Corporate Social Responsibility Report 2019

everis

an **NTT DATA** Company

Consolidated Non-financial Information Statement

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Chairperson's letter

It is once again with great pleasure that I present you with the everis Non-Financial Information Report for the 2019 financial year (1 April 2019 to 31 March 2020), prepared in accordance with Global Reporting Initiative guidelines and aligned with the United Nations' 2030 Agenda whose Global Compact we have signed.

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

I am aware of the terrible times we are living through today and must therefore clarify that the information presented in this report was collated prior to the Covid-19 pandemic and so does not reflect the pandemic's impact on all our areas of business.

This qualification aside, the Group's performance has been satisfactory over the year and we have achieved all the targets we set ourselves. I would like to especially mention the everis Group's contribution to direct job creation over the year, having hired over 9,000 skilled technology workers – 95% of whom have been taken on permanently. This volume of hires puts us in the top tier for job creation in Spain.

Our sustainable growth strategy built on developing diverse talent has enabled us to boost the ratio of women occupying senior management positions in the Company. The percentage of the Board of Directors who are female has increased by 10 points to 27%, and one of our female executives has been promoted to CEO of one of the Group's divisions, the first time a woman has occupied this position.

Turning to our customers' faith in us, it is important to highlight that we have achieved a customer satisfaction score of eight out of ten for yet another year in the surveys on completed projects.

Our contribution to improving the environment and tackling climate change has focused on widening the measurement scope of our carbon footprint, verified by an independent certification agency and entered in the CO2 Absorption Projects and Carbon Footprint Register of the Ministry for Ecological Transition and Demographic Challenge (MITECO), thereby contributing to reaching Spain's targets in the Paris Agreement.

Lastly, on behalf of all the members of everis' Board of Directors I have the honour of chairing, I would like to acknowledge and thank everis' staff – 79% of whom would recommend everis as the best place to work.

Many thanks

Eduardo Serra Rexach
Chairman of everis' Board of Directors
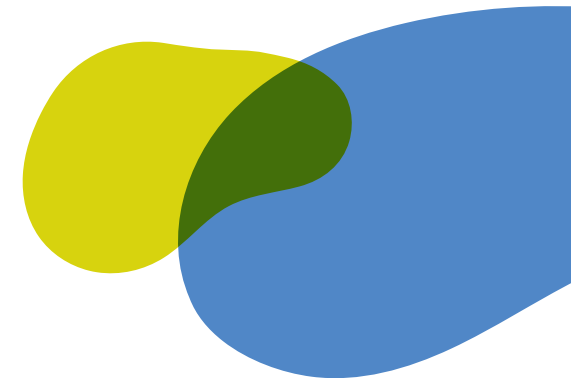
Introduction

This report sets out the everis Group's Statement of Non-financial Information for the 2019/2020 financial year (hereinafter, "FY19") covering the period from 1 April 2019 to 31 March 2020.

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

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

The Global Reporting Initiative Standards (GRI Standards) for preparing sustainability reports were followed when drafting this report.

Materiality analysis was carried out through a study of the most important matters for the Company and its stakeholders to report on material issues, the strategy for dealing with them and the concerns expressed by everis' stakeholders.

The following stakeholders were identified from this analysis:

Employees

Board of Directors, senior management and investors

NTT DATA and NTT

Partners

Customers and suppliers

Society (local community, entrepreneurs, sources of experienced talent, including those of other companies, etc.)

The following classification of the importance of each sphere was compiled based on this survey analysis:

1. Employment

Not important — Very important

1
2
3
4
5
6
7
8
9
10

1.0 1.5 2.0 2.5 3.0 3.5 4.0
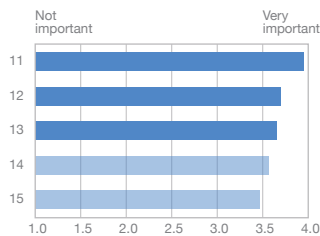
1. Equality. **3.92**

2. Talent management.
    Training plan.
    Career development. **3.86**

3. Organisation of work.
    Work-life balance measures.
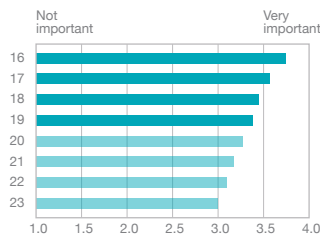   Parental leave. **3.68**

2. Economic

Not important — Very important

11
12
13
14
15

1.0 1.5 2.0 2.5 3.0 3.5 4.0

11. Job creation. **3.96**

12. Economic sustainability. **3.69**

13. Pay policy. **3.65**

3. Good governance

Not important — Very important
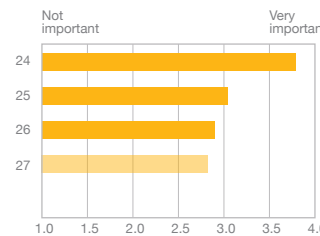
16
17
18
19
20
21
22
23

1.0 1.5 2.0 2.5 3.0 3.5 4.0

16. Reporting transparency. **3.73**

17. Regulatory compliance
     Corruption and bribery
     prevention.
     Code of ethics. **3.56**

18. Information security
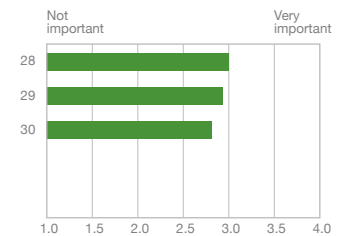   and data protection. **3.43**

19. Reputation and image. **3.38**

4. Social

Not important — Very important

24
25
26
27

1.0 1.5 2.0 2.5 3.0 3.5 4.0

24. Customer satisfaction. **3.77**

25. Suppliers (local).
     Purchasing policy.
     Payments. **3.13**

26. Volunteer and
     entrepreneurship programmes.
     Social initiatives.
     Sponsorships, partnerships
     and social activities. **2.89**

5. Environmental

Not important — Very important

28
29
30

1.0 1.5 2.0 2.5 3.0 3.5 4.0

28. Environmental policy.
     Environmental certificates. **3.00**

29. Waste prevention, recycling
     and reuse measures.
     Sustainable use of resources. **2.92**

30. Climate change strategy.
     Carbon footprint.
     Pollution prevention
     measures. **2.81**

The following 16 material issues in each sphere were identified using the resulting matrix, based on their average score in terms of relative significance.

The indicators used and year-on-year changes are shown in the following table:

Employment	FY19	FY18
% Female Top executive	12,4	10,7
Course per person	4,69	4,18
Employees with disabilities	0,62%	0,57%
Homeworking*	24,50%	20,30%

Economic		
Num. hires	9.522	9.694

Good governance		
Female board members	27%	17%
Independent board directors	36%	33%
Employee satisfaction	80%	75%

Social		
Satisfaction score customers	8,1	8,1
Local suppliers	>90%	78%
Volunteers (employees)	6%	4%

Environmental		
Carbon Footprint*	0,73 t	0,80 t

* In Spain.

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

The report also analyses compliance with the everis Group's Sustainability and Corporate Social Responsibility Policy. It aims to respond to changes in the market and the environment in which it operates and therefore, this report presents the results of our financial, social and environmental performance in keeping with our commitment to transparency and dialogue undertaken with all our stakeholders.

SUSTAINABLE DEVELOPMENT GOALS

Pledge to adhere to the UN Sustainable Development Goals

everis is committed to the United Nation's Sustainable Development Goals (SDGs) and 2030 Agenda as a blueprint for building a better society, through the diverse talent of our staff and the responsible use of technology.

everis' ESG (environment, social and governance) strategy revolves around contributing to achieving the SDGs concerning those material issues our stakeholders consider important: economic growth, quality education, diversity and inclusion, social issues and governance.

Quality education

We are working to develop everyone's digital skills – especially children's – championing projects to improve education and develop new skills concerning creativity and innovation.

Diversity and inclusion

We are convinced that, together, we can build a more diverse and inclusive future where new generations can be who they want to be.

Environment and energy

We are staunchly committed to the environment and managing energy efficiently, encouraging the sustainable use of natural resources, the circular economy, and curbing climate change.

Social impact. Volunteering

We help develop the communities we serve thanks to our performance and the volunteer work of our staff who contribute their knowledge and experience.

Governance

We are committed to god corporate governance, transparency and ethical conduct. Given the nature of our business and the influence technology has on our decisions, we have created ten best practices for using artificial intelligence responsibly.
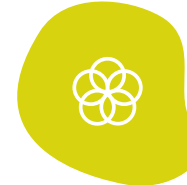
Partnerships

We cannot have a social impact if we work alone; therefore, we have built an extensive network in each performance sphere to be able to achieve greater scalability of all our initiatives.

1

Our business

1.1
Company description

everis Spain, S.L.U. relocated its registered offices and address for tax purposes to Camino Fuente de la Mora 1, Madrid (Spain) in November 2019. This multinational consultancy firm providing business, strategy, digital transformation, technological application development and maintenance and outsourcing solutions.It is active in all sectors of the economy, posting a turnover in the last financial year of €1.454 billion. The company employs over 27,000 people across Europe, the United States, Latin America and Africa.

In 2014, everis joined the NTT DATA Group – the eighth-largest IT services company in the world with over 123,000 employees and operating in 53 countries across Asia-Pacific, the Middle East, Europe, Latin America and North America, and boasting a turnover of $19 billion. In turn, NTT DATA belongs to the NTT Group – one of the leading companies in the telecoms sector globally.

18
countries

Andorra
Argentina
Belgium
Brazil
Chile
Colombia
USA
Spain
Netherlands
Italy
Luxembourg
Morocco
Mexico
Peru
Portugal
UK
France
Switzerlad

● everis   ● NTT DATA
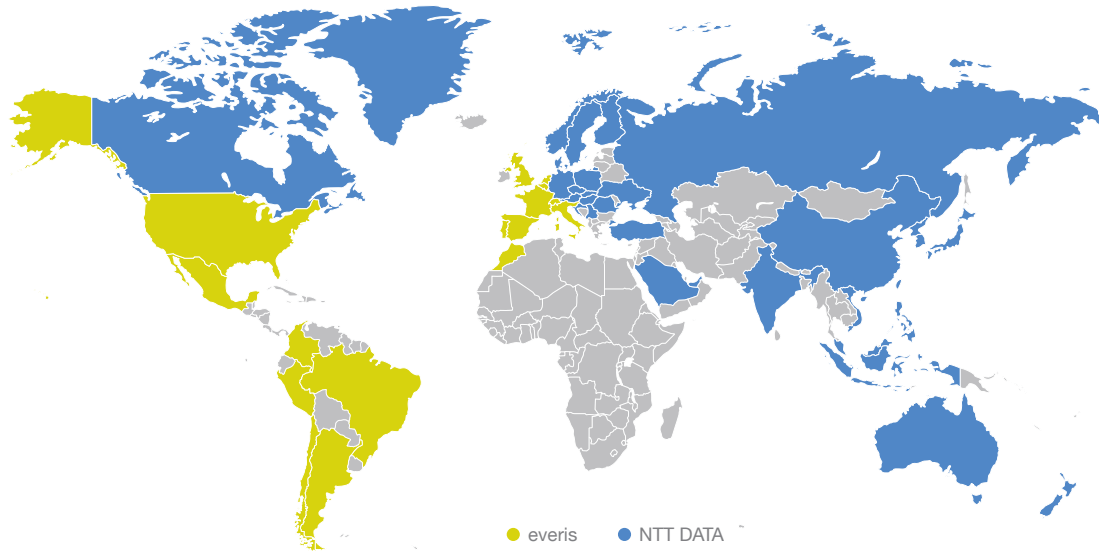
€ 1.454
billion
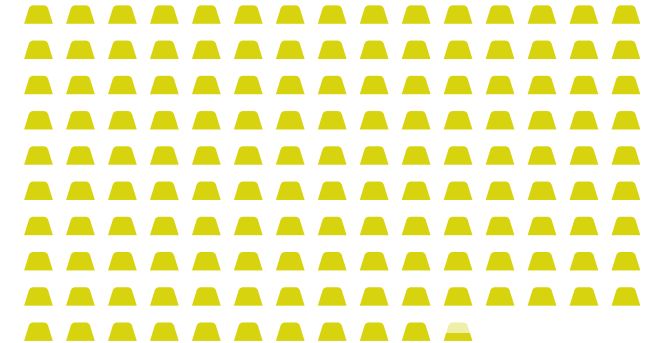
= € 10 billion

