's emissions.

Our aim should be to optimise these flight numbers to keep on top of Scope 3 emissions.

### Using more sustainable means of transportation and sustainable mobility practices

This measure is designed to promote the use of environmentally efficient vehicles, as well as to promote sustainable mobility practices. It includes:

- Measures to minimise movement: telecommuting, videoconferencing
- Providing a means of public transportation (e.g. buses) for workers
- Fleets of eco-friendly vehicles such as hybrid or electric vehicles
- Sharing rental vehicles or car-sharing, with the aim of reducing the use of taxis

### Delving deeper into energy efficiency policies

The increased kWh/m<sup>2</sup> consumption ratio at **everis** Spain in the last fiscal year is down to increased consumption information on the new scope being implemented by exeleria in the energy management programme for all **everis** Spain offices.

This energy management is proving effective in controlling and reducing consumption, given the savings we have seen in energy bills for various offices on the programme.

### Other management measures

Below is a summary of management and compensation measures:

- Integrating the excell application developed by exeleria in **everis** corporate management systems, since the majority of the information we are handling is countable. This will also enable us to continuously monitor our CF.
- Integrating emissions reduction policies into ISO 14001 for **everis** Spain. This measure will allow us to incorporate the monitoring of measures into the company's environmental management policy. In fact, it would be the key step in setting up the following measure:
- Certification by a third party that **everis**'s carbon footprint is in accordance with the ISO 14064 standard. An external certificate from an accredited company will give credibility to the calculation and subsequent reduction measures. All of this is in the interest of **everis** clients who periodically request our emissions report.
- Compensating CO<sub>2</sub> emissions through the Voluntary Market. This mechanism of compensation allows us to "buy" metric tonnes of carbon, which can be used to reduce the company's overall carbon footprint, acting as a sort of reduction project. This comes with the disadvantage that the price per metric tonne compensated is variable and that we must analyse its cost in relation to other reduction projects.

### Energy management system

Since 2016, **everis** Spain has been using and is certified in an Energy Management System (EMS) in line with ISO 50001. The EMS has a global scope, but at the moment it has only been implemented in the Madrid office.

The plan is to roll it out in the Alicante, Barcelona, Murcia and Seville offices over the next few fiscal years. These offices already undergo energy audits carried out by **everis** Ingeniería (Engineering). As part of this, energy-saving measures identified in said audits represent an average annual saving of 10% of our baseline consumption. The ultimate aim is to reduce energy consumption by 20% by 2020 with regard to the trend scenario.

## BREEAM commercial certification for Manteras 32 headquarters

Since 2012, the **everis** headquarters building at Manteras 32 has been sustainability certified in line with the 2010 BREEAM scheme. BREEAM (British Research Establishment Environmental Assessment Method) is the leading sustainability assessment and certification scheme for buildings. 63% of buildings have already been certified.



Through this sustainability certification, **everis** aims to make a healthier, more productive and sustainable environment that fosters better well-being for its employees. In fact, the certification guarantees slightly better air, light, and sound level qualities than Spanish legal standards. The company's aim is for this example to spread to other national and international headquarters in line with the same commitment.

## Excellence

At **everis**, we strive for excellence in all areas, in our values and also in each of our professionals.

We believe that excellence gives us not only added value, but that it helps us to optimise resources, increase profitability and to be more competitive.

We have a commitment to our **stakeholders** and, as such, we strive to offer maximum quality in every service.

To that end, we have a production department designed to put in place actions to help the company improve and develop.

The main objectives can be summarised as follows:

- To enhance the quality of the products delivered to our clients
- To increase customer satisfaction and recognition on the market, with the **everis** brand becoming synonymous with quality and productivity
- To increase our profit-making abilities, introducing more competitive prices

To achieve these goals, we need to:

- Increase our capacity to prevent, detect and find a solution to potential problems
- Have more, improved tools and be able to evolve with the changes to our production model
- Foster professional career progression that promotes excellence





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

Since the true architects of change for the production model are our consultants, we launched the Foundations for Excellence initiative, with the aim of inspiring the desire for change and developing the abilities to see this through.

To this end, we use career training as an instrument to raise awareness of the need to rework methodologies – project management and software development – and programming bases – Java, .Net and Mainframe.

The main focus is to produce content-based training, i.e. training centred on developing functions within the job position, teaching people how to work.

## Methodologies

COM (COrporate Methods) methodology This is a methodology developed by combining experiences obtained from the delivery of ongoing projects and helps avoid problems or risks during their execution. COM combines this knowledge into an easy-to-use method offering the best solutions for our clients.

Using COM is the best way to ensure the project develops in line with time, quality and budget targets.

One of its main objectives is to become the only methodology in the company to comply with our various certifications (i.e. ISO9001, ISO20000 and CMMI).

COM methodology was created in line with PMBOK of PMI®, 3 metric, ITIL, Prince 2 and TSP. So we can safely say that COM is compatible with PMP®.

## Bases for excellence

The environment in which we operate has changed dramatically in terms of customers, competitors and the labour market.

In this new environment, we must address and meet company goals and plans. This, in turn, means we must change our production model to adapt to this new reality.

The effective and actual transformation of the production model will be dependent on all of the projects we produce...



EXPERIENCES

BEST PRACTICES

CAPABILITIES



**+com**  
an everis initiative

COM methodology is consistent with our values and our way of understanding consultancy. For this reason, the tool is as easy to use as it is powerful when it comes to generating analytics, advanced risk warnings, and taking advantage of opportunities. COM is a living tool that evolves with every step **everis** takes, learns from each project carried out by consultants and ensures that any projects carried out in line with the methodology will comply with all requirements and be a “job well done”.

At **everis**, we have developed an extension of our COM methodology – COM Agile – which aims to align the needs of our customers with the agile trend.

This methodology guides us in the management and execution of our agile projects in a clear, unmistakable and independent way.

Process of integration with NTT DATA’s global methodology: as part of the NTT DATA Group, we have begun the process of integrating global methodologies. The goal is to guarantee our international customers a unique way of working that will be brought to life in terms of quality and satisfaction.

The areas in which we are working to create the global methodology are:

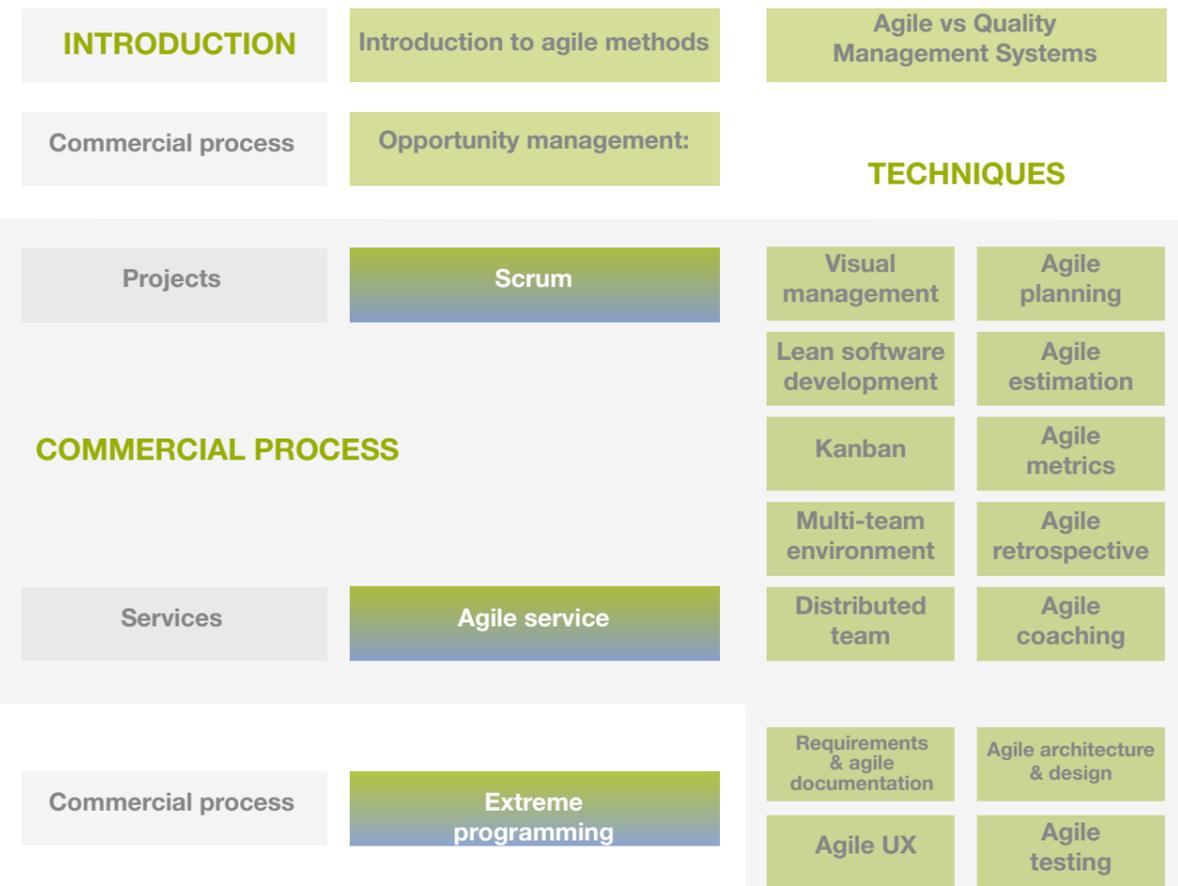
- Project management
- Outsourcing service management
- Delivery
- Agile
- One Method for SAP

As part of the adaptation process to maximise the use of global content, we are working to update the NCoRe portal, where all our global content is stored. The idea is to adapt it to the needs of each of the regions the company operates in and, in this way, make it a benchmark for our professionals.

### COM Agile methodology

Agile is emerging as an alternative to traditional management methods. Its main features are:

- Closer collaboration with clients to show them an end product every time. In this way, we can take **feedback** into account and provide greater flexibility
- Increasingly independent multidisciplinary teams, trained in receiving requirements and transforming them as soon as possible
- Shared responsibilities with the whole team, working and thinking together, increasing quality, productivity and motivation
- High-quality work and, therefore, better product development



In addition to our methodology, we have launched an **everis** transformation plan to accelerate their adaptation to these working environments. This plan has been coined the Agile Adoption Plan and covers all the internal transformation initiatives required to make ourselves into an agile company. It goes much further than the various contracts that we are currently developing in this way.





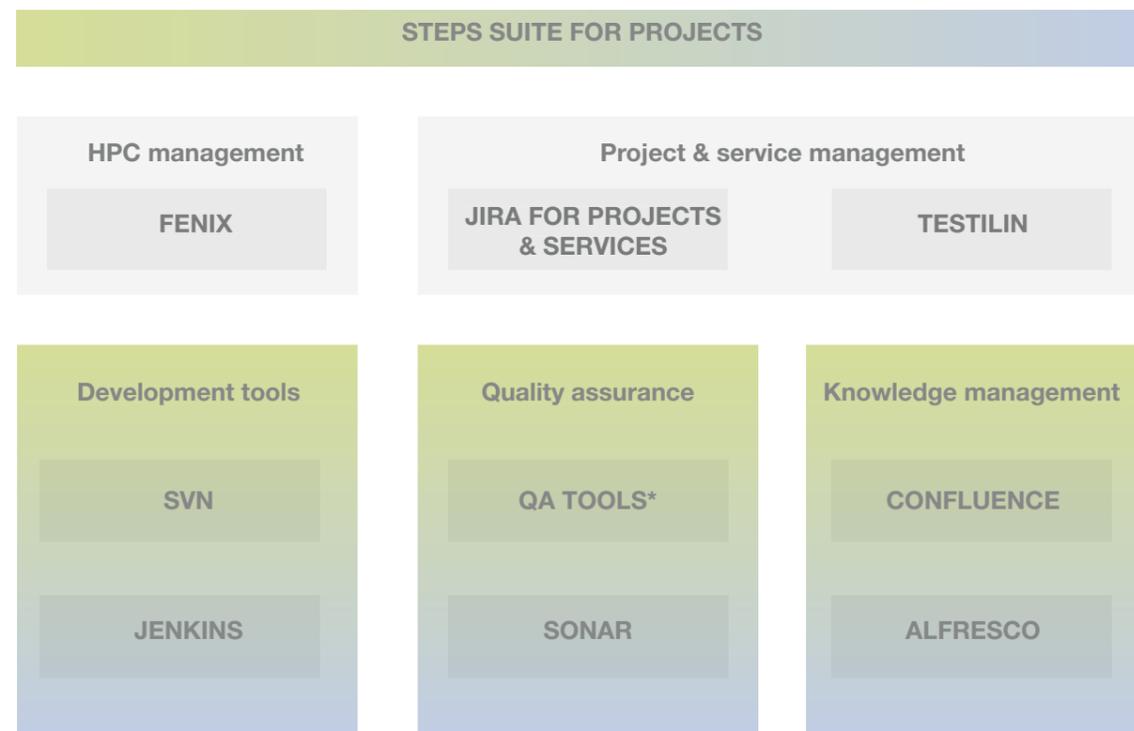
## Tools

The **Steps Suite** was created as part of the production area tools. It combines the various existing **everis** tools for projects, services and high-performance centres developed to improve the productivity, quality and efficiency of our products.

This year, it has already become operational as a service, and so, in turn, has increased the degree of excellence throughout the rest of the company.

This increase in associated productivity has helped develop the **Suite** to expand its level of coverage and, above all, the extent to which it enters into various contracts within the Industrialisation Plan.

The main lines incorporated are: developing the DevOps platform, widening Salesforce and Mobile coverage and incorporating Mainframe languages.



\* Depending on technology

## Certifications

### ISO 9001:2015

**everis** has renewed its international ISO 9001:2015 certificate, which helps us to produce rigorous, high-quality work and use the right methodology and tools to be the best.

The ISO 9001:2015 standard provides the basis for guaranteeing the quality of the services that we provide as well as total satisfaction for our clients.

With this type of certification, companies demonstrate the quality of their products and services to their customers and shareholders, introducing a dynamic of constant improvement to their processes.

SGS, world leader in the certification of quality standards has carried out audits and recommended renewal, which will be in effect for three years and reviewed on a yearly basis.

**everis** obtained the certification for the first time in 2002 and, since then, has worked with the Quality Management System, a frame of reference as part of the ISO 9001:2015 standard.

Services that fall under the scope of the Quality Management System (QMS) include:

- Consulting in business strategy and processes, information technologies, and computer and business outsourcing services
- Project management, analysis, design, development, testing and setup of computer systems, as well as technical assistance and maintenance for the aforementioned
- exeleria: technical consultancy services
- Aerospace and Defense: consulting services, product maintenance and engineering

**The ISO 9001:2015 certificate is also a recognised worldwide quality seal that guarantees everis clients that their management models and practices conform to standards.**

## ISO 20000-1:2011

**everis** kept its international ISO 2000-1:2011 certificate for yet another year, further cementing the quality of the operation, system techniques and IT management services it provides.

The ISO 20000-1:2011 standard provides a basis for measuring and validating the organisation's success in implementing best practices stemming from ITIL and regulated by ISO/IEC.

With this type of certification, companies guarantee the integrity and safety of their operations for their clients, by implementing a dynamic of continued improvement to the quality of management their ICT services receive.

SGS, world leader in the certification of quality standards, carried out audits and issued the recommendation to renew the certification, which will be in effect for two years and reviewed on a yearly basis.

**everis** was certified for the first time in 2010 and, since then, has worked with the Outsourcing Services Management System in the field of technological infrastructure management.

The ISO 20000:2011 certificate is also a recognised worldwide quality seal that guarantees **everis** clients that their management models and practices conform to IT service standards.

This fiscal year, **everis** has expanded the scope of its certified offices to include Mexico, Brazil and Peru.

## ISO 27001:2013

**everis** renewed the ISO 27001:2013 certification, bringing added value to the company's information security management system, which is used to guarantee the security of the operational services, systems techniques and IT management provided.

This certification includes services provided by **everis** Infrastructure (systems techniques services area).

The ISO 27001 standard provides the objectives and controls that should be included in the information security management system to measure and validate an organisation's success when best security practices are implemented and achieved.

This certification guarantees continued assessment of risk controls stipulated for the security of information and services provided by **everis**.

SGS has carried out audits and recommended renewal, which will be in effect for three years and reviewed on a yearly basis. **everis** obtained the certification for the first time in 2012 and, since then, has worked with the information security management system in the area of systems techniques.

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

## CMMI-DEV Level 5

The CMMI-DEV L5 certification (Capability Maturity Model Integration Development) is proof of the quality of the methodology used by **everis**. All of our high-performance centres, located in Spain (Seville, Alicante, Murcia), Chile (Temuco), Argentina (Tucuman) and Brazil (Uberlândia) are certified.

It is the highest level of quality in the software industry, granted by the international regulatory body SEI (Software Engineering Institute), which recognises our experience and standing, and our use of best practices in the development of software.

## CMMI-DEV Level 3

Our offices in Mexico, Colombia, Chile and Peru are currently in the early stages of renewing the CMMI-DEV L3 certification, granted by the international regulatory body SEI (Software Engineering Institute), which recognises our experience and standing, and our use of best practices in the development of software.

## CMMI-SVC Level 3

The Brazil office has renewed its CMMI-SVC L3 certification, granted by the international regulatory body SEI (Software Engineering Institute), which recognises our experience and standing, and our use of best practices in application maintenance.

**everis** Brazil was the first company in Latin America to achieve this level of certification for its IT services.

The CMMI-SVC L3 certification will last for three years, after which an audit will be held for renewal of SCAMPI (Standard CMMI Appraisal Method for Process Improvement). The Argentina, Colombia and Chile offices are also in the early stages of preparing for this certification.

This renewal comes after three years of working under the COM methodology (Corporate Methods), which is in accordance with best CMMI practices.

As part of this **everis** move towards excellence, we have begun preparing the CMMI-SVC L3 certification for our Spanish offices.

## Quality survey – our clients and suppliers

At **everis**, we are committed to our stakeholders.

For us, it is very important to maintain a bi-directional relationship with them and get first-hand feedback on ourselves as a company. This also enables us to hear about their concerns so we can respond in the most effective way possible.





### Customers

We must offer our clients innovative, high-quality solutions.

At **everis**, we work hard every day to provide a one-stop service that is adapted to the needs of every individual client and, above all, helps them meet their targets.

For this reason, we carry out an annual client satisfaction survey with regard to our services and behaviour, which we then link to our own values.

### Suppliers

At **everis**, we work with companies that share our principles and reflect our values. We believe that the steps we need to take in order to properly manage the supplier chain are: understand the guiding principles of the business, carry out risk assessment, prioritise areas of activity, gather information from suppliers, develop policies, establish measures for improving and developing people's skills.

As a socially responsible company, we are LISMI (Spanish disability opportunities legislation) compliant.

That's why, at **everis**, we work with companies with special employment centres or that employ people with various disabilities.

In addition, at **everis**, we establish a set of essential criteria when selecting a supplier:

- Everyone is equal. We always assess three proposals from different companies to compare criteria and budgets.
- We operate a policy of complete transparency in how we deal with each of the proposals received and internal clients have access to the information for each proposed provider
- We carry out an annual internal evaluation process to assess the service provided
- Project management, analysis, design and development



07

THE  
FOUNDATION



Commitment to society is the driving force behind the **everis Foundation**, boosting entrepreneurship, promoting innovation and fostering people's talent.

Since 2001, the **everis Foundation** has been supporting and promoting entrepreneurial spirit. Through this, it has created activities in various environments that firmly back people development and maximise talent as a driver for progress.

## TALENT, INNOVATION AND ENTREPRENEURSHIP

These are the three pillars that enable the Foundation to give back to society that which we have received from it, thanks to the commitment and transformative ability of people that make up **everis** throughout the world. Our international presence means we can carry out our activities in Europe and America.

As a foundation, we maintain our commitment to society to generate value proposals that help make the world a better place.

### What do we do?

- Through our awards for entrepreneurship, we recognise and help disruptive, innovative, and technological projects that can transform our society
- We are committed to closing the gender gap through a mentoring programme for teenage girls
- We support the academic world through the University/Company Ranking, which offers an insight into the company in terms of graduate employability
- We foster digital creativity and STEAM vocations from a young age, through robotics and programming workshops for children
- We make micro-donations to encourage social entrepreneurship
- We stimulate the creativity and talent of younger generations
- We help universities, researchers and entrepreneurs use their talent, by means of innovation and entrepreneurship

TODAY...