27.291
employees

= 200 employees
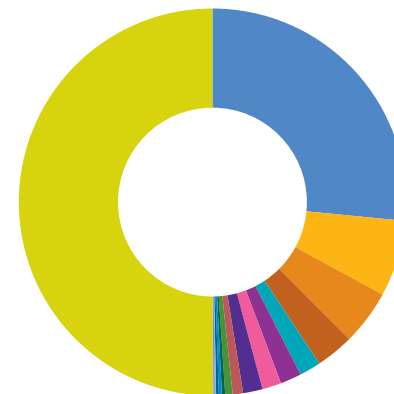
● Spain	14.483	● UK	327
● Peru	3.470	● Belgium	148
● Brazil	2.525	● USA	142
● Chile	1.731	● Morocco	139
● Colombia	981	● Luxembourg	64
● Portugal	967	● Netherlands	38
● Italy	880	● France	18
● Mexico	858	● Andorra	14
● Argentina	501	● Switzerland	5

1.2

Organisation

A diagram of everis' organisation and structure at the FY19 close is shown below. It is worth noting that this report includes the non-financial information of all the companies consolidated with everis Spain S.L.U, irrespective of the Company's ownership interests in them (affiliates shown in orange in the following figure).

everis Spain SLU

1 branch in Netherlands | 1 branch in Luxembourg | 1 branch in Belgium | 1 branch in France | 1 branch in Colombia | 1 branch in Switzerland

Fit Inversión Talento SAU
100%

Ideals Innovation & Technology Venturing Services SL
75%

everis BPO SLU

1 branch in Peru

everis Centers Group SLU

100%

everis Initiatives SLU

everis Polonia SPZOO *

everis Italia SPA

everis Portugal SA

everis Outsourcing de Processos LDA

everis USA INC

everis Consultancy LIMITED

BPXNet LIMITED
100%

everis Aragón SLU

everis Panama INC *

everis South Africa (PTY) LTD *

everis Infrastructures Operations SLU

everis Andorra Consulting IT Services SLU

everis Infrastructures Engineering SLU

everis Belgique SPRL

everis Perú SAC
99,999966%
0,000034%

everis BPO Perú SAC
99,99%

Arilion SL
100%
0,01%

everis México SRLCV
99,97%
0,03%

everis BPO México SRLCV
98,00%
2%

everis Argentina SA
98,81%
0,92%

everis Colombia SAS
99,9998%
0,0002%
0,27%

everis BPO Colombia SAS
99,99858%
0,00142%

everis Centers Morocco SARL
99%
1%

7 branches in Brazil

everis Brasil Consultoria de Negocios e Tecnologia da Informaçao LTDA
99,99%

everis Centers Latam LTDA
99,99%
0,01%

3 branches in Brazil

NTT DATA Brasil Consultoria EM T.I. Soluções LTDA
99,99%

everis Centers Chile LTDA
99,99%
0,01%

everis Chile SA
99,99%
0,01%

everis Training Chile LTDA
99,99%
0,01%

everis BPO Servicios Profesionales Técnicos y Tecnológicos Chile LTDA
99,99%
0,01%

everis Centers SLU
100%

everis Centers Group Portugal SLU
100%

everis Ingeniería SLU

everis Aeroespacial y Defensa SLU

everis Sistemas de Seguridad SLU
100%

Sistemas de Control Remoto SL
75%

Aplicaciones de Simulación Simtec SL
67,50%

everis Mobile SLU
100%

Everpross SLU

Cetel Ingeniería de Sistemas SLU

* Dormant company

1.3
Business

everis is a multinational consulting firm with 27,291 employees providing business, strategy, digital transformation, technological application development and maintenance and outsourcing solutions in all sectors: banking, insurance, telecoms & media, public sector, healthcare, utilities & energy, infrastructure, wholesale, tourism, logistics & transport, automotive and aerospace.

The following table shows the percentage breakdown of consultancy service revenues generated by each service area:

Outsourcing	48%
Development and integration	28%
Consultancy	24%
Other consultancy services	0,10%

Consultancy	Revenues
Business consultancy - Strategy / organisation / etc. (s)	11,00%
Information technology consultancy - IT consultancy (u)	13,00%
Development and integration	
Applications development (v)	23,70%
Roll-out and integration (w)	4,30%
Outsourcing	
Information technology outsourcing (ITO) (x)	10,00%
Application management services (AMS) (y)	32,30%
Business process outsourcing (BPO) (z)	5,80%
Other consultancy services	
Recruitment / training / market research, etc. (aa)	0,10%
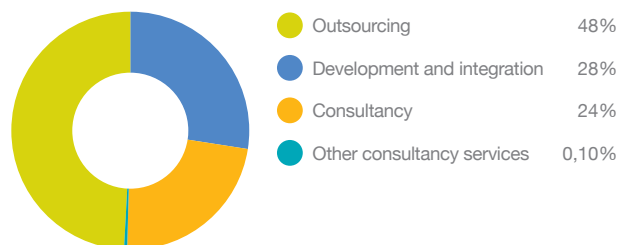
Areas	Ingresos
Financial services	**42,00%**
Banking and financial markets	33,00%
Insurance	9,00%
Public administrations	**16,80%**
State central government	11,00%
Regional or autonomous community government	4,80%
Local or municipal government	1,10%
Telecommunications and media	**15,00%**
Energy (oil, coal, mining, etc.) and public utilities companies (water, electricity, gas, etc.)	**19,10%**
Distribution	**2,30%**
Transport and travel	**2,40%**
Others (leisure, pharmaceuticals, etc.)	**2,40%**

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

Microsoft

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

ORACLE

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

salesforce

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

SAP Gold Partner
SAP Partner

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

1.4
Business strategy and trends

The technology sector is enjoying a market boom, fuelled by the digital transformation which is resulting in structural and disruptive changes across all businesses. This has gained momentum in recent months due to the Covid-19 pandemic.

Companies are increasingly using disruptive technologies such as blockchain, the Internet of Things, artificial intelligence and cognitive computing, as well as Agile methodologies as part of their drive to be more competitive in the market.

This is where everis plays a key role as a business and technology consultancy firm, thanks to its operations and experience across all markets. The confidence customers place in us has seen the Company's revenues growing faster than the sector average.

Joining the NTT DATA Group has enabled us to expand the solutions and services we can offer, helped us provide the most innovative of answers, and increased our technological, geographical and financial resources and capabilities.
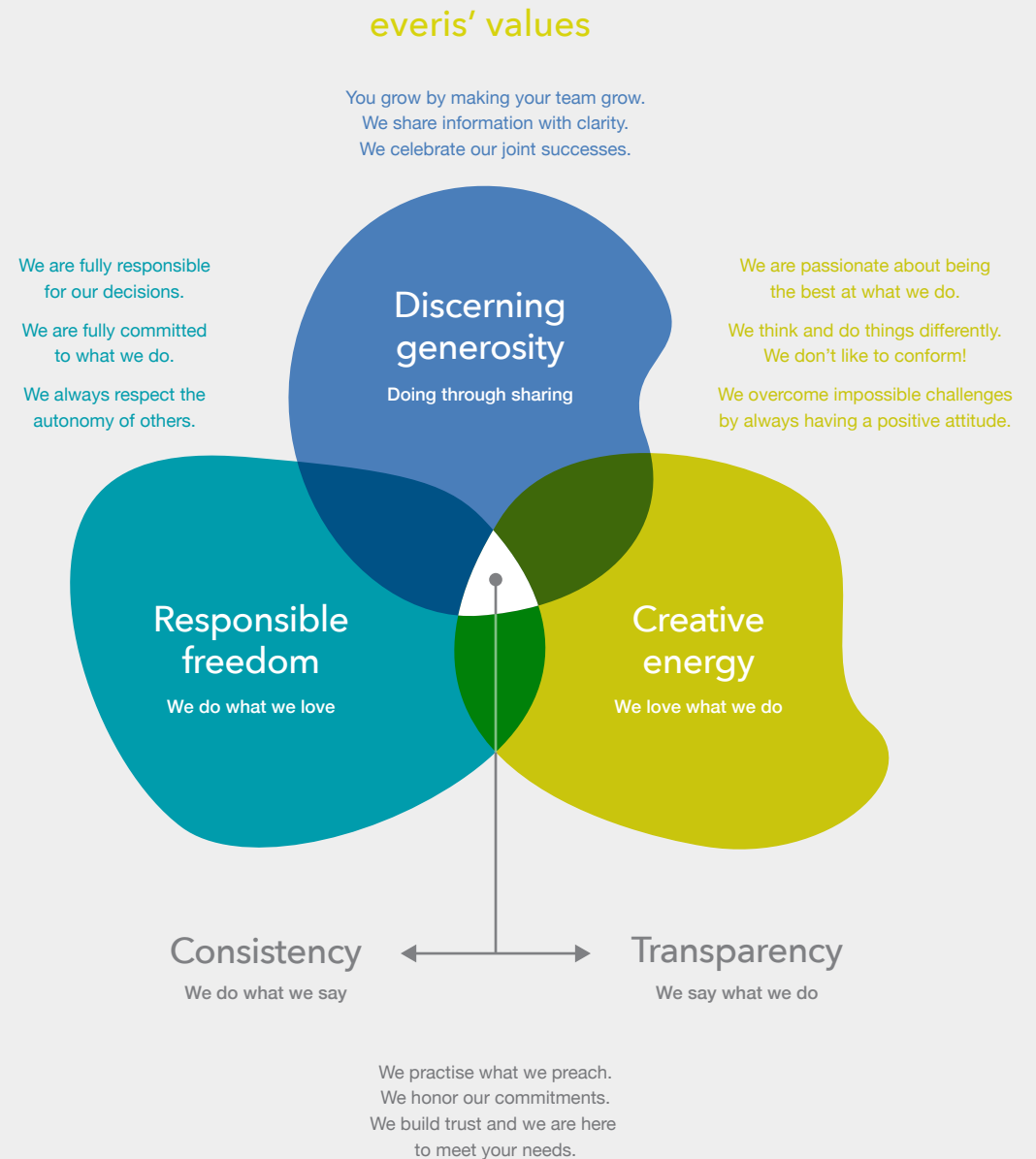
2

Corporate governance

Corporate governance

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

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

Beliefs:

- The Company must be guided by a balance of economic, ethical and emotional values.

- People and development of their full potential must be our Company's purpose and they should not just be seen as a resource.

- Excellent professional performance is nurtured by establishing a climate of responsible freedom.

everis' values

You grow by making your team grow.
We share information with clarity.
We celebrate our joint successes.

We are fully responsible
for our decisions.

We are fully committed
to what we do.

We always respect the
autonomy of others.

We are passionate about being
the best at what we do.

We think and do things differently.
We don't like to conform!

We overcome impossible challenges
by always having a positive attitude.

Discerning generosity
Doing through sharing

Responsible freedom
We do what we love

Creative energy
We love what we do

Consistency
We do what we say

Transparency
We say what we do

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

2.1
Governing bodies

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

Board of Directors

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

The Board's policy is to delegate day-to-day management to the executive bodies, the CEO and the Company's management team, and to concentrate its activities on promoting, supervising and controlling management.

At the end of FY19 (31 March 2020), and taking into account the events after the end of the year and before the formulation of the financial statements for that year, the members of the Board of Directors with positions in force were as follows (the departures and changes that occurred during and after that year, before the aforementioned date of formulation, are indicated below).