STRENGTH IN NUMBERS,  
THE STRENGTH TO ACHIEVE



## Governing bodies

President  
**Eugenio Galdón  
Brugarolas**

Vice President  
**Félix Bonmatí**

Secretary General  
**Ms. Teresa Jambrina**

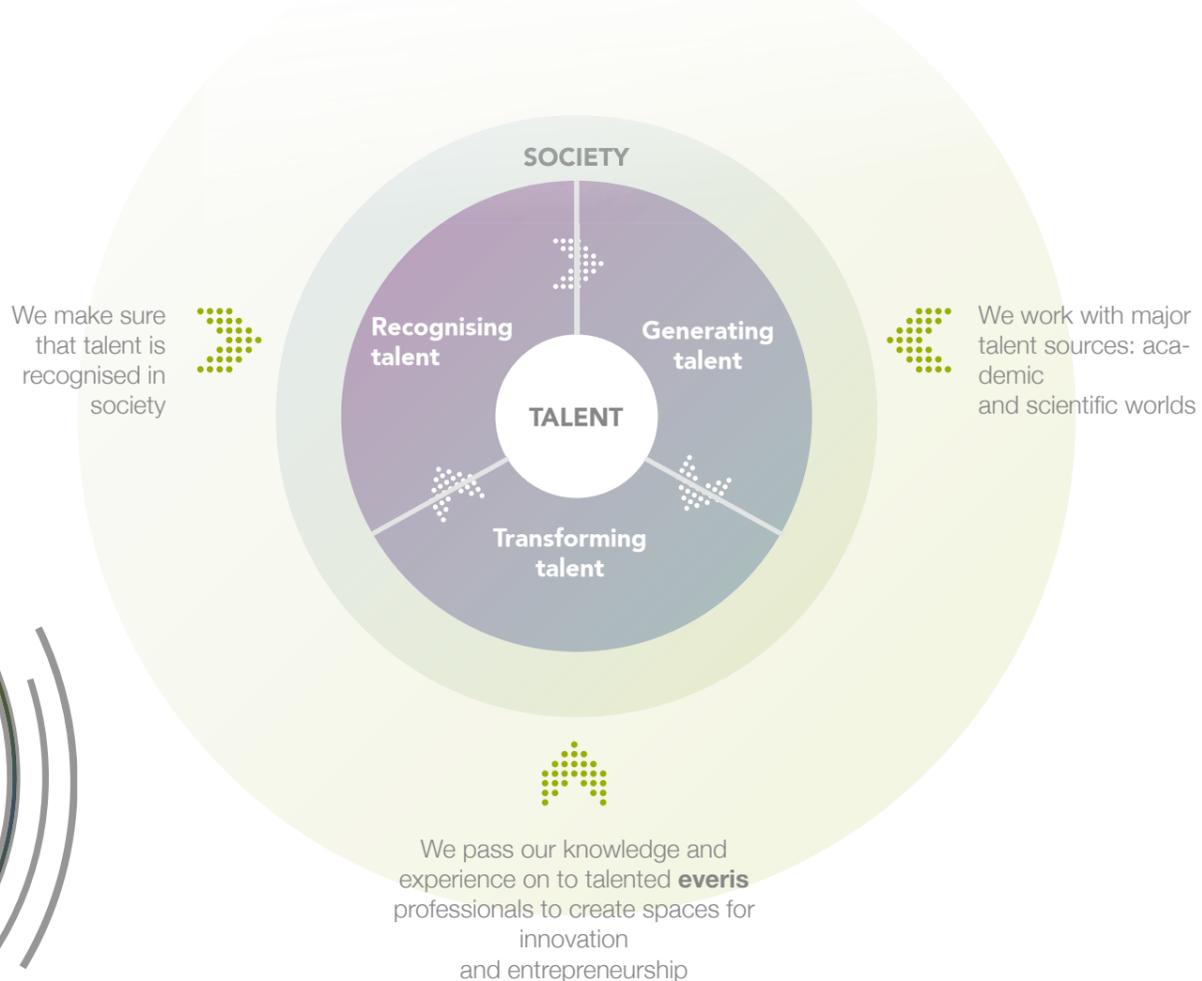
General Director  
**Karla Alarcón**

Board of Trustees:  
**Fernando Francés  
José Ignacio  
Goirigolzarri  
Marc Alba  
John de Zulueta  
Jaime Castellanos  
Fernando Panizo  
Antonio Brandão  
Rui Costa Santos  
Fritz Hoderlein**

**Maria Jesús Villa  
Miguel Ángel  
Alario  
Giampio Bracchi  
Osamu Fukumoto**

## A framework for action

We give back to society the best thing we get from it: talent as a driving force for progress.



## OUR INITIATIVES



### 2017 **everis** Entrepreneurship Award

For 16 years, the **everis Foundation** has been awarding the Entrepreneurship Award to boost entrepreneurial spirit and research on a worldwide scale.

In the latest edition, 1,264 entries from 28 different countries were put forward and evaluated.

The award recognises technological projects that help boost society in the fields of: digital economy, industrial and energy technologies, biotechnology and health.

The **everis Foundation** panel awarded the 2017 **everis** Award to **Zeleros**, a Spanish engineering project that develops technology to build the vehicle for the Hyperloop transport system.

This concept enables a top speed of 1,000 km/h with limited energy consumption. In addition, the **startup** has made great strides in relation to levitation systems and magnetic technology, which can be used in various industries.

The winning team took home a 60,000-euro grant and assessment services from i-deals (**everis** Group) valued at 10,000 euros.

The panel awarded Colombian project **Interacpedia** second prize, worth 10,000 euros. This is the first time a Latin American project has won the **everis** Award. The initiative connects universities and students with the ecosystem of entrepreneurs through a digital co-creation platform, which helps transform academic proposals into innovative projects. In this way, Interacpedia helps put them to actual use in the theoretical approaches society. In just a year and a half, the platform has already gained over 9,000 users, 1,500 projects in 53 universities and 7 cities. It currently has an 85% success rate.

For another year running, the **everis Foundation** held the global **everis** Awards for all winners of each edition in Argentina, Colombia, Italy, Mexico and Peru. The winners of each local edition attended the semifinal in May 2017.



#### INDUSTRY AND ENERGY

NeuroDigital Technologies (Spain)  
Zeleros (Spain)



#### BIOTECHNOLOGY AND HEALTH

Higia Technologies (Mexico)  
Pegasemp (Portugal)



#### NEW BUSINESS MODELS FOR THE DIGITAL ECONOMY

Heptasense (Portugal)  
Interacpedia (Colombia)

## everis Social Entrepreneurship Award

With these Awards, we seek out technological and innovative projects led by **everis** professionals, which have a distinctly social component and which impact on people's quality of life. This strengthens the Foundation's aim of promoting entrepreneurship for society and recognising our talented **everis** professionals.

The Award rewards **everis** employees' entrepreneurial activity with a trip to Japan, where they can learn about the **NTT DATA** entrepreneurial culture at their headquarters in Tokyo.

Furthermore, it supports initiatives through advice from **i-deals** (**everis** Group).

In the first edition, the **everis Foundation** gave the award to Proojec (Teresa Romera, **everis** Alicante), an online platform that combines company needs with projects in place for university students working on their dissertations (TFG). Second place went to the AADRIFE - Makerslab project (Almudena Hernández, **everis** Madrid) for its efforts in peaking young people's interests in programming, robots and technology in Aragón, and the La Muela region in particular.

Further information and registration at: [www.premiossocialeveris.com](http://www.premiossocialeveris.com) (Spanish) and [www.socialeverisaward.com](http://www.socialeverisaward.com) (English).



Honesty and ethical commitment are still the top-valued skills for employers.



The importance placed on skills increased overall, with problem analysis, problem-solving and focus on results topping the tables.



People hired don't tend to meet employers' performance expectations, but they make positive progress.



A third of companies have hired a recent graduate in the last five years, increasing the average hiring rate in companies.



Business Management and Industrial Engineering still top the hiring charts.



As with in previous editions, geographical mobility is still held up as the main limitation to employment opportunities.



## THESE WERE THE MAJOR FINDINGS

THIRD UNIVERSITY/COMPANY RANKING

### Third everis Foundation University/Company Ranking

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

For the third year running, the **everis Foundation** ran the **University/Company Ranking**, the only study to analyse how employers view recent graduates. In this latest edition, the sample of universities evaluated increased by 15%, and the number of companies consulted by 64%, making a total of 3,545 corporations surveyed.



RANKING  
**UNIVERSIDAD  
EMPRESA**  
FUNDACIÓN **EVERIS**

The report is a response to the need to strengthen ties between universities, students and society, and offer objective information. Employers provide information based on aspects they consider the most important when hiring someone, i.e. the skills required to perform well in their job role.

Every year, the key skills required of students for their career progression are analysed. In every edition of the study, we have asked company hiring managers how important the following eight skills are in relation to performance: teamwork, interpersonal and communication skills, technical knowledge of the profession, honesty and ethical commitment, ability to learn, conflict analysis and resolution, focus on results and ability to work in multicultural and multidisciplinary environments.

The **everis Foundation's** aim is to carry out the study on an annual basis and refine the methodology used in each edition, building on trends stemming from this work between the agents involved.

You can download it at: [www.fundacioneveris.com/ranking-2017](http://www.fundacioneveris.com/ranking-2017)

## PÚLSAR programme - mentor network



### Mentoring for brilliant girls by successful women

The **everis Foundation** is conscious of the gender gap and the need to close it, that's why it created the **PÚLSAR Programme**. The programme is run by women, for women, and is aimed at teenagers aged 15 to 17 who show signs of potential.

This programme is based on personalised mentoring and runs as six 1-hour sessions where renowned women from various fields act as a professional **role model** for teenage girls.

All of this with the aim of discovering and boosting their talent, empowering them so that they can see their training paths through (university degree), overcome their limits and achieve their goals.

The methodology used is based on "**learning by doing**" and helps girls become the masters of their own destiny. Furthermore, it is aimed at peaking curiosity, at exploration, discovery, interaction and creation of content, as well as reflecting and connecting this learning to the girls' everyday lives.

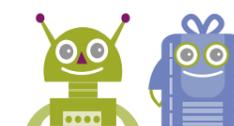
Around one hundred girls from schools in Madrid, Barcelona, Corunna and São Paulo are taking part in the third edition of the **PÚLSAR Programme**. This project will be further internationalised, casting the net wider to Mexico and Peru.

## WHY?

According to the PISA\* report, girls get lower grades in maths and science due to a lack of self-confidence. They also feel 10% less prepared for the world of work in comparison with boys. These figures are even worse in underprivileged social strata. To avoid this, **it is crucial we get parents, tutors and educational institutions involved. This is the only way we can make sure girls reach their full potential.**

\* Ministry of Education, Culture and Sport: PISA in FOCUS N°49.  
**What lies beneath gender inequality in education?**

## Robotics and programming workshops for kids



The **everis Foundation**, backed by CLOQQ and Connect Américas, is working towards initiatives that prepare young people and the next generations for STEAM (Science, Technology, Engineering, Arts, Mathematics) sectors. To do so, we are launching digital creation practical workshops for families, which encourage boys and girls to take an interest in science and technology vocations.

What makes this activity special is that it is run by **everis** volunteers in their free time – running workshops for their colleagues' children and relatives.

Today, this initiative is run in **everis** offices in Argentina, Chile, Mexico, Peru, USA and Spain (Alicante, Barcelona, Madrid, Murcia and Seville). There are plans to roll out the scheme in the **everis** Brazil, Colombia and Portugal offices.

The next phase of this programme involves holding these workshops in disadvantaged environments, thanks to collaboration from trained volunteers.

These are our figures:



## Teaming

Teaming is an **online** tool that helps raise funds for social causes through microdonations of 1 euro a month.

The commitment **everis** made in backing this platform inspired the **everis Foundation** to create a **landing page** especially for spreading the word and collaborating on this cause with our colleagues.

These are your workmates' causes - support them for just €1/month!

- **Fundacion Intheos contra el cáncer** (Intheos Foundation against Cancer), led by Fernando Echevarría and Rosa Sadurní (Spain)
- **ALUDME** (Fight against MDS), led by Isidoro Pardo (Spain)
- **¿Nos ayudas a saber qué le pasa a Marta? (Will you help us find out what's wrong with Marta?)**, led by Sandra Vilaseca (España)
- **Il Pozzo dei Desideri - Malawi (The Wishing Well - Malawi)**, led by Matteo Ferrari (Italy)
- **Caminando con Aitana (Walking with Aitana)**, led by Lara Callejo (Spain)
- **Miwadagbe Association**, led by Céline Beaulaton (Spain)
- **ONG Jardín de Amor (NGO Garden of Love)**, led by Lucía Fernández (Spain)
- **Dando vida con la música (Giving life through music)**, led by Manuel Boira (Spain)
- **Asociación Reacción Solidaria (Rapid Response Association)**, led by Beatriz Castro (Spain)
- **IdiPaz: Tumor - Immunology**, led by Ismael Morales (Spain)
- **Fundación Cris contra el cáncer (Cris Foundation against Cancer)**, led by Pablo Vázquez (Spain)
- **Muscular Dystrophy FSH**, led by Carlos Cano (Spain)

You can see all our **everis** causes and add your own here: <https://www.teaming.net/landing/everis>

## Let the games begin

For another year running, the **everis** Foundation has taken part in the Desafío Emprende (take on the challenge), an initiative launched by Obra Social la Caixa (Caixa Bank social initiative). The initiative fosters entrepreneurial values and attitudes in young people with participation from 500 schools throughout Spain.

As a **partner**, the **everis Foundation** posed students from the Colegio Claret (Barcelona) a challenge based on its project: an educational app to facilitate learning through music. With the challenge set, they travelled to Silicon Valley to learn from the experiences of professionals working in leading global companies. The experience is sure to boost their entrepreneurial skills and their personal growth.

## I-DEALS

One of the **everis Foundation's** main centres of activity is support for the research and entrepreneurial activity carried out in the academic field, in order to favour the intertwining of two, often very distinct, realities – university and the job market.

Another way to strengthen this connection is through the **everis** Awards scheme, which fosters innovation and entrepreneurship with an international dimension. In support of these activities, the **everis Foundation** collaborates with i-deals ([www.i-deals.es](http://www.i-deals.es)), an **everis** Group company that specialises in technological valuation and entrepreneurship. This support has taken shape by way of various actions.

During the 2017 fiscal year, i-deals, on behalf of the **everis Foundation**, collaborated with the incubator at the Polytechnic University of Milan, one of the most prestigious technological universities in Europe. This activity was conducted with support from a number of entrepreneurship projects developed in the PoliHub, the university organisation responsible for supporting new innovative start-ups.

At the same time, we worked for the Instituto Superior Técnico (IST) at the University of Lisbon. The i-deals team helped with four entrepreneurship projects in scientific and technological fields as part of the “LLP@Tecnico” project, a pioneering initiative in Europe that aims to apply new entrepreneurship models (“lean” methods) to the research activity conducted by PhD students.

In addition, the **everis Foundation** has continued to work with the ICAI Engineers Association, and its organisation for fostering entrepreneurship, developing the “**everis** Odiceo Observatory of Technological Entrepreneurship” (OETEO). The fruit of this endeavour came in the form of an initial report, indicating the most promising lines in which to launch new innovative businesses. This report was presented at an event organised in conjunction with the **everis Foundation** and the ICAI Engineers Association in September 2017. Likewise, an entire series of activities has been planned to better draw up the OETEO and automate an entire set of processes.

Finally, the i-deals team offered its support to the eight **everis Foundation** Entrepreneurship Awards finalists and the winners of the Latin American edition. A total of thirteen entrepreneurs received support from i-deals, centred primarily on reviewing and improving certain aspects of both the value proposition and the business model.

Prize winners received this help for an additional six months following the awards.



Abridged balances on 31st March 2017 and 2016 (stated in euros)

ASSET	31.03.2017	31.03.2016
<b>NON-CURRENT ASSET</b>	<b>621,000</b>	<b>621,000</b>
Intangible fixed assets	1,000	1,000
Investments in long-term affiliated companies and entities	620,000	620,000
<b>CURRENT ASSET</b>	<b>460,578</b>	<b>395,052</b>
Users and other debtors of the company's own activity	<b>446,672</b>	<b>382,885</b>
Affiliates	446,672	382,885
Trade debtors and other accounts receivable	58	58
Cash and other equivalent liquid assets	13,848	12,109
<b>TOTAL ASSET</b>	<b>1,081,578</b>	<b>1,016,052</b>

NET EQUITY AND LIABILITIES	31.03.2017	31.03.2016
<b>NET EQUITY</b>	<b>793,171</b>	<b>751,423</b>
Shareholder equity	768,871	727,123
Foundation endowment	6,010	6,010
Reserves	769,151	614,202
Surplus from previous fiscal years	(48,038)	(48,038)
Surplus from fiscal year	41,748	154,949
Subsidies, donations and bequests received	24,300	24,300
<b>CURRENT LIABILITIES</b>	<b>288,407</b>	<b>264,629</b>
Trade creditors and other accounts payable	288,407	264,629
Suppliers	160,489	93,985
Intercompany suppliers	127,808	170,386
Other debts with public administrations	110	258
<b>TOTAL NET EQUITY AND LIABILITIES</b>	<b>1,081,578</b>	<b>1,016,052</b>



Abridged profit and loss statement corresponding to the fiscal years ending on 31st March 2017 and 2016 (stated in euros)

SURPLUS FROM FISCAL YEAR	31.03.2017	31.03.2016
Income from company's own activity	744,787	801,600
Subsidies, donations and bequests charged to surplus for the fiscal year	744,787	801,600
Expenses for aid and other expenses	(280,000)	(180,000)
Monetary aid	(280,000)	(180,000)
Other activity expenses	(423,039)	(466,651)
<b>BUSINESS SURPLUS</b>	<b>41,748</b>	<b>154,949</b>
Exchange rate differences	-	-
Impairment losses and income from disposal of financial instruments	-	-
<b>SURPLUS FROM FINANCIAL OPERATIONS</b>	<b>-</b>	<b>-</b>
<b>SURPLUS BEFORE TAXES</b>	<b>41,748</b>	<b>154,949</b>
Taxes on benefits	-	-
<b>VARIATION OF RECOGNISED NET EQUITY IN THE SURPLUS FROM THE FISCAL YEAR</b>	<b>41,748</b>	<b>154,949</b>
<b>TOTAL RESULT, VARIATION IN EQUITY FOR THE FISCAL YEAR</b>	<b>41,748</b>	<b>154,949</b>



08

FINANCIAL  
INFORMATION  
**everis**Group



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

**Informe de Auditoría Independiente de Cuentas Anuales Consolidadas**

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

**Informe sobre las cuentas anuales consolidadas**

Hemos auditado las cuentas anuales consolidadas adjuntas de Everis Spain, S.L.U. (la Sociedad) y sociedades dependientes (el Grupo), que comprenden el balance a 31 de marzo de 2016, 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.

*Responsabilidad de los Administradores en relación con las cuentas anuales consolidadas*

Los Administradores de la Sociedad 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 de Everis Spain, S.L.U. y sociedades dependientes, de conformidad con el marco normativo de información financiera aplicable al Grupo en España que se identifica en la nota 2 de la memoria consolidada adjunta, y del control interno que consideren necesario para permitir la preparación de cuentas anuales consolidadas libres de incorrección material debida a fraude o error.

*Responsabilidad del auditor*

Nuestra responsabilidad es expresar una opinión sobre las cuentas anuales consolidadas adjuntas basada en nuestra auditoría. Hemos llevado a cabo nuestra auditoría de conformidad con la normativa reguladora de la auditoría de cuentas vigente en España. Dicha normativa exige que cumplamos los requerimientos de ética, así como que planifiquemos y ejecutemos la auditoría con el fin de obtener una seguridad razonable de que las cuentas anuales consolidadas están libres de incorrecciones materiales.

Una auditoría requiere la aplicación de procedimientos para obtener evidencia de auditoría sobre los importes y la información revelada en las cuentas anuales consolidadas. Los procedimientos seleccionados dependen del juicio del auditor, incluida la valoración de los riesgos de incorrección material en las cuentas anuales consolidadas debida a fraude o error. Al efectuar dichas valoraciones del riesgo, el auditor tiene en cuenta el control interno relevante para la formulación por parte de los Administradores de la Sociedad de las cuentas anuales consolidadas, con el fin de diseñar los 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 de la entidad. Una auditoría también incluye la evaluación de la adecuación de las políticas contables aplicadas y de la razonabilidad de las estimaciones contables realizadas por la dirección, así como la evaluación de la presentación de las cuentas anuales consolidadas tomadas en su conjunto.

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

KPMG Auditores, S.L., sociedad española de responsabilidad limitada y firma miembro de la red KPMG de firmas independientes afiliadas a KPMG International Cooperative ("KPMG International"), sociedad suiza.

Inscrita en el Registro Oficial de Auditores de Cuentas con el nº 58702, y en el Registro de Sociedades del Instituto de Censores Jurados de Cuentas con el nº 10. Reg. Mer. Madrid, T. 11.961, F. 90, Sec. 8, H. M. 188.007, Inscrp. 9. NIF B-78510153

*Opinión*

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 de Everis Spain, S.L.U. y sociedades dependientes a 31 de marzo de 2016, así como de sus resultados consolidados y flujos de efectivo consolidados correspondientes al ejercicio anual terminado en dicha fecha, de conformidad con el marco normativo de información financiera que resulta de aplicación y, en particular, con los principios y criterios contables contenidos en el mismo.

**Informe sobre otros requerimientos legales y reglamentarios**

El informe de gestión consolidado adjunto del ejercicio anual terminado el 31 de marzo de 2016 contiene las explicaciones que los Administradores de Everis Spain, S.L.U. consideran oportunas sobre la situación del Grupo, la evolución de sus negocios y sobre otros asuntos y no forma parte integrante de las cuentas anuales consolidadas. Hemos verificado que la información contable que contiene el citado informe de gestión consolidado concuerda con la de las cuentas anuales consolidadas del ejercicio anual terminado el 31 de marzo de 2016. Nuestro trabajo como auditores se limita a la verificación del informe de gestión consolidado con el alcance mencionado en este mismo párrafo y no incluye la revisión de información distinta de la obtenida a partir de los registros contables de Everis Spain, S.L.U. y sociedades dependientes.

KPMG Auditores, S.L.

Francisco Rabadán Molero

12 de julio de 2016



KPMG AUDITORES, S.L.

Año 2016 Nº 01/16/08922  
COPIA CRATURADA

Informe sujeto a la normativa reguladora de la actividad de auditoría de cuentas en España

For the third year running since its incorporation into the NTT DATA Group, the **everis** Group has consolidated its exceptional upward growth and profitability trends in both its core business and its business diversification initiatives.

As is demonstrated in the **everis** Group management report, the 2016 fiscal year (April 2016/March 2017) has been marked by significant growth in net turnover (over 27%) reaching 1,039.9 million euros. Management operating income also saw extraordinary growth (touching on 29%), ending the fiscal year at 79.7 million euros.

Thanks to the company's evolving results over the last three years, and as a result of the agreement reached with the stakeholder when integrating the **everis** Group into the NTT DATA Group, this fiscal year, the company has recorded and settled on a long-term remuneration plan. This enabled us to offer our high-performing employees a one-off bonus in said periods.

Said remuneration plan, which is normalised in management operating income, is included as a major staff expense in financial operating income. While this long-term plan being recorded in the fiscal year complies with a more than positive income evolution trend, which has a predictable and foreseeable impact, it affects financial income for the fiscal year in which it was recorded. That is why its recording and settlement in the 2016 fiscal year can be linked to increased capital and matrix funding awarded by NTT data. The aim is to protect and mitigate against the impact of said plan in the evolution of the company's net equity and financial capacity.