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

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

Chairperson	Eduardo Serra Rexach
everis Group CEO	Fritz Hoderlein Cabistany
Independent board members	Pilar Zulueta de Oya Alejandro Ferreiro Yazigi Pedro Luis Uriarte Santamarina Mónica de Oriol Icaza
Board members representing the NTT DATA Group	Chieri Kimura Tetsushi Sasago Patrizio Mapelli Kei Anzai Miyuki Ide
Secretary of the Board	Antonio Gómez Jarillo

Members of the Board that have changed: To give an up-to-date picture, at the date of drafting of this report, the amendments made upon close of FY19 have been taken into account, along with subsequent events prior to the drafting date (30 June 2020). Cristina Garmendia Mendizabal stood down on 21 Jun 2019, and was later replace by Mónica de Oriol Icaza, on 22 april 2020, which was recorded as an event after the financial year and before the anual acounts. Ken Tsuchihashi stood down on 24 de July de 2019 and was replace by Koji Miyajima in that date, Later Koji MIyajima stood down and was replace, as indicated below. Benito Vázquez Blanco stood down on 18 September 2019 and was later replace by Miyuki Ide on 31 de marzo de 2020. Koji Ito, Manabu Tanaka y Koji Miyajima stood down on 22 Jun 2020 and was later replace by Chieri Kimura, Tetsushi Sasago y Patrizio Mapelli. In addition, it is important to note that on 18 March 2020, Pedro Luis Uriarte Santamarina, an independent director, was appointed as Vice Chairman of the Board. This appointment is linked to the improvements relating to the succession procedure underway, as well as to give continuity to the best practices of good governance.
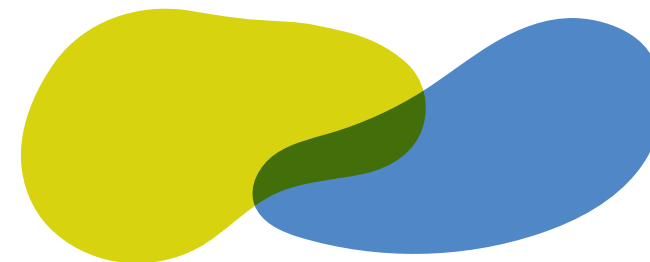
Risks are included in the matrix according to a specific methodology that uses three categories (external risks, business risks and compliance risks), and their impact and probability of occurrence to quantify each risk. Every FY, the CRO works with the Company's other areas involved to present the Annual Risk Assessment to the Audit and Compliance Committee.

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

- **Report at the start of the FY:** The material or most critical risks in the organisation are identified in the Global Risk Matrix, setting out some of the measures deemed necessary to prevent and/or mitigate them in the current FY.

- **Report midway through the FY:** Halfway through the FY, the specific measures adopted by the Group to tackle each of the identified material risks are reported for their prevention and/or mitigation. Also reported are the number of incidents that have arisen, if any, the status of such measures (planned or not) and an assessment thereof, along with any assumed risks that the Internal Audit area may have detected.

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

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

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

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

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

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

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

Delegate committees

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

Below it is a list of the members with its current positions, as of the end of FY19 and according to the subsequent events reported prior to the preparation of the annual accounts for that year.

Position	Appointments and Remuneration	Audit and Compliance
Chairperson	Pilar Zulueta de Oya	Alejandro Ferreiro Yazigi
Members	Pedro Luis Uriarte Santamarina Mónica de Oriol Icaza Chieri Kimura Kei Anzai Miyuki Ide	Pilar Zulueta de Oya Chieri Kimura Kei Anzai Miyuki Ide
Secretary	Antonio Gómez Jarillo	Antonio Gómez Jarillo

Members of the Board that have changed: Cristina Garmendia Mendizabal stood down and was replaced by Pilar Zulueta de Oya, on 24 July 2019, as Chairperson of Appointments and Remuneration committees. For this commission, Mónica de Oriol Icaza was also appointed as a member of this committee on 20 May 2020. Ken Tsuchihashi stood down on 24 July 2019 in both committees and was lately replaced by Miyuki Ide on 31 March 2020. Koji Ito y Manabu Tanaka stood down on 22 Jun 2020 in the Appointments and Remuneration committees and was replaced by Chieri Kimura y Kei Anzai, respectively. Manabu Tanaka stood down on 22 Jun 2020 in the Audit and Compliance committees and was replaced by Chieri Kimura.

In addition, and in order to guarantee the representation of independent directors, the Board may appoint a representative as a coordinating director or Lead Director. This person's main role is to manage the coordination of external board members. This function may also be performed by the Vice Chairperson of the Board, when so appointed.

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

2.2
Measures to prevent corruption and bribery

In FY19 and pursuant to its principles of good corporate governance and within the framework of the Global Compliance Programme it has implemented, the everis Group has not had to analyse or manage during the course of its business (which include business operations and opportunities) any material or contingent event or malpractice that could be associated with possible corruption and/or bribery or that could have a material impact on the financial statements.

It is notable that this FY, the Group also received no claims or notices for alleged corruption or bribery through (internal and external) whistle-blowing systems and global channels that it has in place. In this regard, at the end of FY19, it was decided to close the internal channel because the external channel is more popular. This is because it is accessible to all – staff and third parties alike – considering there is more awareness of it and it can be accessed externally, which reinforces its purpose and ensures the channel remains confidential and anonymous.

Furthermore, during the group-wide annual corporate risk assessment by the Group's Chief Risk Officer (CRO), involving its Risk Management team, no incidents or acts of corruption or bribery were identified that required any action or subsequent adoption of appropriate measures to prevent and/or mitigate them. Consequently, the CRO did not have to report any such acts to the Group's Audit and Compliance Committee (the body that the Board of Directors delegates the specific Compliance and Risk Management functions to). Equally, no significant incidents or acts had to be reported by the Compliance team through the Chief Compliance Officer (COO).

That said, this FY the Group was involved in a lawsuit, although this is not significant or related with corruption or bribery.

At the date of preparing the non-financial information statement, the competent court has yet to pass judgement on everis Spain, S.L.U.'s appeal for judicial review of the (not outright and final) ruling of the Spanish National Markets and Competition Commission (CNMC) on alleged, mitigated and incidental, liability in alleged anti-trust practices (reported in the prior FY). In light of the exceptional global situation caused by Covid-19 and its impact on the processing of court cases in Spain, it is possible that any ruling on this appeal will be delayed.

In order to prevent any anti-trust practices, everis Spain, S.L is continuing to improve its overarching Compliance Programme. This involves ensuring the programme is regularly updated and different measures and actions are taken to raise awareness and train staff, enhance internal procedures and the review thereof, all overseen by the Internal Audit team.

In particular, during FY19, the everis Group launched an update of the global Compliance course, raising awareness of matters such as personal data protection, issues related with intellectual property or affecting workforce relations, and competition, in line with NTT DATA's guidelines (and other matters covered later in this report) by including practical examples in the course which the Group's staff may come across during their work. This improvement has been rolled out across the Group, with local versions tailored to applicable laws and regulations in the European Union, Japan and the United States.

On the other hand, the everis Group fosters a culture of zero tolerance to criminal acts in the Group (including corruption) and continues to improve the measures and actions taken to prevent them. As in the previous FY, it continues to raise awareness of and provide training on internal anti-corruption policies and procedures, and offers global training across the organisation for all levels and categories of staff.

The specific areas of training provided by the everis Group in FY19 are as follows:

Code of Ethics and Professional Conduct

(including the NTT DATA Global Compliance Policy)

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

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

Currently available on the corporate website (www.everis.com) and for staff via the global intranet, the code prohibits corruption and bribery directly or indirectly in both the private and public sectors.

Global Anti-corruption Policy

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

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

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

Global Gifts and Entertainment Policy

All everis Group staff must adhere to this policy, which includes specific guidelines on these matters in dealings in the public sector and private sector, as well as internally. Notably, in the public sector it is strictly prohibited to directly or indirectly give or offer any gifts to entertainment to any public workers, irrespective of their amount or value or whether everis is bidding for a tender that it might ultimately win, to avoid any irregular conduct aimed at influencing decisions or receiving preferential treatment. The policy restricts the giving of gifts and entertainment to cases where there is an acceptable, justified and recorded need that fully adheres to common local commercial practices and applicable laws and regulations.

Global compliance course

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

This year, the updated version of the course especially includes more content on crimes, with a clear message in the organisation of zero tolerance to any criminal act (including corruption and bribery and related actions). The Group's employees have also been reminded that they can access the Crime Prevention Policy and attached Crime Risk Catalogue on the global intranet. The latter describes the types of criminal acts that a legal person may be criminally liable for in Spain as per the Penal Code, considering the Group's parent company is established in Spain and is therefore directly subject to these laws, as are its related group companies.

Special emphasis has also been placed on other matters requiring due compliance, and the content associated with these has been updated: tax, labour, intellectual property, competition, and personal data protection and privacy laws.

This new version of the course has been available to all staff since 30 January 2020; 5893 employees had completed it up to the end of the financial year on 31 March.

Specific awareness-raising, training and communication campaigns

At group level and targeting those who are especially exposed or pose a risk, to prevent criminal acts, in particular those related with corruption, bribery or money laundering in the organisation. A specific training programme has been designed for the next FY so that all actions are performed in a planned and orderly manner, with the ultimate aim of preventing crime risk.

Global Compliance Risk Matrix

Sets out potential breaches of regulations and/or crimes associated with corruption, bribery or money laundering, and the specific measures to prevent them. This matrix has been revised this FY and a new updated version created, describing the crime risks that could prevail in the Group's operations, as well as the likelihood of them occurring and their impact. This review led to possible criminal acts associated with operations being ordered in terms of priority and risk category on a scale of 1 to 5: Low (1), Low/Medium (2), Medium (3), Medium/High (4) and High (5). In this matrix, no crime risks have been classified as High. The following were included in the Medium/High category, which comprise crimes classified in the current Penal Code and could result in the Company being found liable: breaches of industrial and intellectual property, corruption in business, discovery and disclosure of secrets, damages, extortion and influence peddling. The recently identified crime risks will be managed through pertinent preventive measures.

Anti-corruption Pledge

Included in all contracts to be entered into with external advisors and commercial intermediaries (commission agents, representatives and distributors). It is intended to ensure compliance with all laws and regulations to prevent corruption of third parties with whom the Group has dealings.

Audit, monitoring, corrective and control procedures

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

Whistle-blowing channels or systems

The Company had two global whistle-blowing systems or channels: 1) internal: confidential (not anonymous), available on the global corporate intranet for all the Group's employees; and 2) external: confidential and anonymous (only if requested by the informant) on the everis corporate website (www.everis.com) for all the Group's staff and any third parties (customers, suppliers, etc.) acting on behalf of everis or collaborating or interacting with everis in any way. This latter external channel takes inspiration from Directive (EU) 2019/1937 on the protection of persons who report breaches of Union law.

As described beforehand, at the end of FY19 the internal channel was closed in favour of the external system, given that the latter is well known and accessible to everyone, staff and any third party alike. This channel is also more objective as it is operated externally by a renowned law firm and is on a cutting-edge external IT platform in Germany, thereby ensuring the channel is confidential and anonymous.

It is also of note that during FY19, very similar communication campaigns to those taking place in the previous FY were also run as follows:

- Information on the Group's internal anti-corruption procedures and policies has been shared with members of the Board of Directors.

- The organisation's workforce has been informed about the Group's internal anti-corruption procedures and policies, which are prominently located on the global corporate intranet. On this point, a new global intranet site was established in the Group this FY for all staff to share knowledge. A new space was created on this site with all the aforementioned internal policies and procedures. This space is both highly visible and prominently located.

- The anti-corruption procedures and policies are internal, although most are furnished to all types of business partner with which the Group interacts.

- Information on campaigns run to raise awareness of and provide training on anti-corruption has been reported to the members of the Board of Directors.

- The Group's employees have received anti-corruption training.

2.3
Anti-money laundering

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

- Compliance: Global Anti-corruption Policy

- Compliance: Global Gifts and Entertainment Policy

- Compliance: Global Compliance Risk Matrix

- Financial: Financial controls

- Internal audit: Internal audit controls

- Internal control and corporate governance Group Authority Matrix (GAM) and **everis** Equivalent GAM (eEGAM)

- No significant contributions have been made to non-profit foundations and organisations related with pro bono work by the Company (these are covered in chapters 4 and 6 of this report). In any event, these would be controlled by the measures described before.

2.4
Risk management

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

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

- **Risks that could affect the Company's model** (primarily referring to protecting the Quality and Generosity Model) and its growth.

- **Business risks**, such as exogenous or market risks, responsibility for which is assigned by the Audit Committee to everis' executives and management.

- **Operational risks**, which are analysed and assessed by the Internal Audit Department. The outcomes of this work are presented in various studies and reports and in each detailed and complete Risk Matrix of each audit unit, after being reviewed. Operational risks are environmental, social and economic risks and the impacts thereof.

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

This matrix has been re-reviewed by the CRO in FY19, with the support of the other areas involved across the organisation, to check whether it needs to be revised due to changes in the Group's operations and the appearance of new external events or factors that affect it.

Risk management methodology

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

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

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

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

An outline of the Company's internal risk control system is provided in the following figure.

3ʳᵈ defense line

2ⁿᵈ defense line

1ˢᵗ defense line
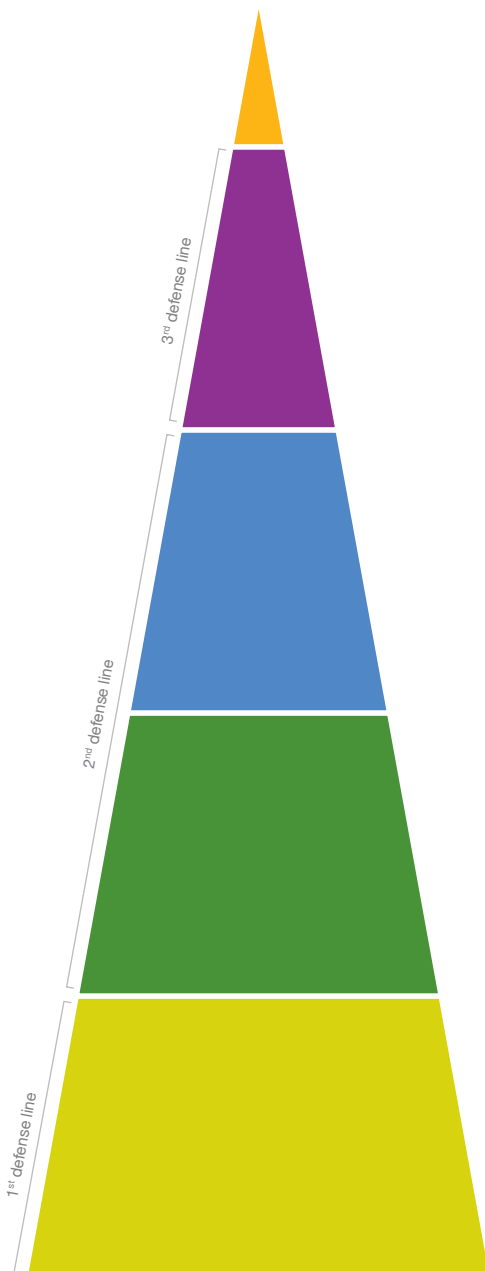
Board of Directors

Audit Commitee

Internal audit

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

Control units

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

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

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

Global units

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

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

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

Offices, Region, Local units

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

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

As a result of the release of the Compliance Programme launched by the Company in the previous FY with a view to the Company obtaining UNE 19601 Criminal Compliance Management Systems certification in FY19, actions and measures have been implemented resulting from the internal global project (Compliance Gap Analysis), with a view to building on and enhancing this programme. Specifically, the programme has been strengthened in the area of crime prevention.

As a first step, the following actions have been taken at corporate level, which will see it clearly evolve:

- Internal working groups have met, comprising the Company's business units and areas exposed to the greatest crime risk and senior management, to further raise awareness and improve training in connection with all the crimes classified in the current Penal Code that a legal person may be criminally liable for in Spain.

- The Global Compliance Risk Matrix has also been reviewed and updated, as explained above, which only includes those risks that are directly linked with the Group's activity.

- A Global Crime Prevention Policy has been approved establishing zero tolerance to criminal acts across the organisation and setting out the standards of behaviour expected of the Group's workforce and the business partners it deals with. This policy encourages the use of the Group's whistle-blowing channel, which can be used to report any breaches of laws and regulations, including alleged crimes.

- A Crime Risk Catalogue has been drawn up, which is attached to the aforesaid policy, describing each of the crimes classified in the current Penal Code and which could result in criminal liability for the companies in Spain.

- An overarching document covering the whole Criminal Compliance Management System across the organisation has been created, bringing together all the Company's measures and actions in this area.

In a second phase, these actions will be rolled out across the other subsidiaries in the everis Group, thereby increasing their compliance.

Cybersecurity

As data controllers, no security breach occurred in FY19 resulting in loss of/damage to personal data in the area of customer relations that could have caused an incident in respect of data protection policy (GDPR).

everis' Data Protection office is pushing ahead with projects to continuously improve vis-à-vis GDPR, rolling out procedures and technologies to make data protection measures more effective, and raise awareness and increase continuous training on personal data protection and privacy.

In a context where cyber attacks are increasing exponentially, in November 2019 everis suffered a ransomware attack, which tested the level of our protection and ability to respond to cyber-attacks. Despite the complexity of the incident, our rapid and robust response enabled us to stop the attack from affecting the networks and data of our customers. The business continuity plans in place also enabled us to restore normal operations within 48 hours.

Nevertheless, the incident highlighted the need to bolster cybersecurity; we have therefore allocated additional technical and human resources to ensure they are commensurate with the magnitude and complexity of existing threats.

Lastly, the coronavirus crisis posed a new operational challenge to continue providing services to our customers remotely. Once again, the triggering of business continuity plans enabled around 99% of the Company to continue working from home within a few days, thereby protecting the health of our workers and contractors and ensuring our customers can continue to be served.

2.5
Human rights

Application of due diligence procedures related to human rights

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

everis UK has a specific internal policy called the Slavery and Human Trafficking Statement to comply with rules eminently punishable by law in the UK (Modern Slavery Act). This sets out preventive and punitive measures to abolish modern forms of slavery, forced labour involving children and vulnerable persons, people trafficking and sexual or other forms of exploitation.

Prevention of risks of human rights breaches

The everis Group has always promoted and complied with all legal provisions related to upholding the freedom of association and the right to collective bargaining, as well as the provisions contained in international treaties and agreements (ILO Convention), EU law, the Spanish Constitution, the Spanish Workers' Statute, Organic Law 11/1985 of 2 August 1985 on the right to trade union representation, and Organic Law 1/2002 of 22 August 2002 on the freedom of association.

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

At an internal level, the everis Group has a Code of Ethics and Professional Conduct (including NTT DATA's Global Compliance Policy) as a basic and essential tool for compliance. It also has a raft of protocols and policies ensuring human rights and associated laws and regulations are respected in the Company, such as the Corporate Protocol against Sexual and Moral Harassment, Equality Plans, various work-life balance policies, etc. No instances of discrimination were reported in FY19.

The everis Group believes that every professional must be treated with respect and dignity, preventing any kind of discrimination on grounds of race, gender, ideology, nationality, religion, sexual orientation or any type of disability. In accordance with these rights, everis is committed to maintaining and protecting a working environment that respects its employees' dignity and fundamental working rights using all of the measures available to it.

The everis Group helps disabled people gain a foothold in the workplace, adhering to applicable labour laws and regulations (Spanish General Disability Act) and applying existing alternative measures to ensure they can find gainful employment. It also ensures the workplaces of these members of staff are adapted to their physical and social needs.

The everis Group has also introduced the everislife programme, which is overarching and ensures legal measures concerning human rights are adhered to and supplemented by everis' own measures, as explained in chapter 4.

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

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

2.6
Prevention of harassment

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

Specifically, and through the areas of People and Human Resources Management, there exists an internal protocol for the prevention, treatment and sanctioning of workplace harassment, both moral and gender-based, to resolve discriminatory situations and minimise their consequences, guaranteeing the rights of the people involved, with the corresponding management procedures and the co-operation of a mediator and a committee of control and prevention. everis provides its employees and third parties with channels to anonymously report problems through the whistle-blowing system. This system and its internal procedures are available on the new corporate global intranet and the corporate website: www.everis.com.

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

Country	Specific measures for the prevention of harassment
Spain and Mexico	Protocol against Sexual and Moral Harassment
Colombia	Workplace Coexistence Committee
Peru	Policies against discrimination in its internal regulations
USA	Measures contained in the Employee Handbook
UK	Following of the Advisory, Conciliation and Arbitration Service (ACAS) code

2.7
Responsible taxpayer

The everis Group is aware of the importance of transparency and good governance vis-à-vis tax matters.

In FY18, everis' Board of Directors approved the Group's Tax Strategy setting out the principles and guidelines for tax affairs in everis across all the countries where it operates.

The principles governing how tax affairs are managed in everis are:

- Proactivity

- Transparency

- Good governance

The priority guidelines for managing tax matters are:

- Compliance with tax obligations in accordance with prevailing legislation, reasonable interpretation of tax laws and exercising of the right to refer cases to the courts when it is considered that tax laws have been incorrectly interpreted.

- Diligent and proactive management of tax risks.

- Reporting to the Board of Directors of all significant operations in accordance with the Spanish Limited Liability Companies Act.

- Professional and transparent dealings with the tax authorities in the countries where everis operates.

In order to manage tax affairs, everis has defined a Tax Control Framework Standard defining the key roles and responsibilities for managing and controlling the tax risks to which the Group is exposed. This standard is founded on the three lines of defence model, which is as follows:

- **First line of defence:** Three internal support teams in everis who are directly involved in tax processes. They are responsible for implementing controls and reporting any instances that could be an area of tax uncertainty to the second line of defence.

- **Second line of defence:** This consists of everis' Tax Department, which is responsible for the tax control framework, and the Corporate Risks Officer. Their role is to ensure controls are in place and regularly updated in relation to areas of tax uncertainty, and to define measures to mitigate such uncertainties.

- **Third line of defence:** This comprises the Internal Audit team, whose duty is to ensure the tax control framework is fit for purpose.

The Tax Control Framework Standard sets out the Tax Risk Management and Control Cycle which has the following stages: identification, assessment, response, monitoring and reporting.

everis' Tax Department uses the results of this cycle to prepare an annual report for the Board of Directors and the Audit and Compliance Committee on how tax affairs have been dealt with during the year.

During FY19, the Audit Committee evaluated the activities of the tax team in FY18 included in the aforementioned annual report and approved them, along with the forthcoming steps in the roll-out of the Tax Risk Management and Control Cycle.

Profits/(loss) by country

Earnings were down this financial year leading to losses. Nevertheless, pre-tax profits topped €39 million in FY18 while an after-tax profit of almost €25 million was achieved. The Economic Management Report drills down into these figures.

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

Country	Pre-tax profit/(loss) by country FY19 (€)	After-tax profit/(loss) by country FY19 (€)
Spain	-141.418.553	-127.092.255
Europe		
Andorra	-478.684	-478.684
Belgium	3.306.667	3.288.803
France	306.090	228.429
Netherlands	1.482.422	1.448.297
Luxembourg	717.486	537.699
Italy	1.341.460	993.250
Portugal	2.214.100	1.383.801
UK	-4.476.360	-3.610.454
Switzerland	-892.390	-784.150
America		
Argentina	-3.923.352	-3.878.235
Brazil	-5.198.251	-5.303.720
Chile	5.604.618	4.713.531
Colombia	86.989	-329.124
Mexico	2.947.380	2.415.668
Peru	13.974.623	9.346.644
USA	5.936.490	4.362.929
Africa		
Morocco	-121.541	-121.541
South Africa	-4.845	-4.845
Total		
	-118.595.652	-108.589.943

Taxes on profits paid

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

Country	Taxes on profits paid FY19 (€)	Taxes on profits paid FY18 (€)
Spain	6.437.514	5.780.130
Europe		
Andorra	0	0
Belgium	0	
France	0	
Netherlands	270.430	162.720
Luxembourg	9.680	
Italy	77.720	1.285.968
Portugal	917.774	934.632
UK	0	0
Switzerland	0	0
America		
Argentina	0	0
Brazil	37.762	347.177
Chile	99.679	1.241.459
Colombia	0	0
Mexico	2.082.254	376.481
Peru	7.073.564	1.979.766
USA	1.536	0
Africa		
Morocco	0	0
South Africa	0	0
Total		
	17.007.913	12.108.334

Public grants received

The following table shows public grants received.

Country	Public grants received during FY19 (€)	Public grants received during FY18 (€)
🇪🇸 Spain	1.988.188	2.029.351,60
Europe		
🇦🇩 Andorra	0	0
🇧🇪 Belgium	594.796	0
🇫🇷 France	0	0
🇳🇱 Netherlands	0	0
🇱🇺 Luxembourg	0	0
🇮🇹 Italy	0	0
🇵🇹 Portugal	0	0
🇬🇧 UK	0	0
🇨🇭 Switzerland	0	0
America		
🇦🇷 Argentina	0	0
🇧🇷 Brazil	0	0
🇨🇱 Chile	412.950	0
🇨🇴 Colombia	0	0
🇲🇽 Mexico	0	0
🇵🇪 Peru	0	0
🇺🇸 USA	0	0
Africa		
🇲🇦 Morocco	0	0
🇿🇦 South Africa	0	0
Total		
	2.995.934	2.473.907

3

People

People

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

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

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

3.1
Employment

Total headcount

The total headcount in all the countries in which everis does business was 27,291 at the FY19 close, as can be seen from the following table. The centres in Spain accounted for 14,483 employees, 53% of the total, which is 0.4% higher than a year before.

The table on the right shows the distribution of the workforce by country.