With regard to financial income, in the 2016 fiscal year, expenses were slightly less in comparison with the previous year, which was essentially down to a positive evolution in expenses due to exchange rate differences. Said improvement complies with the positive evolution of some Latin American currencies, as well as the results of the exchange type coverage strategy implemented by the company in the previous fiscal year. In addition, and as a result of matrix support, the company can fund its growth at a very competitive rate, which is less than the cost in the markets in which it operates either way.

The evolution of the **everis** Group's main figures over the last few years, along with continued support from the NTT DATA Group, have built a solid base on which we can build a growth plan over the coming financial years. This will enable the company to consolidate itself as an essential benchmark in the sector throughout the world.



## NET TURNOVER

SECTOR	31.03.17		31.03.16	
	Percentage	Thousand euros	Percentage	Thousand euros
Financial entities	34 %	354,240	34 %	279,343
Health	2 %	23,194	3 %	22,662
Industry and distribution	16 %	168,516	15 %	124,753
Public sector	13 %	137,838	14 %	112,495
Telecom	16 %	163,597	14 %	115,123
Utilities	11 %	106,928	13 %	98,942
Insurance	8 %	73,447	7 %	59,240
Other		1,162		1,620
	<b>100%</b>	<b>1,028, 922</b>	<b>100%</b>	<b>814,178</b>

BUSINESS	31.03.17		31.03.16	
	Percentage	Thousand euros	Percentage	Thousand euros
Strategic and management consulting	8 %	79,198	9 %	72,426
Technology consulting	8 %	81,557	8 %	60,309
Systems Development/Integration	28 %	284,902	30 %	245,220
Other activities	5 %	54,994	2 %	18,842
Maintenance and outsourcing services	51 %	528,271	51 %	417,381
	<b>100 %</b>	<b>1,028,922</b>	<b>100 %</b>	<b>814,178</b>

GEOGRAPHIC AREA	31.03.17		31.03.16	
	Thousand euros		Thousand euros	
By geographical market				
Spain		584,843		470,173
USA		36,484		30,651
Latin America		247,757		190,847
Rest of Europe		159,838		122,507
		<b>1,028,922</b>		<b>814,178</b>

COUNTRY LINE (LOCATION)	Total Gross Revenue
Spain	584,843,072.79
USA	36,484,155.49
Chile	53,729,091.24
Brazil	72,069,361.97
Colombia	19,877,859.65
Mexico	38,350,166.64
Peru	52,071,646.99
Argentina	11,659,032.74
Portugal	19,745,149.82
Belgium	52,872,262.32
Italy	48,675,214.97
United Kingdom	35,985,766.78
Andorra	2,559,244.41
<b>Subtotal</b>	<b>1,028,922,025.81</b>

## Consolidated balance sheets

31 March 2017 and 2016 (amounts stated in thousands of euros)

ASSET	31.03.2017	31.03.2016
<b>Intangible fixed assets</b>	<b>53,109</b>	<b>29,595</b>
Commercial consolidation fund	1,985	2,206
IT applications	18,912	12,341
Ongoing IT applications	18,511	14,952
Intangible fixed assets	13,701	96
<b>Tangible fixed assets</b>	<b>38,202</b>	<b>28,122</b>
Land and buildings	3,467	3,398
Technical facilities and other tangible assets	33,683	24,269
Ongoing fixed assets	1,052	455
<b>Long-term investments in associated companies</b>	<b>17,046</b>	<b>7,168</b>
Holdings using the equity method	12,068	3,760
Credits to companies with the equity method	4,978	3,408
<b>Long-term financial investments</b>	<b>34,345</b>	<b>33,132</b>
Loans to third parties	30,033	30,318
Other financial assets	4,312	2,814
<b>Deferred income tax assets</b>	<b>44,118</b>	<b>30,669</b>
<b>TOTAL CURRENT ASSETS</b>	<b>470,337</b>	<b>338,402</b>
<b>Inventories</b>	<b>2,766</b>	<b>1,568</b>
Advances to suppliers	2,766	1,568
<b>Trade accounts receivable and other debtors</b>	<b>395,871</b>	<b>296,974</b>
Customer receivable for sales and services	358,024	277,037
Group company customers	240	260
Affiliate company customers	1,768	9
Other receivables		151
Personnel	1,460	1,578
Current tax assets	2,610	999
Other receivables from public authorities	31,769	16,940
<b>Short-term debts with Group companies and affiliates</b>	<b>21,859</b>	<b>6,437</b>
Loans to Group companies	21,623	6,088
Loans to affiliates	236	349
<b>Short-term financial investments</b>	<b>10,830</b>	<b>3,177</b>
Derivatives	371	
Loans to companies	4,876	1,944
Other financial assets	5,583	1,233
<b>Short-term accrued expenses</b>	<b>6,782</b>	<b>6,640</b>
<b>Cash and other liquid asset equivalents</b>	<b>32,229</b>	<b>23,606</b>
<b>TOTAL ASSETS</b>	<b>657,157</b>	<b>467,088</b>

## Consolidated balance sheets

31 March 2017 and 2016 (amounts stated in thousands of euros)

NET EQUITY AND LIABILITIES	31.03.2017	31.03.2016
<b>NET EQUITY</b>	<b>158,860</b>	<b>148,575</b>
<b>Shareholder equity</b>	<b>168,813</b>	<b>161,169</b>
Share capital	29,094	29,094
Share premium	99,224	44,662
Reserves and results from previous years	88,390	55,406
Legal and statutory	5,819	5,618
Other reserves	55,474	40,857
Negative fusion reserve	(18,119)	(18,119)
Reserves in consolidated companies	45,216	27,050
Net income attributable to the parent company	(47,895)	32,007
<b>Exchange rate adjustments</b>	<b>(10,707)</b>	<b>(13,562)</b>
Conversion differences	(10,692)	(13,547)
Other exchange rate adjustments	(15)	(15)
<b>Subsidies, donations and bequests received</b>	<b>542</b>	<b>633</b>
<b>External partners</b>	<b>212</b>	<b>335</b>
<b>NON-CURRENT LIABILITIES</b>		
<b>Long-term provisions</b>	<b>1,297</b>	<b>1,188</b>
Other provisions	1,297	1,188
<b>Long-term debts</b>	<b>4,709</b>	<b>6,471</b>
Amounts owed to credit institutions	50	215
Finance lease creditors	658	823
Other financial liabilities	4,001	5,433
<b>Long-terms debts with Group companies and affiliates</b>	<b>169,439</b>	<b>111,000</b>
<b>Deferred income tax liabilities</b>	<b>5,222</b>	<b>4,821</b>
<b>CURRENT LIABILITIES</b>		
<b>Short-term debts</b>	<b>27,563</b>	<b>10,941</b>
Amounts owed to credit institutions	25,551	8,055
Finance lease creditors	626	1,466
Derivatives		2
Other financial liabilities	1,386	1,418
<b>Long-terms debts with Group companies and affiliates</b>	<b>67,943</b>	<b>36,214</b>
Intercompany debts	67,943	36,214
<b>Trade creditors and other accounts payable</b>	<b>222,124</b>	<b>147,878</b>
Suppliers	100,355	50,390
Affiliate suppliers		306
Miscellaneous lenders	2,938	1,600
Personnel (pending remunerations)	61,660	50,823
Current income tax liabilities	2,600	4,348
Other debts with public administrations	35,937	23,960
Client advances	18,634	16,451
<b>TOTAL NET EQUITY AND LIABILITIES</b>	<b>657,157</b>	<b>467,088</b>



## Profit and loss statement

Corresponding to fiscal years ending on 31st March 2017 and 2016

(stated in euros)

<b>Net turnover</b>	<b>1,028,922</b>	<b>814,178</b>
Service provision	1,028,922	814,178
<b>Work carried out by the company for its assets</b>	<b>17,452</b>	<b>14,853</b>
<b>Provisions</b>	<b>(784)</b>	<b>(512)</b>
<b>Other operating income</b>	<b>7,043</b>	<b>6,427</b>
Sundry and other current operating income	4,376	4,142
Operating subsidies incorporated into the results for the fiscal year	2,667	2,285
<b>Personnel costs</b>	<b>(819,626)</b>	<b>(564,797)</b>
Wages, salaries and similar expenses	(663,423)	(441,106)
Social security contributions	(148,477)	(118,806)
Provisions	(7,726)	(4,885)
<b>Other operating expenses</b>	<b>(273,888)</b>	<b>(207,815)</b>
External services	(269,885)	(197,742)
Tax	(4,590)	(4,486)
Losses, impairment and changes in provisions for trade receivables	589	(5,047)
Other ongoing operating expenses	(2)	(540)
<b>Fixed asset depreciation</b>	<b>(17,842)</b>	<b>(12,836)</b>
Impairment losses and gains on disposal of non-current assets	(188)	(117)
Disposal and other income	(188)	(117)
<b>Other income</b>	<b>(1,143)</b>	<b>(1,324)</b>
<b>OPERATING EXPENSES</b>	<b>(60,054)</b>	<b>(48,057)</b>
<b>Financial income</b>	<b>4,822</b>	<b>2,609</b>
For marketable securities and other financial instruments	4,822	2,609
For affiliates		68
For third parties	4,822	2,541
<b>Financial expenses</b>	<b>(5,816)</b>	<b>(3,522)</b>
Interest on short-term debt with the group companies	(1,624)	(1,323)
For debts with third parties	(4,192)	(2,199)
<b>Exchange rate differences</b>	<b>(1,661)</b>	<b>(7,418)</b>
<b>Impairment losses and gains on disposal of financial instruments</b>	<b>18</b>	<b>996</b>
<b>FINANCIAL INCOME</b>	<b>(2,637)</b>	<b>(7,335)</b>
Share in profits (losses) of equity accounted companies	1,296	(113)
<b>INCOME BEFORE TAX</b>	<b>(61,395)</b>	<b>40,609</b>
Income tax	13,512	(8,459)
<b>CONSOLIDATED INCOME FOR THE YEAR</b>	<b>(47,883)</b>	<b>32,150</b>
Result attributed to the parent company	(47,895)	32,007
Result attributed to external partners	12	143

## Consolidated cash flow statements

Corresponding to fiscal years ending on 31st March 2017 and 2016

(stated in euros)

	31.03.2017	31.03.2016
<b>Cash flow for operating activities</b>		
<b>Consolidated income for the year before tax</b>	<b>(61,395)</b>	<b>40,609</b>
<b>Adjustment to income</b>	<b>2,412</b>	<b>10,595</b>
Fixed asset depreciation	17,842	12,836
Variation in provisions	(589)	5,047
Subsidy input	(91)	
Income from removal and disposal of fixed assets	188	117
Income from removal and disposal of financial instruments	(18)	(996)
Share in losses from companies in equity method	(123)	113
Financial income	(4,822)	(2,609)
Financial expenses	5,816	3,522
Exchange rate differences	1,661	7,418
Work carried out by the company for its assets	(17,452)	(14,853)
<b>Changes in current capital</b>	<b>(26,329)</b>	<b>(18,785)</b>
<b>Inventories</b>	<b>(1,198)</b>	<b>124</b>
<b>Debtors and other accounts receivable</b>	<b>(99,236)</b>	<b>(32,461)</b>
<b>Other current assets</b>	<b>(142)</b>	<b>(2,074)</b>
<b>Creditors and other accounts payable</b>	<b>74,247</b>	<b>15,426</b>
<b>Other non-current assets and liabilities</b>		<b>200</b>
<b>Other cash flows from operating activities</b>	<b>3,196</b>	<b>(12,097)</b>
<b>Interest payment</b>	<b>(5,645)</b>	<b>(2,647)</b>
<b>Interest collection</b>	<b>4,585</b>	<b>2,609</b>
<b>Payments/(charges) for income tax</b>	<b>4,256</b>	<b>(12,059)</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>(82,116)</b>	<b>20,323</b>
<b>Cash flow for investment activities</b>		
<b>Payment for investments</b>	<b>(75,398)</b>	<b>(40,624)</b>
Group companies and affiliates	(25,825)	(1,633)
Intangible fixed assets	(21,816)	(269)
Tangible fixed assets	(18,499)	(12,096)
Other financial assets	(9,258)	(26,626)
Divestiture collection	8,011	2
Group companies and affiliates	343	
Intangible fixed assets	6,631	
Tangible fixed assets	390	2
Other financial assets	647	
<b>CASH FLOW FROM INVESTMENT ACTIVITIES</b>	<b>(67,387)</b>	<b>(40,622)</b>
<b>Cash flow for financing activities</b>		
<b>Return and payment for equity instruments</b>	<b>54,562</b>	
<b>Issuing of equity instruments</b>	<b>54,562</b>	
<b>Return and payment for financial liability instruments: issue</b>		
Amounts owed to credit institutions	17,313	
Long-terms debts with Group companies	58,286	
Other debts	(1,433)	
<b>Return and payment of:</b>		
Similar values and obligations		(238)
Amounts owed to credit institutions	(1,007)	(6,011)
Long-terms debts with Group companies	27,473	23,632
Other debts	77	
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>155,271</b>	<b>17,384</b>
<b>Effect of changes on exchange rates</b>	<b>2,855</b>	<b>(8,686)</b>
<b>Net increase/(decrease) of assets or equivalents</b>	<b>8,623</b>	<b>(11,603)</b>
<b>CASH AND EQUIVALENTS AT START OF YEAR</b>	<b>23,606</b>	<b>35,208</b>
<b>CASH AND EQUIVALENTS AT END OF YEAR</b>	<b>32,229</b>	<b>23,606</b>

Statement of changes in consolidated net equity  
31 March 2017 and 2016 (amounts stated in thousands of euros)

**A) Statement of recognised income and expense for the fiscal years**

	31.03.2017	31.03.2016
<b>CONSOLIDATED INCOME FOR THE YEAR</b>	(47,883)	32,150
<b>INCOME AND EXPENSE RECOGNISED DIRECTLY IN CONSOLIDATED EQUITY</b>		
For cash flow coverage		4
Subsidies, donations and bequests received	(121)	119
Exchange rate	2,855	(8,686)
Tax effect	30	(34)
<b>INCOME AND EXPENSES POSTED DIRECTLY TO CONSOLIDATED EQUITY</b>	2,764	(8)
<b>TRANSFERS TO THE CONSOLIDATED PROFIT AND LOSS STATEMENT</b>		
For cash flow coverage		
Tax effect		
<b>TOTAL TRANSFERS TO THE CONSOLIDATED PROFIT AND LOSS STATEMENT</b>		
<b>TOTAL RECOGNISED CONSOLIDATED PROFIT AND LOSS</b>	(45,119)	23,553



**B) Statement of changes in consolidated net equity**

	Authorised capital	Share premium	Negative fusion reserves	Legal reserves	Voluntary reserves	Reserves in consolidated companies	Conversion rate difference	Fiscal year income	Exchange rate adjustments	Subsidies, donations and bequests	External partners	TOTAL
<b>Balance on 1 April 2016</b>	29,094	44,662	(18,119)	5,618	40,857	27,050	(13,547)	32,007	(15)	663	335	148,575
Recognised consolidated income and expenses							2,855	(47,895)		(91)	12	(45,119)
Transactions with shareholders or owners												
Capital increase		54,562										54,562
Distribution of income for the year				201	14,617	17,189		(32,007)				
Other changes in net assets						977					(135)	842
<b>Balance on 31 March 2017</b>	29,094	99,224	(18,119)	5,819	55,474	45,216	(10,692)	(47,895)	15	542	212	158,860

In addition, the information segments detailed below are submitted in line with the criteria applied in the management information used by the Group management for decision-making.

Therefore, only the amount of the -financial- result before taxes shall coincide with both the Group's management information and consolidated annual accounts.

	31.03.2017 Segments		
	Core Business	Initiatives	TOTAL
<b>Net turnover</b>	<b>983,117</b>	<b>56,802</b>	<b>1,039,919</b>
Clients	982,649	46,273	1,028,922
Intersegments	(10,529)	10,529	
NTT DATA management adjustments	10,997		10,997
<b>Operating expenses</b>	<b>(891,512)</b>	<b>(51,936)</b>	<b>(943,448)</b>
Operating expenses	(1,002,223)	(58,291)	(1,060,514)
Intersegments	(5,095)	5,095	
NTT DATA management adjustments	115,806	1,260	117,066
<b>EBITDA</b>	<b>91,605</b>	<b>4,866</b>	<b>96,471</b>
<b>Fixed asset depreciation</b>	<b>(15,593)</b>	<b>(1,147)</b>	<b>(16,740)</b>
Depreciation	(16,560)	(1,282)	(17,842)
NTT DATA management adjustments	967	135	1,102
<b>Operating income - management</b>	<b>76,012</b>	<b>3,719</b>	<b>79,731</b>
Tax and other ongoing operating expenses	(10,619)	(1)	(10,620)
Disposal of NTT DATA management adjustments	(127,770)	(1,395)	(129,165)
<b>Operating income - financial</b>	<b>(62,377)</b>	<b>2,323</b>	<b>(60,054)</b>
Financial income	8	4,815	4,822
Financial expenses	(4,583)	(1,233)	(5,816)
Exchange rate differences	(1,580)	(81)	(1,661)
Other financial income (expenses)	1,089	225	1,314
<b>Result of interrupted operations</b>			
<b>Income before tax - Financial</b>	<b>(67,443)</b>	<b>6,048</b>	<b>(61,395)</b>
Segment assets	526,763	130,394	657,157
Segment liabilities	526,763	130,394	657,157
<b>Net cash flows from operating activities for</b>	<b>5,346</b>	<b>422</b>	<b>5,768</b>
Operation	(78,419)	(3,697)	(82,116)
Investment	(77,642)	10,255	(67,387)
Financing	161,407	(6,136)	155,271
<b>Acquisition of non-current assets in the year</b>	<b>40,315</b>		<b>40,315</b>

	31.03.2016 Segments		
	Core Business	Initiatives	TOTAL
<b>Net turnover</b>	<b>787,952</b>	<b>28,008</b>	<b>815,960</b>
Clients	798,257	15,921	814,178
Intersegments	(12,087)	12,087	
NTT DATA management adjustments	1,782		1,782
<b>Operating expenses</b>	<b>(712,691)</b>	<b>(29,013)</b>	<b>(741,704)</b>
Operating expenses	(714,296)	(29,712)	(744,008)
Intersegments	(699)	699	
NTT DATA management adjustments	2,304		2,304
<b>EBITDA</b>	<b>75,261</b>	<b>(1,005)</b>	<b>74,256</b>
<b>Fixed asset depreciation</b>	<b>(11,835)</b>	<b>(496)</b>	<b>(12,332)</b>
Depreciation	(12,339)	(496)	(12,836)
NTT DATA management adjustments	504		504
<b>Operating income - management</b>	<b>63,426</b>	<b>(1,502)</b>	<b>61,924</b>
Tax and other ongoing operating expenses	(9,283)	(14)	(9,277)
Disposal of NTT DATA management adjustments	(4,590)	(4,590)	
<b>Operating income - financial</b>	<b>49,574</b>	<b>(1,516)</b>	<b>48,057</b>
Financial income	262	2,347	2,609
Financial expenses	(1,290)	(2,232)	(3,522)
Exchange rate differences	(7,431)	(13)	(7,418)
Other financial income (expenses)	(5)	887	882
<b>Result of interrupted operations</b>			
<b>Income before tax - Financial</b>	<b>41,110</b>	<b>(501)</b>	<b>40,057</b>
Segment assets	421,578	92,193	513,771
Segment liabilities	421,578	92,193	513,771
<b>Net cash flow for financing activities:</b>	<b>(2,468)</b>	<b>(408)</b>	<b>(2,916)</b>
Operation	12,954	7,369	20,323
Investment	(33,698)	(6,924)	(40,622)
Financing	18,236	(852)	17,384
<b>Acquisition of non-current assets in the year</b>	<b>12,365</b>		<b>12,365</b>



09

REPORT  
COVERAGE  
AND INDICATORS



This annual financial and sustainability report is based on the G4 guidelines of the Essential Global Reporting Initiative regarding materiality, stakeholders, balance, comparability, accuracy, regularity and clarity with a single purpose: to ensure the quality of information submitted. **everis** is also compliant with the United Nations Global Compact.

The content of this report comes from the period between 1 April 2016 and 31 March 2017. However, it includes data referring to previous years, to allow a more objective assessment of the company's development.

## Company nature

The principles of relevance and materiality have been taken into account when preparing this report, so as to address the needs and concerns of the company's main stakeholders. For this purpose, an analysis was carried out during the reporting period, combining information from the usual consultation channels with a specific study of industry practices.

## Stakeholder participation

**everis** has identified its main stakeholders considering those who have influence over company activities and those affected by them.

## Balance

**everis**'s commitment to transparency means we do not communicate in a biased manner. Hence, the report includes both favourable and unfavourable outcomes and stakeholders can make an informed assessment of the company's performance.

## Comparison

This report includes figures from previous years to allow for accurate comparison.

The decision over what is material and relevant in the **everis** CSR is based on the balance between the goal as a company and the main needs and expectations of our most important stakeholders, based on:

- Priorities for our stakeholders, through direct surveys and participation of people with decision-making powers
- Opportunities and risks that may affect operations, business and the interests of our stakeholders
- Contribution to the improvement of the social, training, environmental and economic consequences arising from our activity

As usual, a number of people considered relevant in each group were surveyed, using the same issues as on previous occasions, in order to keep track of the evolution of satisfaction felt towards everis's responses and actions.



The table below shows the material aspects we identified during the report definition phase.