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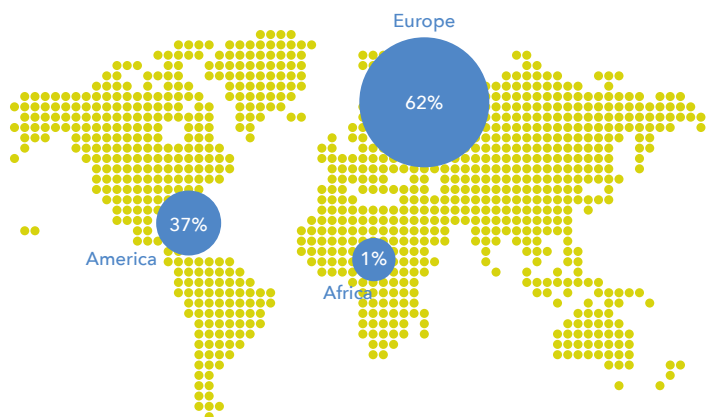
Indicator 1 in annex 3 shows the total headcount broken down by gender, age, country and professional category.

Country	Female	Male	Total 2019	Total 2018
Spain	3.939	10.544	14.483	13.237
Europe				
Andorra	3	11	14	25
Belgium	55	93	148	134
France	2	16	18	12
Netherlands	11	27	38	23
Luxembourg	6	58	64	58
Italy	258	622	880	747
Portugal	360	607	967	843
UK	96	231	327	315
Switzerland	0	5	5	
America				
Argentina	144	357	501	580
Brazil	680	1.845	2.525	2.440
Chile	388	1.343	1.731	1.739
Colombia	380	601	981	1.194
Mexico	302	556	858	653
Peru	945	2.525	3.470	2.865
USA	34	108	142	136
Africa				
Morocco	63	76	139	118
Total				
	7.666	19.625	27.291	25.119

Distribution by type of contract

As regards the total number and distribution of the Company's different types of contract, the following table shows the annual average percentage for each type of contract, with **over 89% being permanent.**

Type of contract	% Contracts 2019	% Contracts 2018
Permanent	94,30%	99,92%
Temporary and part-time	5,70%	0,08%

This year-on-year reduction stems from a change in legislation in Spain, where young people are hired on an internship contract that is subsequently converted to a permanent contract.

The complete figures on the types of contract are shown in **indicator 2 of annex 3.**

A **total of 9,522 new contracts** were signed this financial year, which is very similar to the figure of 9,694 hires in FY18. The Company took on 3,847 new workers in Spain and was named **Top Employer 2020.**

The following graph shows the number of hires in FY19 by country.

	Europe	America	Africa
FY17	4.139	4.026	85
FY18	4.737	4.897	60
FY19	4.555	4.897	70
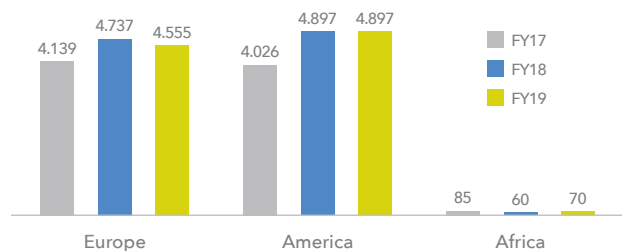
Indicator 3 of annex 3 shows total hires and a breakdown of hires by gender, age, country and professional category.

Redundancies

This financial year, a total of 1,586 redundancies were recorded, with the complete headcount being 27,291 at the end of the fiscal year FY19. As shown in the following graph, the percentage of people made redundant is up 1.8% year-on-year, with Colombia having the highest redundancy rate equivalent to 30% of its workforce, due to the end of a large-scale contract, following by a new contractual linkage of the previously mentioned employees to the new contractor.

The figures broken down by gender, age, country and professional category can be found in **indicator 4.1 of annex 3.**

Country	Percentage of redundancies FY19
Spain	3%
Benelux	5%
Italy	0%
Portugal	5%
UK	6%
Argentina	6%
Brazil	14%
Chile	8%
Colombia	30%
Mexico	4%
Peru	6%
USA	3%
Morocco	6%
Total	6%

Percentage of redundancies FY19
Percentage of redundancies FY18
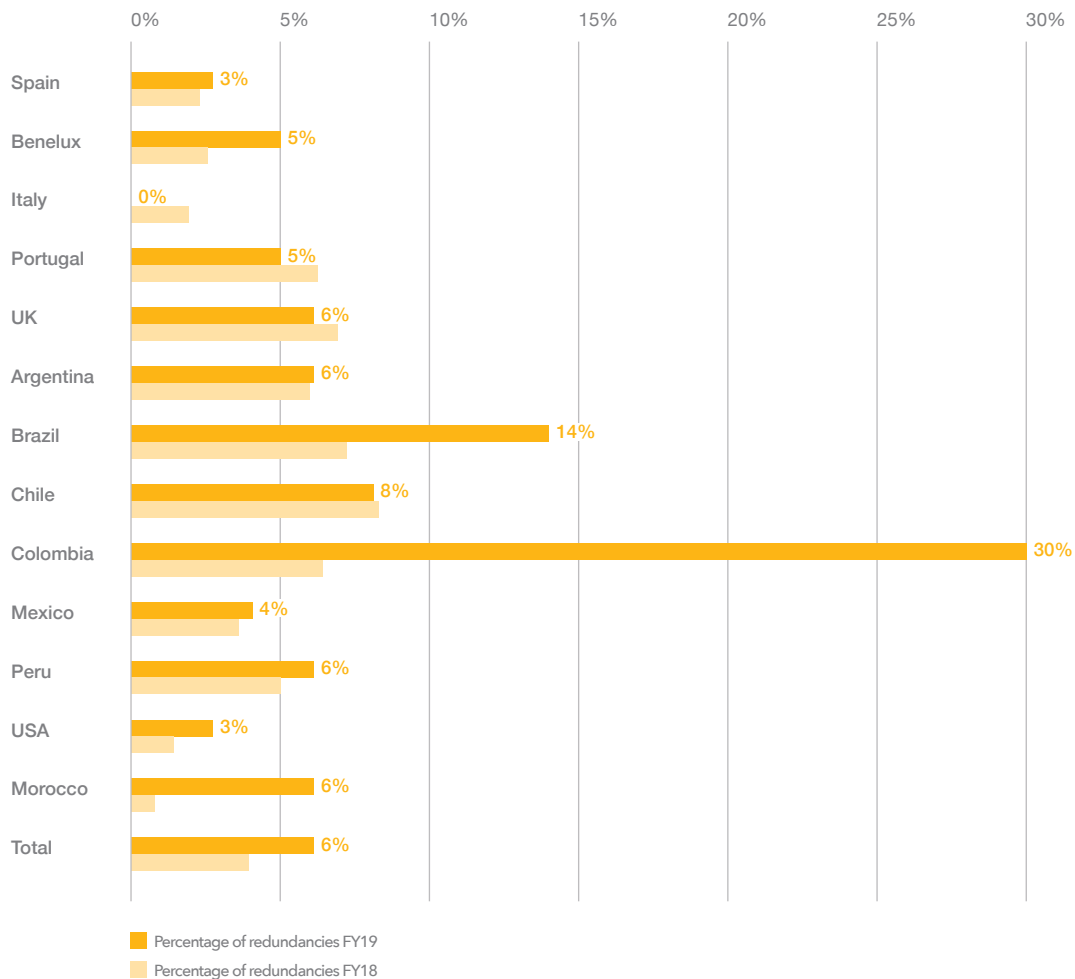
Employee turnover

The **total employee turnover rate has improved to 20.22%**, almost 5% down on the previous year, with the rate for females slightly lower (17.95%) than for males (21.09%). Total employee turnover in FY19 broken down by age group, gender and region can be found in indicator 4.2 of annex 3. The following graph shows the turnover by country for this year compared to the year before.

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

Country	Turnover rate FY19
Spain	15
Belgium	18
France	6
Netherlands	17
Luxembourg	0
Italy	21
Portugal	17
UK	18
Switzerland	29
Argentina	43
Brazil	32
Chile	26
Colombia	30
Mexico	20
Peru	25
USA	14
Morocco	28

■ Turnover rate FY19
■ Turnover rate FY18
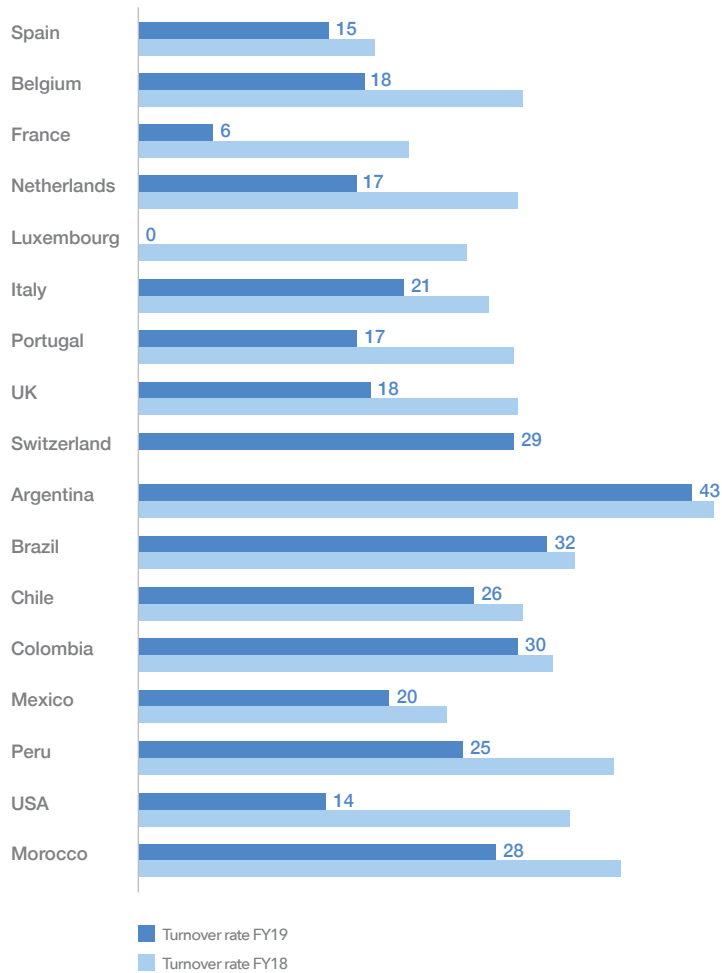
Salary gap

everis' pay policy ensures equal pay between genders or in relation to any other difference between individuals. Salaries for the same category are equal for women and men.

Nonetheless, there is a gender imbalance in the pyramid due to the lack of women in STEM disciplines and the consultancy sector.

We are monitoring the effectiveness of the measures we are taking to narrow this gap. The calculation we have made is based on the most commonly used formula: (A-B)/A * 100, where A is the hourly wage for men and B for women.

The gender pay gap has shrunk from 5% to 3.2% as shown in the table below.

everis Group FY19	everis Group FY18
3,2%	5%

Average remuneration of directors and executives

The remuneration policy for the Board of Directors sets different pay for independent and executive directors. The proprietary directors appointed by NTT DATA are not included in this Board remuneration.

With regard to independent board directors, this policy includes a fixed annual amount and attendance and travel allowances, where applicable, for board meetings and for serving on the board committees, whether as a chairperson or member thereof.

Executive directors – the Chairperson and CEO – are both paid a fixed amount and a bond-linked bonus or variable compensation that is payable to the Group's directors. The employment relationship with the CEO is regulated in a commercial agreement as per article 249 of the Spanish Limited Liability Companies Act.

The fixed emoluments and annual pay for the Board, which were approved by the General Meeting for FY18, have remained the same for FY19.

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

Board remuneration*	Females FY19	Males FY19	Females FY18	Males FY18
Executive board members**		969.208 €		897.690 €
Independent board members	116.500 €	113.000 €	103.500 €	101.000 €
Average remuneration board members	399.569 €	399.569 €	367.396 €	367.396 €

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

Senior executive remuneration*	FY19	FY18
Average remuneration	649.833 €	680.814 €
Average remuneration males	663.584 €	680.814 €
Average remuneration females	553.574 €	

Corporate management remuneration**	FY19	FY18
Average remuneration	400.719 €	320.360 €
Average remuneration males	422.689 €	323.329 €
Average remuneration females	334.809 €	311.452 €

* Includes total remuneration (fixed salary, bonus and expatriation allowances) of senior executives (CEO Europe, CEO America, CEO Evin and country managers).
** Includes total remuneration (fixed salaries, bonuses and expatriation allowances) of corporate management (Chief Financial Officer (CFO), Chief BSA Officer (CSO), Chief Legal Officer and Chief People Officer (CPO)).