### Economic performance

- Growth in emerging markets
- Scouting and recruiting, maximising people's talent
- Creating high-performance centres
- Synergy with our partners

### Environmental performance

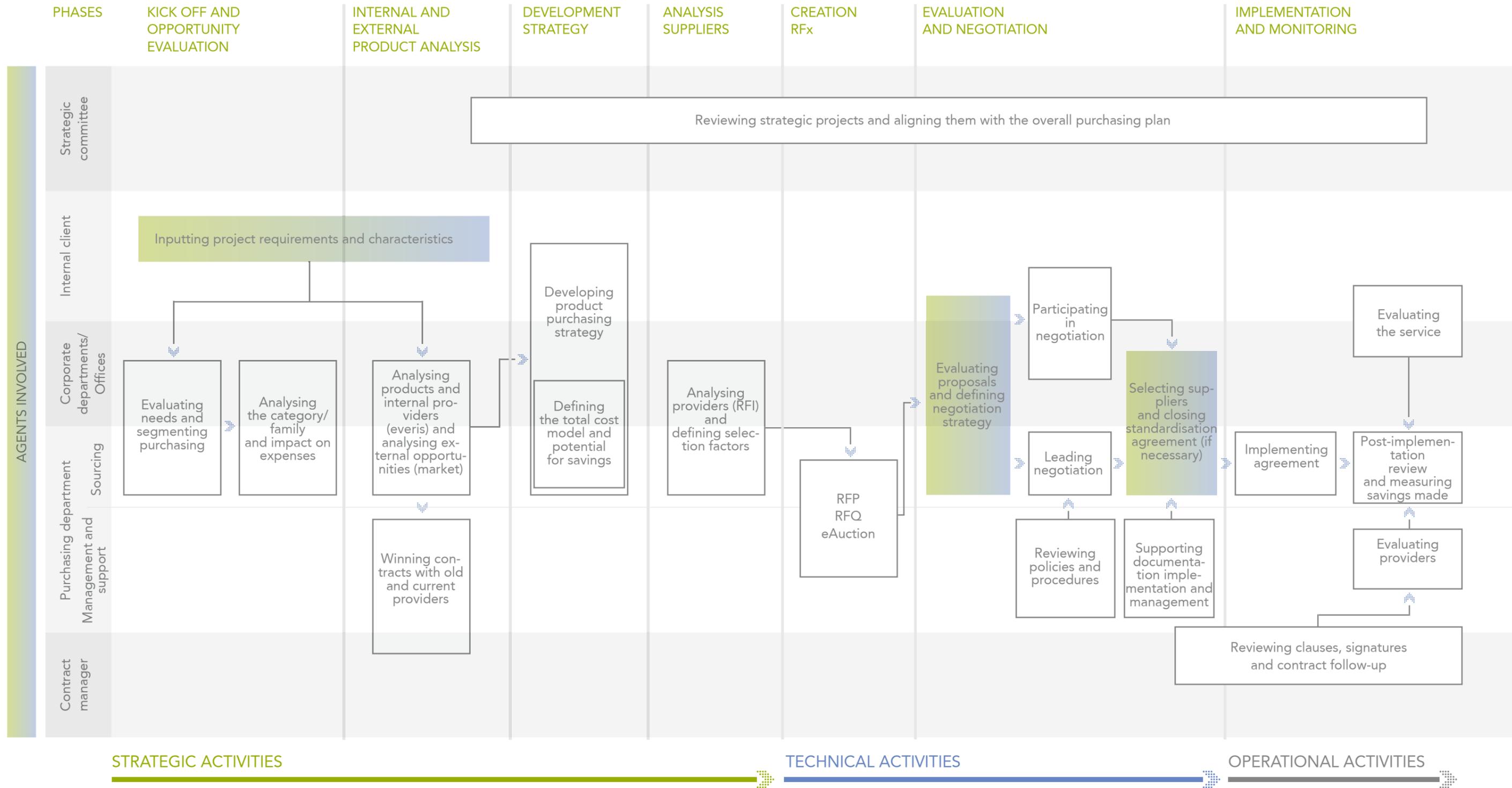
- Preventing pollution by minimising consumption of natural resources
- Recycling materials
- Reducing our carbon footprint
- Managing our ecological footprint:
- Meeting environmental standards
- Disposing of waste responsibly

### Social performance

- Creating job positions for staff with visual impairments
- Fostering healthy habits
- Fostering training and academic excellence
- Health and safety in the workplace
- Fostering scientific/technological vocations and youth employability

# SUPPLY CHAIN

The following diagram shows the **everis** supply chain and the relationships between parts of it:



## DIAGNOSIS

The following steps were carried out in the creation of this report:

1. Meetings with all **everis** managers who have a direct or indirect relationship with our stakeholders.
2. Recap of company social, economic and environmental actions and initiatives carried out throughout the fiscal year
3. Seeking out information on actions carried out with and for our **stakeholders**
4. Request for GRI indicators from internal managers for each of the areas to be handled
5. Writing the report
6. Sending the report to all **everis** managers to verify the content

At **everis**, we understand that sustainability goes hand-in-hand with our company values (discerning generosity, responsible freedom and creative energy).

Consistency and transparency are key to the mission and vision we uphold with each the stakeholders we work with, especially when it comes to assessing risks and opportunities for improvement.

With all of this, we seek to improve and strengthen our relationships with stakeholders through open, two-way communication and begin developing a comprehensive study on materiality committed to sustainable development.

Board processes to assess the organisation's performance in terms of sustainability. The Board of Directors, in exercising its governance and management duties, takes into account corporate governance guidelines based on both the applicable regulations and market standards in the matter, and the experience and knowledge of its members. The aim is to promote optimal management, and monitor and control social management, considering these same factors. Therefore, the Group's activities are monitored on a monthly basis in the People (Human Resources), Production (quality, cost and delivery control) and Business Operations departments at global, regional and local level, and the financial situation is analysed.

In this sense, the diversity and varied experience of the Board members mean management information can be analysed from a perspective that takes into account both economic viability (corporate profitability and growth) and social responsibility (for employees, customers and other stakeholders). In this way, they can provide instructions or make decisions to define a strategy in line with these guidelines.

In addition, as a corporate guideline, individual issues are monitored in meetings which cover the various aspects related to each of the topics mentioned. The presentation is given by an executive or a third party (auditors, consultants, employees, etc.), providing their judgement and opinion with regard to the Group's performance in the corresponding subject, and continuing the relevant discussion among Board members.

Finally, we have both the Appointment and Remuneration Committee and the Audit and Compliance Committee, which complement the work of the various Boards.

People, positioning and commercial business strategy advisors provide guidelines and monitoring/control so as to offer strategic guidance, incorporating leadership and social guidelines, and corporate social responsibility into Group business activities.

STAKEHOLDERS	RISKS	OBJECTIVES
Clients	Overall coordination of strategic accounts	Maximise our new capabilities to consolidate and enrich the strategy for all strategic accounts
Employees	New innovation proposals	Further strengthen and design new innovation proposals and actions to become more attractive to this target audience every day
Suppliers	Supplier quality	Ensure that local and international everis suppliers comply with approval requirements
Academic world	No risk	Continue to promote new and unique proposals, in collaboration with the most prestigious academic institutions
STAKEHOLDERS	POLICIES	OBJECTIVES
Clients	Environment Social responsibility Societal contribution Human rights and corruption Relationship with clients Improving project processes	Improve and ensure the continuity of all projects and initiatives underway at global level, aimed at and designed for this audience
Employees	Environment Social responsibility Societal contribution Human rights and corruption Relationship with shareholders Relationship with clients Relationship with suppliers	Improve and ensure the continuity of all projects and initiatives underway at global level, aimed at and designed for this audience
Suppliers	Environment Social responsibility Societal contribution Human rights and corruption Relationship with suppliers Improving purchasing processes	Ensure that all policies established are still complied with
Academic world	Environment Social responsibility Societal contribution Human rights and corruption	Continue developing new proposals and ensure that the policies established are still complied with



## The Board's sustainability assessment

The Board of Directors, in line with that established by the Appointment and Remuneration Committee, is assessed periodically as both a Board and as individual members. This evaluation is carried out using a report issued by the Spencer Stuart company as a point of reference.

Among several aspects analysed and evaluated with regard to the activity and involvement of Board operations, other operational aspects linked to the Board are discussed and commented on. These include: the impact of subjects and areas related to behaviours, practices and standards of governance and management criteria on employability resources/practices; considering various stakeholders' interests, as well as transparency in information on services and activities, business relationships and practices with suppliers and business partners; the financial return on investment and protection of corporate assets; as well as the promotion of relationships in each country where the Group operates, regarding local context and culture.

## Report verification

The report was carried out in accordance with the Global Reporting Initiative G4 Sustainability Reporting Guidelines, deemed an Essential option by the Digital Intelligent Company SL. The report was verified in line with action guidelines for reviewing corporate responsibility reports from the Spanish Institute of Sworn Accounting Examiners (ICJCE). This report can in no way be considered an audit report.

Digital Intelligent Company reviewed the inclusion of indicators entirely independently of everis Spain, SLU. Upon completion of the review, it found no reason to believe that the information presented was not thorough, reliable and compliant with the GRI G4 Sustainability Reporting Guidelines.

**everis** management is responsible for preparing and presenting the report and for following Materiality Disclosure Service criteria, obtaining confirmation from the Global Reporting Initiative on their correct application. Management is also responsible for the information and affirmations in this report.

Digital Intelligent Company SL, (Digitalic), is an external auditing company, independent of **everis** Spain, SLU, and which possesses the GRI Certified Training Module on Stakeholder Engagement for Spain.

For further information, please contact [spain.marketing@everis.com](mailto:spain.marketing@everis.com)

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**GENERAL BASIC CONTENT**

STRATEGY AND ANALYSIS	Page	Chapter	External verification
G4-1- Statement from the most senior decision-maker of the organisation	5	Prologue	Yes
G4-2- Description of key impacts, risks and opportunities	5	Prologue	Yes
ORGANISATIONAL PROFILE			
G4-3- Name of the organisation	everis Spain SLU		Yes
G4-4- Primary brands, products, and/or services	23-27	Our activity	Yes
G4-5- Location of organisation's headquarters	Avenida de Manteras, 52 – 28050 Madrid. Spain	Avenida de Manteras, 52 – 28050 Madrid. Spain	Yes
G4-6- Countries where the company operates	14, 16, 17	The company	Yes
G4-7- Nature of ownership and legal form	134, 135	Financial information	Yes
G4-8- Markets served	14, 16, 17	The company	Yes
G4-9- Scale of the reporting organisation	15	The company	Yes
G4-10- Total staff per employment type, employment contract and region	58-71. All employees have a permanent contract.	People	Yes
G4-11- Percentage of employees covered by collective work agreements	All employees.		Yes
G4-12- Description of the supply chain	150-151	Indicators	Yes
G4-13- Significant changes during the reporting period.	15-17	The company	Yes
G4-14- Explanation of the precautionary principle and how it is handled	8-9	Governing bodies	Yes
G4-15- Principles or other economic, environmental or social initiatives developed externally	49-53	People	Yes
G4-16- Participation in associations	74-78, 81-82	Institutions	Yes
TANGIBLE ASPECTS AND INDICATORS			
G4-17- Organisation's operational structure	36-37	Our activity	Yes
G4-18- Process to define report content	152	Indicators	Yes
G4-19- List of tangible aspects	149	Indicators	Yes
G4-20- Limits of the report: countries, departments, controlled companies, etc.	16-17, 63-37	Our activity	Yes

	Page	Chapter	External verification
G4-21- Signal indicators outside the organisation for each tangible aspect	149	Indicators	Yes
G4-22- Effect of corrected information from previous reports	None		Yes
G4-23- Significant changes with regard to periods prior to information applicable to the report	None		Yes
STAKEHOLDER PARTICIPATION			
G4-24- List of stakeholder groups engaged by the organisation	153	Indicators	Yes
G4-25- Basis for identification and selection of stakeholders	153	Indicators	Yes
G4-26- Relationship with stakeholders	Clients: survey, once a year Employees: survey, once a year. Suppliers: survey, once a year. University: survey once a year. University and supplier surveys form part of the report. Surveys carried out with all employees and clients are carried out as part of the company's continuous improvement process.		Yes
G4-27- Key topics raised through stakeholder participation	153	Indicators	Yes
REPORT PROFILE			
G4-28- Reporting period	134-135	Financial information	Yes
G4-29- Date of most recent report	01/2016-03/2017	Financial information	Yes
G4-30- Reporting cycle	Annual	Annual	Yes
G4-31- Contact point for questions regarding the report or its content	<a href="http://www.everis.com/spain/es-ES/inicio/Paginas/contacto.aspx">http://www.everis.com/spain/es-ES/inicio/Paginas/contacto.aspx</a>	<a href="http://www.everis.com/spain/es-ES/inicio/Paginas/contacto.aspx">http://www.everis.com/spain/es-ES/inicio/Paginas/contacto.aspx</a>	Yes
G4-32-a Option chosen	148	Indicators	Yes
G4-32-b Indicator index	156	Indicators	Yes
G4-32-c Verification	155	Indicators	Yes
G4-33 d Relationship between the organisation and the verifier	155	Indicators	Yes
GOVERNANCE			
G4-34-Organisational governance structure	10, 11	Governing bodies	
ETHICS AND INTEGRITY			
G4-56- Statement of mission, values, codes of conduct and principles relating to sustainability	18-19,86	Company: Sustainability	Yes

SPECIFIC BASIC CONTENT	Page	Chapter	External verification	Omissions
<b>CATEGORY: ECONOMY</b>				
<b>ECONOMIC PERFORMANCE</b> G4 - DMA	14-15, 23-35	The company, Our activity		
G4-EC1- Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	130-131, 137-145	The Foundation, Financial information	Yes	
G4-EC2- Financial implications and other risks and opportunities for the organisation's activities due to climate change	<b>everis</b> activities are not directly affected by climate change		Yes	N/A. <b>everis</b> activities are not directly affected by climate change.
G4-EC3- Coverage of the organisation's defined benefit plan obligations	40, 48	People	Yes	
G4-EC4- Significant financial assistance received from government	No government help		Yes	
<b>MARKET PRESENCE</b> G4 - DMA	70-71	People		
G4-EC5- Range of ratios of standard-entry level wage by gender compared to local minimum wage	70-71. Salary level is dependent on employment level reached and there is no difference based on gender. In all locations the minimum wage is above that of the sector and local collective agreements.	People	Yes	
G4-EC6- Procedures for hiring local managers	Unique process for the entire group		Yes	
<b>INDIRECT ECONOMICAL IMPACTS</b> G4 - DMA	86	Sustainability		
G4-EC7- Investment in infrastructure and services to benefit the public	50-53, 74-77	People, Institutions	Yes	
G4-EC8- Description of significant indirect economic impacts	74-77	Institutions	Yes	
<b>ACQUISITION PRACTICES</b> G4 - DMA	116-117			
G4-EC9- Policy, practices and proportion of spending on local suppliers	€ 217,341,390 in Europe € 80,564,006 in LATAM		Yes	
<b>CATEGORY: ENVIRONMENT</b>				
<b>MATERIALS</b> G4 - DMA	86-89	Sustainability		
G4-EN1- Materials used by weight and volume	No packaging is used		Yes	

	Page	Chapter	External verification	Omissions
G4-EN2- Percentage of recycled materials used	86-88	Sustainability	Yes	
<b>ENERGY</b> G4 - DMA	104-105	Sustainability		
G4-EN4- External energy consumption	All energy is renewable	Sustainability	Yes	
G4-EN6- Initiatives to reduce indirect energy consumption and reductions achieved	27, 86, 89-106	Sustainability	Yes	
G4-EN7- Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements	25, 27	Our activity	Yes	
<b>WATER</b> G4 - DMA	86-89			
G4-EN8- Total water withdrawal by source	All water consumed is for human consumption. Water used is not directly taken from any source but is provided by the municipal services each location in which everis has offices. Total consumption is 1,346,640 m <sup>3</sup> .		Yes	
G4-EN9- Water sources significantly affected by withdrawal of water	For human consumption only		Yes	
G4-EN10- Percentage and total volume of water recycled and reused	For human consumption only		Yes	
<b>EMISSIONS</b> G4 - DMA	92-93	Sustainability		
G4-EN15- Total greenhouse gas emissions (SCOPE 1)	92, 94	Sustainability	Yes	
G4-EN16- Total greenhouse gas emissions (SCOPE 2)	92-94	Sustainability	Yes	
G4-EN17- Total greenhouse gas emissions (SCOPE 3)	92-94	Sustainability	Yes	
G4-EN18- Intensity of greenhouse gas emissions	93-94	Sustainability	Yes	
G4-EN19- Initiatives to reduce greenhouse gas emissions and reductions achieved	104-105	Sustainability	Yes	
G4-EN20- Emissions of ozone-depleting substances by weight	Unknown	Sustainability	Yes	Unknown. everis is establishing a procedure to find out its ozone emissions as of 2018.
G4-EN21- NOx, SOx, and other significant air emissions by type and weight	No NOX or SOX emissions		Yes	

	Page	Chapter	External verification
<b>EFFLUENTS AND WASTE</b> G4 - DMA	86-87	Sustainability	
G4-EN23- Total waste weight, by type and disposal method	86-89	Sustainability	Yes
G4-EN24- Total number and volume of significant spills	None		Yes
G4-EN25- Weight of waste handled and percentage of waste shipped internationally	None		Yes
G4-EN26- Description of biodiversity of bodies of water and related habitats	None		Yes
<b>PRODUCTS AND SERVICES</b> G4 - DMA	27	Our activity	
G4-EN27- Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	<b>everis</b> services have no environmental impact		Yes
G4-EN28- Percentage of products sold and their packaging materials reclaimed by category	<b>everis</b> does not use packaging		Yes
<b>REGULATORY COMPLIANCE</b> G4 - DMA			
G4-EN29- Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	None		Yes
<b>TRANSPORT</b> G4 - DMA	92	Sustainability	
G4-EN30- Significant environmental impacts of transporting products and materials used, and for transporting staff members	100	Sustainability	Yes
<b>OVERALL</b>			
G4-EN31- Total environmental protection expenditures and investments by type	Measuring tools are not used		Yes
<b>CATEGORY: SOCIAL PERFORMANCE</b> Subcategory: Labour practices and decent work			
<b>EMPLOYMENT</b> G4 - DMA	41	People	
G4-LA1- Total number and turnover rate by employment type, by age group, gender and region	66-69	People	Yes
G4-LA2- Benefits provided to full-time employees that are not provided to temporary or part-time employees	40-48. All employees have the same benefits	People	Yes
G4-LA3- Return to work and retention rates after maternity leave	Women: 98% Men: 100%		Yes

	Page	Chapter	External verification
<b>HEALTH AND SAFETY IN THE WORKPLACE</b> G4 - DMA	46-47	People	
G4-LA4- Minimum notice period regarding significant operational changes	In accordance with legal standards		Yes
<b>HEALTH AND SAFETY IN THE WORKPLACE</b> G4 - DMA	46-47	People	
G4-LA6- Rates of absenteeism, occupational illness and number of victims	46-47	People	Yes
G4-LA7- Workers whose professions has scope for or a high risk of illness	None		Yes
G4-LA8- Health and safety topics covered in formal agreements with trade unions	No trade unions		Yes
<b>TRAINING AND EDUCATION</b> G4 - DMA	41-43	People	
G4-LA10- Training programmes that boost employability and career developments	41-43	People	Yes
<b>DIVERSITY AND EQUAL OPPORTUNITIES</b> G4 - DMA	18. At everis, the only value taken into consideration for a job position is talent.	The company	
G4-LA12- Composition of governing bodies and breakdown of employees per category, gender, age group, and other diversity indicators	11, 62-65, 122	Governing bodies, People, The Foundation	Yes
<b>EQUAL PAY FOR MEN AND WOMEN</b> G4 - DMA	18-19	The company	
G4-LA13- Ratio of basic salary and remuneration of men compared to women, by employee category	70, 71	People	Yes
Subcategory: human rights			
<b>INVESTMENT</b> G4 - DMA	18-19	The company	
G4-HR1- Percentage and total number of investments that include human rights clauses	Not necessary. All agreements are subject to the company code of ethics.		Yes
G4-HR2- Total hours of employee training on human rights policies and procedures	On joining the company 100 %		Yes
<b>NON-DISCRIMINATION</b> G4 - DMA	18-19	The company	
G4-HR3- Total number of incidents of discrimination and corrective actions taken	No events recorded		Yes

	Page	Chapter	External verification
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b> G4 - DMA	18-19	The company	
G4-HR4- Activities that contradict freedom of association and corrective measures	There are no activities in which the right to freedom of association and collective bargaining may be at risk		Yes
<b>SECURITY MEASURES</b> G4 - DMA	18-19	The company	
G4-HR7- Percentage of security staff trained in human rights	All employees receive training on human rights at the beginning of their career. Employees at security companies receive training in accordance with the laws in each country. <b>everis</b> does not participate in this type of training.	All employees receive training on human rights at the beginning of their career. Employees at security companies receive training in accordance with the laws in each country. <b>everis</b> does not participate in this type of training.	Yes
Subcategory: Company			
<b>LOCAL COMMUNITIES</b> G4 - DMA	126-129	The Foundation	
G4-SO1- Programmes and practices that evaluate and manage the impact of operations on communities	126	The Foundation	Yes
G4-SO2- Operations with significant potential or actual negative impacts on local communities	No operations with negative impacts		Yes
<b>ANTI-CORRUPTION MEASURES</b> G4 - DMA	18-19	The company	
G4-SO3- Percentage and number of business units analysed for risks related to corruption	100 %	100 %	Yes
G4-SO4- Percentage of employees trained in anti-corruption	100 %	100 %	Yes
G4-SO5- Actions taken in response to corruption incidents	There were no incidents of corruption during the period covered by the report	There were no incidents of corruption during the period covered by the report.	Yes
<b>PUBLIC POLICY</b> G4 - DMA	19	The company	
G4-SO6- Financial and in-kind contributions to political parties and related institutions by country	No financial or in-kind contributions to political parties		Yes

	Page	Chapter	External verification
Subcategory: Product responsibility			
<b>PRODUCT AND SERVICE LABELLING</b> G4 - DMA	114	Sustainability	
G4-PR3- Type of product and service information required according to legal standards	Operational handbooks 100 %		Yes
G4-PR5- Practices related to customer satisfaction	115-117	Sustainability	Yes
<b>CUSTOMER PRIVACY</b> G4 - DMA	114	Sustainability	
G4-PR8- Number of complaints regarding breaches of customer privacy and losses of customer data	None		Yes
<b>REGULATORY COMPLIANCE</b> G4 - DMA	113-114	Sustainability	
G4-PR9- Fines for non-compliance with laws and regulations concerning the provision and use of products and services	No fines		Yes