Average remuneration of the workforce

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

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

Category	Female	Male	Total FY19	Total FY18
Partner	133.695	138.430	137.889	146.555
Executive Director	96.039	99.418	98.875	97.762
Director	85.175	90.217	89.382	92.042
Manager	58.195	61.291	60.485	61.609
Leader	38.432	41.041	40.264	40.399
Staff	19.028	20.477	20.066	20.386
Total	25.352	28.495	27.611	

3.2
Talent management

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

- Group and individual coaching

- Mentoring

- Monitoring and tutoring

- Annual review and continuous feedback

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

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

Global Leadership Program

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

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

everis University

everis is a company whose core asset is its people and therefore, one of its objectives is to promote their whole-person development through bespoke and online training in everis and out of house. It must nurture professional development through continuous learning and new challenges, creating a climate that enables staff to reach their maximum potential.

everis University Spain therefore designs a series of more general training plans aligned with our career model (functions, knowledge and competencies) and other more specific training to meet needs at an office, sector, project, etc. level, always hand-in-hand with the strategy to personalise training.
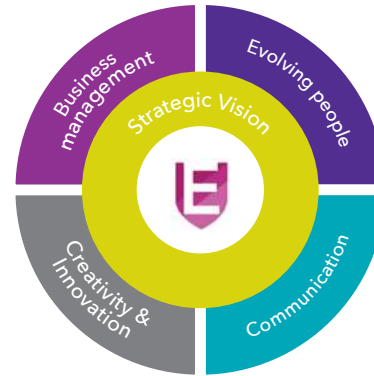
Executive team

There are several training plans available for the executive team:

- **everis executive School** which is split into five areas of knowledge:

  - **Business Management:** to ensure customers confide in everis.

  - **Evolving People:** to achieve happy and highly committed teams.

  - **Communication:** to have the greatest impact and influence in the market.

  - **Creativity & Innovation:** to set the Group apart from our peers.

  - **Strategic Vision:** to execute the strategy in a joined-up manner.

- **A first-year induction plan** is also offered to managers, which is intended to instil in the executive team the basic notions for managing projects in everis. These managers must then take their learning further through the training plans in place for their category.

- **Inspiring Executive:** Boutique programme for an exclusive cohort to meet the need for our leaders to lead with a clear vision, values and strategy.

- **Continuous feedback:** Training pathway where feedback is used as a tool to motivate and develop staff.

Leaders

everis University Spain has designed training plans that cover the needs from a management perspective and to remain competitive:

- **Foundations for Excellence:** Training courses to improve how projects are managed by developing methodological thought processes

- **Empowerment Leaders:** Training pathway aimed at empowering the Company's leaders

- **Exemplary leaders:** Training pathway focusing on three areas: innovation, sales and leadership

- **Leadership Challenge:** Training programme to accelerate leadership skills acquisition

- **Continuous feedback:** Training pathway where feedback is used as a tool to motivate and develop staff

Staff

everis University Spain has designed training plans that cover the needs from a management perspective and to remain productive:

- **Foundations for Excellence:** Training courses to improve how projects are delivered by developing technical and methodological thought processes

- **League of Learning:** Training plan for young, inexperienced talent to strengthen their skills as a consultant

- **Young Talent:** Unique experience of learning through doing in the areas of experimentation (creativity, entrepreneurship and strategy), empathy (diversity and environment), and balance (emotional intelligence and team building)

- **Continuous feedback:** Training pathway where feedback is used as a tool to motivate and develop staff

- **Future Leaders:** Unique experience of learning through doing for leadership and focusing on methodology, communication and innovation.

Certifications

Some of the certifications covered by everis University are PMP, CAPM, PSMI, ITIL FOUNDATION V.3, PRINCE 2 and PMO-CP, Agile: SAFe (Scaled Agile Framework), Devops Foundation certification, Team Kanban Practitioner, Kanban System Design (KMP1), Kanban Management Professional (KMP2) and 3.13 Management 3.0.

Languages

Being able to communicate in other languages is vital in our personal and professional lives, and English in particular has become the lingua franca in relations with customers in a global market.

The language arm of everis University Spain offers a wide array of services to improve language skills and help in specific cases when a language is needed.

This is achieved through F2F language classes, online learning, weekly sessions, workshops and intensive courses, as well as licences for e-learning.

There are also flexible programmes:

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

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

- **Podcasts:** Podcasts on various subjects to promote language learning in a different way.

- **BETOTW:** A weekly e-mail that includes vocabulary, expressions and activities. The BETOTW community can also now be consulted.

Latam

The Digital Festival of Learning (DFoL) project places special emphasis on the whole-person development of everis' consultants. DFoL consists of the training needed to develop a consultant wherever they are based and covering all the areas needed for them to progress: SoftSkill, COM Methodology, Agile and Innovation and Creativity.

The aim is to offer a unique learning experience through the DFoL, that can be scaled up globally; therefore, the training is mainly online. This allows for a global roll-out using everis' UlearnDX platform, along with the online resources that facilitate and enhance learning.

Investment in training

During FY19, everis invested over **€18 million** in training the Company's in-house talent, which is €5 million more than the previous year. Upwards of 580,000 hours of training were completed. These hours include classroom based, blended and online training across the Company although, due to the lockdown because of Covid-19, data still needs to be processed and so the final figure could be even higher.

Staff in all professional categories attended some training during the year, each completing an average of 4.9 courses. This is a key indicator of our pledge to SDG 4 on quality education, and is an improvement on last year's 4.8 courses per person.

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

The most popular classroom-based training programmes in Spain are those related with the Company's values and culture. Demand for training related to self-knowledge is in great demand, as is training in personal and professional development where leadership, communication, innovation and creativity skills and competencies are developed. These are: #Beteam, Positive Communication, Assertive Conflict Management; Induction Course, Classroom Training_English. The most popular e-learning courses were: Basic Security Concepts in everis, GDPR, Environment, Corporate Compliance Programme (obligatory in everis).

3.3
Diversity

Founded on the belief that all employees are unique and their diversity is a strength, the organisation aims to foster an inclusive culture where everyone feels they belong for who they are and can grow in a safe environment where people are able to give the best they have to offer.

everis has had a global action framework and strategy in this area since 2019. The two priory objectives for the Company in this regard are to increase the number of women at executive level to balance the ratio of females across the organisation, and to encourage the hiring of disabled people.

It is in our interest to nurture an inclusive mentality among all workers, and learn to interact with each other and incorporate diversity in all aspects, both visible and invisible. Consequently, as well as the aforementioned priority groups, actions are taken in the following areas of diversity: cultural, generational, LGBT+ and professional profile.

The global action framework comprises the following work streams:

- Raising awareness in the Company of diversity and inclusion, the impact of sub-conscious biases in decision-making, and the need to continue promoting equal opportunities for all.

- Specific actions in people processes (recruiting, promotions, analytics and training).

- Increasing visibility of and supporting local and targeted actions for stakeholders: promoting STEM (robotics workshops for children with a focus on females), inclusion plan for the disabled, under represented gender (mentoring, parenthood, visibility), people with cultural differences (awareness-raising and communication programmes, multiculturality workshops).

- Fostering of "people circles" (groups self managed by staff on themes of shared interest to learn from each other and have a support network): The Parenthood Experience, Women's Circle in offices including Barcelona and Santiago de Chile, GirlsGonna, Young Talent).

The key indicators are the percentage of women in the workforce and the percentage of female top executives, along with the number of disabled employees.

The key barriers to fulfilment of these indicators is the lack of STEM talent and the gender gap in these disciplines.

We also use OneVoice to monitor the diversity indicator. In 2019, 82% of our staff were satisfied with everis' handling of diversity – a very positive figure that is the same as in 2017.

Financial year	Women in the workforce	Top executive	Disabled employees
FY19	28%	12,41%	169
FY18	28%	10,7%	144

Gender diversity.
Equal Opportunities Plan

everis promotes equal treatment of men and women in respect of access to employment, to training, to promotion and to working conditions. All everis employees have the equal right to a safe working environment, free of harassment in which people who do suffer from this are guaranteed help, with the appropriate disciplinary and corrective measures being put in place to prevent these situations from being repeated.

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

In Spain and in response to Organic Act 3/2007 of 22 March 2007 for effective equality between men and women, everis has an Equal Opportunities Plan in place in all the companies that are required to comply with this law due to the size of their workforces.

In 2019, everis Spain S.L.'s new Equal Opportunities Plan for 2020-2025 was signed, setting out objectives and actions in the following areas: recruiting, development, training, work-life balance, communication, pay and sexual or gender harassment.

The objectives are to increase the number of women on the payroll and in executive posts by improving the recruitment process, development programmes, mentoring and training, aimed at all the Company's staff; and enhancing the work-life balance and promoting inclusive communications, along with awareness of the plan and the actions set out in it among the whole workforce.

In the other countries in which everis operates, it always acts in accordance with prevailing local legislation, although many countries do not yet have a specific law for equality.

In the UK, the everis is Diversity Plan seeks to increase awareness of and unlock the value of diversity from the perspective of each person's uniqueness. Three basic aspects are worked on: gender, culture and individuality.

Recruiting

- Employer Branding
- Personalisation and diversification of access and hiring processes.

Development

- Inclusion of gender and inclusion perspective at key points in the professional development process.

Training

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

Work-life balance

- Encourage dissemination of information on and improve access to options to achieve a better work-life balance.
- everislife: extend benefits and approved leave.
- Specific initiatives

Pay

- Uphold principle of equal pay for performance of workers of equal value.

Harassment prevention

- Update and distribute current harassment protocol.

Global initiatives to reduce the gender gap

Promoting STEM careers

We will remain committed to promoting STEM careers through workshops for children and families to spark an interest in technology, programming and robotics and to help reduce the digital gender gap. We will aim to eliminate culturally learned gender biases (further details in section 4.2).

Global initiatives to reduce the gender gap

Diversity and gender equality awareness

Awareness of the value of diversity and the importance of being inclusive, highlighting the contribution of women throughout history and technology and celebrating key dates such as the DCI.
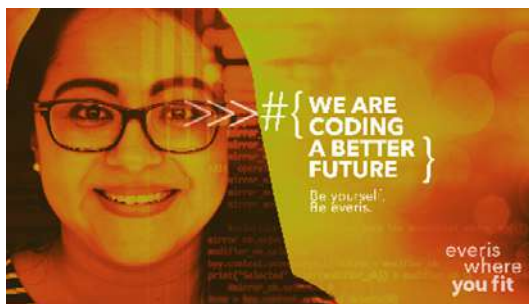
Foster and promote female leaders

Participation in renowned leadership programmes and tutorship of young students. Mentoring programme in Chile, supported by specialists from the Network of Women in Senior Management.

Partnerships to promote diversity

We will remain committed to promoting STEM careers through workshops for children and families to spark an interest in technology, programming and robotics and to help reduce the digital gender gap. We will aim to eliminate culturally learned gender biases (further details in section 4.2).

Global initiatives to reduce the gender gap

Employee groups

Groups for employees to share ideas, seek advice, contact each other and learn together.

		Num. members
Chile	Promoting the presence of women in the IT area	12
España	#girlsgonna ambassadors	+75
Global	The parenthood experience	+40
NTT DATA	Young Global Community	+13

Global Senior Woman Leadership Program

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

Ongoing assessments

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

Country breakdown of initiatives

🇪🇸 Spain

As well as the work streams in the global plan regarding awareness and people circles and processes, the specific action in offices across Spain are set out below. Madrid and Barcelona both have specific work plans to implement the D&I strategy in their geographies.

- **Promociona 2019**: a programme designed to significantly increase the number of women in positions with high levels of responsibility, which everis has been involved with for six years. In 2019, five directors at the Madrid office took part.

- Work continues with the Foundation to further develop the **Pulsar** programme of mentoring for young people, and the girlsgonna campaign to reduce the technology sector gender gap.

- Various training events and workshops have been run to nurture the inclusive culture, the diversity **mindset**, focusing on self-reflection and learning through experience. More than 150 people have participated in these actions from all professional categories, offices and units.

- Several in-house information and awareness-raising events have been run, such as the breakfast celebrating IWD 2020 in Madrid and the celebration of **Pride Day 2019**, with badges being handed out with the slogan "We are all unique" to all the workforce. The organisation has also been involved in various expert forums in this field, such as: the Women and University seminar (La Rioja, April 2019) and Women and Leadership (Santander, December 2019). It also contributed to the report entitled Diversity Best Practices by **Intrama** (November 2019).

🇨🇱 Chile

- **Technovation Partnership**: participation in the event hosted by the NGO Technovation with five speakers from everis giving specialist talks on cutting-edge information technologies to students.

- **Laboratoria Partnership:** involvement in mentoring women enrolled on the Laboratoria programme. In total, 35 of everis' staff acted as mentors.

- **Everis Women:** a talk by María Isabel Aranda from REDMAD and the launch of a female mentoring programme, attended by more than 60 women from everis.

- **Mentoring in Partnership with the Network of Women in Senior Management:** mentoring programme for 15 women from everis over three weeks, supported by specialists from the Network of Women in Senior Management.

- **Everis Volunteer Dinner:** invitation to employees who volunteered for various campaigns to go out for dinner with the Company's executives.

- **Session With Women:** invitation to all women working on customers' projects to come together, get to know each other and chat about various topics of interest regarding professional development of women and other diversity matters in everis.

🇵🇪 Peru

Respect Has No Gender campaign to highlight respect as a right women fight for but which is not solely for them but for everybody, whatever their gender. Pin badges were handed out with this phrase to all workers and they were encouraged to send in their photos.

Country breakdown
of initiatives

🔵 Brazil

- **Sponsorship of the hackathon of Laboratorio** (an NGO that trains women for the IT market), with nine women being hired as a result of this first event.

- **Sponsorship of the PrograMaria Summit:** aimed at empowering women and girls through technology and programming. An event involving 250 women studying or working with technology. Technical conferences, a room with recruitment fair mentors and a room for pre-booked job interviews.

- **Event for transgender women in the IT market.** Prejudices and difficulties in all senses. Advice on behaviour and ways of thinking to help survive and stand out in this market which is still dominated by men.

- **Targeting the LGBTTI + community:** involvement of recruitment team in a recruitment fair through which we hired two individuals.

🇬🇧 UK

The **everis is Diversity** Plan which seeks to increase awareness of and unlock the value of diversity from the perspective of each person's uniqueness. Two basic aspects are being worked on: gender and culture.

- **STEM.** Launch of a comprehensive plan to contribute to narrowing the gender gap in the IT sector through learning and fun involving children, teenagers and their families.

- **Robotics.** Help for girls and boys to change the world through science, technology and innovation. This initiative involves families, encourages children to be who they want to be, and raises awareness among adults of the impact of stereotyping.

- **Parents and teenagers from STEM Meet Up.** Provides guidance to and raises awareness among teenagers of how technology is seen from a business perspective through a fun and engaging activity and provides an insight into what working with technology actually means and the impact thereof in their daily lives.

🇮🇹 Italy

- **Mentoring**

- **everis is Diversity Plan**

- **Stem Academy.** An Academy just for women and girls offering humanist university training.

- **Stem In The City.** Project in Milan to encourage females into STEM careers.

🇺🇸 USA

Equality measures contained in the Employee Handbook.

Percentage of women in the workforce

At the FY19 close, **28% of the workforce were women**, with men accounting for 72%, without any case of discrimination being reported during this period. The distribution of women in the global workforce by professional category is as follows:

Professional category	% women in the workforce FY19	% women in the workforce FY18
Partner	11,43%	9,59%
Executive Director*	16,07%	34,65%
Total Top Executive	12,41%	10,70%
Director	16,56%	16,21%
Manager	25,96%	24,89%
Leader	29,84%	28,33%
Staff	28,23%	28,16%

* The number of those promoted to the Executive Director category was much lower, hence the percentage difference.

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

Some 27% of the members of the Board of Directors are women while 73% are men. All are over 50 years old except for two people in the 30-50-year age range.

everis' workforce currently has an average age of 33, while 0.5% are over 60. Spain has the greatest number of employees in this age bracket (37), followed by Brazil (28) and Chile (16). In FY19, five people retired in Chile – two women and three men. In coming years, the Company plans to run programmes to help employees who retire transition out of work.

3.4
Accessibility and disability

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

Companies Spain*	Number of employees**	Employees with disability	Quota 2%	Difference in absolute terms	Compliance of quota	Alternative measures (€)		
						Obligatory	Real	Difference in favor SECs ***
everis Aragón	320	6	6	0	100%	N/A		
everis BPO	1.126	7	22	15	32,82%	290.431,35 €	294.396,18 €	3.964,83 €
everis Spain	7.139	44	142	98	30,99%	1.897.484,82 €	3.656.665,22 €	1.759.180,40 €
everis Centers	2.046	14	40	26	35%	503.414,34 €	534.376,59 €	30.962,25 €
everis inf Enginnering	328	5	6	1	83,33%	19.362,09 €	9.194,33 € en CEE 5.083,88 € en donación	0 €
everis inf Operations	530	4	10	6	40%	116.172,54 €	59.370,39 € en CEE 28.401,08 € en donación	0 €
everis Ingeniería	87	4	1	-3	400%	N/A		
everis initiatives	77	0	2	2	0%	19.362,24 €	Certificado de excepcionalidad 29/08/19	
everis Aeroespacial	214	3	4	-1	75%	19.362,09 €	Certificado de excepcionalidad 16/10/19	

* Spanish companies subject to Royal Decree Law 1/2013 of 29 November 2013 approving the Revised Text of the General Law governing the rights of persons with disability and their social inclusion. At least 2% of the workforce in companies with 50 or more employees must be workers with disability.

** Employees at 31 March 2020 close.

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

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

Companies Spain*	Number of employees**	Employees with disability	From 33% to 65%	From 33% to 65% with aid	Equal or higher than 65%
everis Aragón	320	6	4	1	1
everis BPO	1.126	7	5	0	2
everis Spain	7.139	44	30	3	11
everis Centers	2.046	14	13	0	1
everis inf Enginnering	328	5	4	0	1
everis inf Operations	530	4	3	0	1
everis Ingeniería	87	4	4	0	0
everis initiatives	77	0	0	0	0
everis Aeroespacial	214	3	3	0	0

* Spanish companies subject to Royal Decree Law 1/2013 of 29 November 2013 approving the Revised Text of the General Law governing the rights of persons with disability and their social inclusion. At least 2% of the workforce in companies with 50 or more employees must be workers with disability.

** Employees at 31 March 2020 close.

Country	Numerical quota	Employees with disabilities
🇪🇸 Spain	233	87
Europe		
🇦🇩 Andorra	0	0
🇧🇪 Belgium	0	0
🇫🇷 France	0	0
🇳🇱 Netherlands	0	0
🇱🇺 Luxembourg	0	0
🇮🇹 Italy	35	23
🇵🇹 Portugal	9	4
🇬🇧 UK	0	0
🇨🇭 Switzerland	0	0
America		
🇦🇷 Argentina	0	1
🇧🇷 Brazil	128	31
🇨🇱 Chile	16	10
🇨🇴 Colombia	0	3
🇲🇽 Mexico	0	0
🇵🇪 Peru	106	10
🇺🇸 USA	0	0
Africa		
🇲🇦 Morocco	0	0
Total		
	537	168

Other everis companies operating in other countries adhere to the following specific disability laws of those countries:

- In Italy, the specific disability act L.68/1999 applies and 23 of the total workforce of 880 are disabled. The statutory requirement is 7%, which equates to 35 employees (not including the exemption granted by the competent authority). Italy has an inclusion plan focusing on hiring disabled technology experts, using partners that specialise in recruiting the right people to fill these roles.

- France applies the law entitled "Ioi hándicap" to companies with more than 20 employees. However, the Company only had 17 workers at the FY19 close.

- Brazil has a law that imposes quotas – Act 8213/91 and the Ministry of Employment's Regulatory Instruction 20/2001 to determine the calculation base for businesses. Pursuant to this legislation, the 5% quota equates to 128 workers. Currently, Brazil employs 31 disabled people and, as per an agreement signed with the competent authority, we have until 2022 to fill the required quota of disabled staff.

- In Chile, Act 20,422/ 21,015 imposes a quota of 1%, which equates to 16 workers. We currently have 10. Awareness-raising programmes have been run in Chile to boost the hiring of disabled individuals.

- In Portugal, Act 8213/91 is in place imposing a quota of 1% for companies with over 75 employees and 2% for companies with more than 250 employees. A plan is currently being drawn up to boost the number of disabled people who are hired.

- In Peru, General Disability Act 29973 and the implementing regulation thereof is in force, which was approved by virtue of Supreme Decree 002-2014-MIMP of 7 April 2014. It imposes an obligation on private companies with over 50 workers to hire disabled individuals to make up no less than 3% of their total workforce. In our case, this is 106 people, although we currently only employ 10, which is way off complying with the law and so specific action plans are being implemented.

No inspections have been carried out or fines imposed regarding the hiring of disabled individuals in any of these countries, although specific action is being taken to encourage their inclusion as part of the global diversity and CSR plan.

- In the UK, the Equality Act is in force, which requires companies to hire disabled people However, in FY19 everis companies in the UK had no disabled workers on their books.

The table on the left shows the countries in which everis has companies but is not subject to a legal requirement for the obligatory hiring of employees with disability. At the FY19 close, everis reported the following figures for employees with disability in these companies.
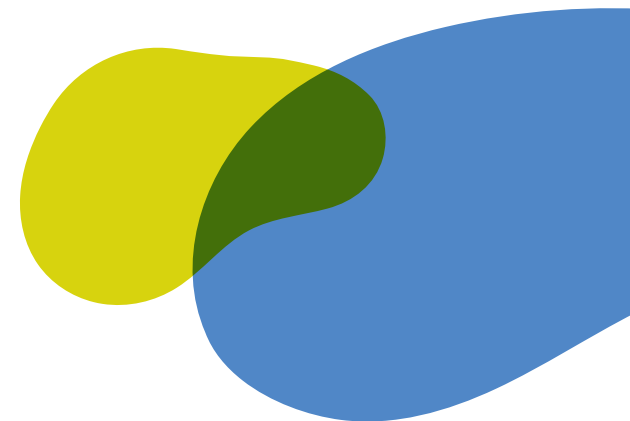
Disability Inclusion Plan

The Disability Inclusion Plan has several work streams around the world. Although only six countries are required to meet a minimum disabled staff quota, the entire everis Group is committed to this cause. The work streams are:

- **Awareness** (awareness-raising, training and communications plan via executive committees reporting outcomes).

- Review and adaptation of the **people** experience, from recruitment and selection to onboarding and life in the workplace. This work stream involves making improvements to people processes, support for managers, agreements with third parties, adaptation of workplaces/systems, etc.

- In Spain: monitoring of fulfilment of alternative measures along with the **Procurements** team.

Over the last year, a Disability Inclusion Plan has been drawn up in Spain, the overarching goals of which are to raise awareness and increase the number of disabled people who are hired.

- **Awareness-raising:** a series of awareness sessions was run in all companies in Spain on respecting the legal obligations, alternative measures and benefits of inclusion. We are currently working on a communications plan to raise awareness and knowledge of what disability is, the types of disability and how to properly manage the inclusion of disabled people. This includes an e-learning course available to all the Company's staff (not just in Spain), as well as a disability recognition campaign to identify new workers with disabilities in the Company.

- **Increased hiring of disabled people:** a framework agreement has been drawn up in Spain with a personnel selection agency specialising in recruiting disabled people in the IT sector, and an internship agreement has also been entered into with the **Madrid Asperger's Association**. Partnership agreements have also been signed with the **Aura Foundation, Specialisterne, Incorpora** and **Ecom** (Barcelona).

The global plan will continue into 2020 with the aforementioned communications campaign, disabled recognition campaign, review of the accessibility of systems, and the roll-out of a support and monitoring programme for projects and people with disabilities to ensure they are properly onboarded and employees at all levels have a positive experience.

- **Global awareness-raising campaign**

- **Global e-learning**

- **Specialistern inclusion project in Italy**

- **Executive meetings and awareness-raising**

Accessibility

Furthermore, among the measures implemented by everis Spain for employees with disability is the offer of a parking space, adapted workspace and homeworking, and support from specialists when the employee requests this.

everis is working on universal accessibility to its work centres enabling the inclusion of a significant number of employees with disability as shown in the tables included in this section. Over the current year, everis relocated its Madrid office to the Novus building, which meets all universal building accessibility requirements.

Equally, other companies are adapting their workplaces to universal building accessibility criteria in order to increase the inclusion of people with disability. This is the case for instance in Italy, Colombia, Mexico and Peru where access ramps, wheelchair-adapted lifts, doors, toilets and desks have been installed along with lifts fitted with Braille buttons). The offices in Peru are located in the historic quarter and therefore cannot be structurally altered, so a provisional ramp is available that can be used when necessary. As well as being disability friendly, the offices in Brazil have a specific floor adapted for visually-impaired staff. Chile, meanwhile, has refurbished its head offices (adapted toilets, access ramps, Braille signs, adapted work stations) to comply with universal accessibility regulations. During FY19, a firm was also engaged to prepare universal accessibility reports on the offices, which were found to offer only partial access for the disabled.

3.5

Organisation of work. Smart Working

Throughout the year the company has developed the tools needed to adapt work time management to the requirements of the business and employees' demands, with the aim of improving both business competitiveness and the welfare of the workforce enabling the creation of a corporate culture focused on results. In addition, at everis, adopting flexible working hours and work-life balance measures is encouraged on the basis of each project and the needs of each employee according to their daily routines.

One of the key work streams to unlock the value of talent is homeworking. Since 2016, we have been striving to put homeworking policies in place that fulfil the needs of each project and member of staff.

The percentage of the workforce in Spain who work from home this year rose to 30.2% from 24.5% in the previously reported year. Some 17% work from home one day a week, while 11% do so two days a week.

Spain
Homeworking - KPIs*

Current requests to work from home	4.269
Workforce at March 2020	14.433
% of workforce homeworking	30%

* Does not include the companies Simumak and RSC.

Homeworking

Requests by gender	Female	Male	Total
Requests	1.237	3.032	4.269
Workforce	3.939	10.544	14.483
% of workforce	31%	29%	29%

Requests by frequency	Requets	Workforce March	% Frequency
1 day a week	2.460		17,04%
2 days a week	1.569		10,87%
3 days a week	104		0,72%
4 days a week	35		0,24%
5 days a week	55		0,38%
Hours per week / month	46		0,32%
Total requests	4.269	14.433	30%

Corporate Social Responsibility Report 2019

3. People | 3.5. Organisation of work. Smart Working

everis is working to promote homeworking across the globe. Each country is at a different stage of implementing their home-office policies. In the near term, it is expected that the percentage of people working from home will increase as homeworking is rolled out in every country.

Brazil stands out having also promoted hiring staff on 100% homeworking contracts. Other countries such as Chile and Peru, which had still not fully rolled out homeworking, have rapidly adapted to the Covid-19 lockdown rules.

Details of the number of days staff can work from home in the countries with a homeworking policy are as follows:

Country	Days per week
Spain	1-5 days/week (30%)
Benelux	1-2 days/week
Italy	2 days/week
Portugal	1 days/week
UK	1-3 days/week
Argentina	2 days/week
Brazil	1 days/week
Colombia	1-2 days/week
Mexico	1 days/week
USA	Negotiated AdHoc
Morocco	1 days/week

Flexitime and homeworking have been encouraged during the coronavirus crisis, with 99% of everis' staff working from home.

In all countries in which everis operates it always acts in accordance with prevailing local legislation. everis offers flexible working hours as part of its Smart Working philosophy in those countries where this is possible. This is the case except in Luxembourg, Switzerland, USA, Brazil and France where hours are fixed. Countries that stand out include Spain, Portugal, Argentina and Morocco where there are specific summer timetables with seven-hour intensive working days to allow employees to better achieve a work-life balance. In Morocco, staff also work 35 hours a week during the month of Ramadan and in summer, and then 43 hours a week the rest of the year.

The figure below shows the type of work timetable (flexible start and finish or fixed hours) and the number of hours worked per week in in accordance with the legislation in the countries where the Company does business.

Flexitime

Argentina	40 h/week
Belgium	40 h/week
Spain	40 h/week
France	35 h/week
Netherlands	40 h/week
Italy	40 h/week
Mexico	40 h/week
Portugal	40 h/week
UK	40 h/week

Fixed working hours

Luxembourg	40 h/week
Switzerland	40 h/week
Brazil	40 h/week
Chile	45 h/week
Colombia	46 h/week
Peru	48 h/week
USA	40 h/week
Morocco	35-43 h/week

Turning to absenteeism, this is not a problem in everis because objectives are set for the employee's work and performance, which offers them flexibility.

As required by law, it is hereby reported that worker absenteeism during FY19 totalled 748,578 hours. As everis has 27,291 employees, absenteeism per employee and year was an average of 27 hours compared to 25 in the previous year.

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

Corporate Social Responsibility Report 2019

3. People | 3.5. Organisation of work. Smart Working

Regulation of working hours record

In response to the enactment in Spain of Royal Decree 8/2019 of 8 March 2019 on urgent measures for social protection and job insecurity, which came into force on 12 May 2019, everis has established several teams of employees from the development and talent, employee relations and systems areas to establish a computer application that upholds the talent value proposition and is built on trust-based leadership and management by objectives.

In this respect, everis will adhere to the law while honouring its pledge to responsible freedom, reflected in the flexitime and homeworking measures that are part of its value proposition.

Work has focused on four areas:

- **Computer application:** An application has been created in OneERP, which is still in development to include improvements.

- **Change management and communication:** Focus on supporting the executive team. Spreading of key messages to introduce a time and attendance record, while ensuring the value proposition is upheld.

- **Policies and procedures:** Recording and updating of any matters related with legislation and how to comply with it in everis.

- **Control and monitoring:** In-house control of daily time and attendance record. Independent control of impacts and solutions in competitors and customers.

The goal is for employees to get in the habit of recording their time and attendance – as established in law – without taking away from the trust-based leadership and management by objectives, and commitment to flexitime and homeworking that is part of the talent value proposition.

A pilot has been conducted involving 290 employees from all offices and companies. Feedback is currently being gathered to enhance the application and communication and supporting documents. It is expected that the application will go live in the near future.

In Switzerland, there is also a legal requirement to record the working day, keeping track of start and finish times and when breaks are taken. A portal has been created to fulfil this requirement where staff and expatriates have to record these hours and their holidays.

3.6
Work-life balance

As well as the flexitime and homeworking measures described in the previous section, everis is particularly concerned about the work-life balance of its staff.

Most countries where everis operates have programmes and measures in place that are added to every year. The most notable of these are as follows:

Programmes

everislife programme

In **Spain**, it has a work-life balance programme in Spain called everislife. The everislife programme includes the **Flexiblework initiative** which aims to promote flexible working hours and access to homeworking, based on a model that responds to employees' needs for personal, family and work balance.

Some of the measures included in everislife are:

- Special unpaid leave of longer than the month established in the collective bargaining agreement. Minimum social security payments, seniority, and medical, life and accident insurance are maintained (it is extended to up to a year).

- Flexibility as regards when employees start and finish work.

- Homeworking policy.

- A day's leave to register in the civil partnership register.

- Four days' leave in the event of the death of a direct family member (parent, spouse or child); everis adds a day more if the employee has to travel abroad.

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

- Laptop computers.

- Mobile phones for staff and leaders (according to the needs of the project or position).

- Management tools that can be accessed from outside the office (Intranet, e-mail).

- e-learning training platforms.

- Access to mobile training.

- Virtual meetings via tele-meetings and video-conferences.

- International mobility through the publication of internal job vacancies and payroll management of tax relief for exempt income (7P).
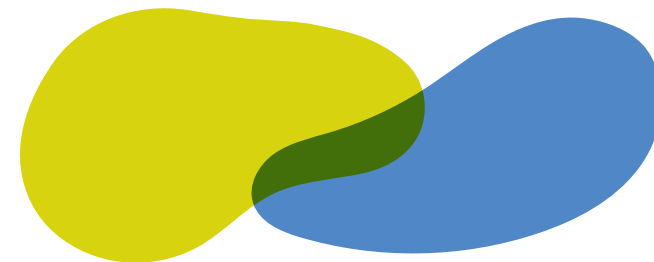
Concilia programme

The Concilia programme has been implemented in **Mexico**. This is a programme of corporate flexible working measures and policies available to all everis employees to help them cope with specific personal situations, without losing sight of the business's raison d'être. The goal is to balance our employees' personal and professional lives as much as possible. This initiative is founded on the following premises:

- Local legal minimums, established according to local labour laws, collective agreements, etc.

- Improvements in everis to fulfil established legal minimums.

- Personalised plans that will be tailor made to individual cases not included in the aforementioned scenarios.

Concilia Vida	Concilia Familia	Concilia Flex	Concilia Equilibrio
Personal and familiar situations	Paternity and maternity	Time	Personal and work life

As part of the Homeoffice policy, most staff in Mexico work from home at least once a week. It also has a Flexitime policy so that workers can organise their working days around their personal needs while also fulfilling the organisation's objectives.

Internal Work Regulations/ Benefits Plan

In **Colombia** there is a plan of statutory and non-statutory benefits that include paid leave, measures to protect the health and well-being of staff and their families, and support with education and finances, as well as the Well-being initiative.

There is also Internal Work Regulations in place to regulate working relations and contribute to maintaining a decent working environment founded on respect, trust and honesty. Chapter VI of these regulations contains the rules for homeworking through individual agreements to balance home and work life, make it easier for people with disabilities or mobility challenges to work from home, etc.

4everFlex flexitime programme

In **Argentina**, the flexitime programme is intended to establish flexible working hours to enable staff to achieve a balance between their personal and professional lives. The programme has the following components:

- **Home Working:** Work from home.

- **Flexi8:** Move where you work.

- **FastPass:** Avoid travelling at peak times.

- **V.C:** Short Friday.

- **My Day Off:** Create your own free day.

Employees in Argentina can work from home two days a week. They have flexible working hours, offering the option of changing when they work, and can also make use of the "A Free Day" option to take a day off and work extra hours at a later date. There is also a shorter working day in summer and staff can combine working from home and in the office.

People Plan

Benelux (Belgium, Netherlands, Luxembourg, France and Switzerland) share the **People Plan** programme, which includes steps to improve working conditions such as flexible working. These countries also have a home office policy.

Employee Handbook

The United States has an employee relations programme designed to familiarise staff with the company and provide an overview of employment practices. The associated guide emphasises the importance of a healthy work-life balance and encourages all staff to use the formal working hours as a guide and tailor the times they actually work so they can take time off according to their particular needs and the requirements of their job, to deal with emergencies or to act in the best interests of the customer. Part-time work is negotiated case by case and can vary from one working week to the next.
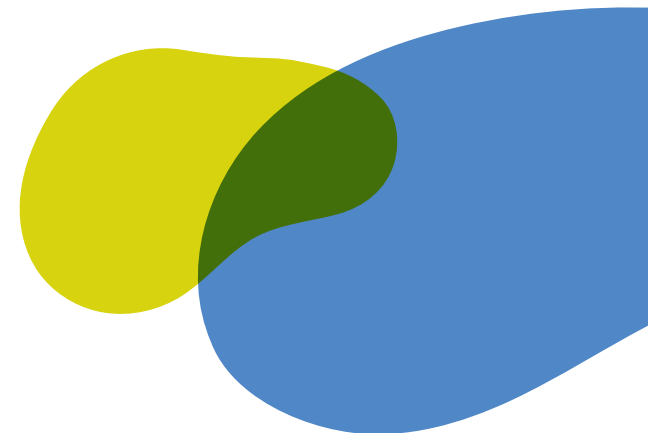
Paternity and maternity

Efforts are also made to make work and parenthood more compatible, fostering co-responsibility and aiming to go further than just complying with the legal requirements in each country. In Spain, for instance, the following measures have been taken to better legal entitlements:

- Supplement of up to 100% of salary during temporary disability, maternity and paternity leave.

- Accumulation of breastfeeding leave after maternity leave of 21 calendar days (six more than legally established).

- Annual educational aid.

- Tax relief for nursery schools.

Other countries also offer better conditions than the legal minimum:

- **Chile:** possibility of a gradual return to work so that the 12 weeks of working a full day are equivalent to 24 or more weeks working a half day and not just the 18 established by law.

- **Colombia:** Staff can reduce their hours by up to 25% for three months, which is compatible with breastfeeding leave.

- **Mexico:** The Concilia programme includes a further three working days' paternity leave and seven calendar days' breastfeeding days on top of the statutory leave.

- **Argentina:** The **EverFamily** policy is in place in this country, which extends maternity leave by an additional month and paternity leave by 14 extra days, with a gradual return to work.

- **USA:** Under its parental policy either partner has an additional four hours each week to look after new-borns for the first six months of their lives.

- **Brazil:** Has launched a new initiative called Everbaby, which includes a programme of physical and emotional support during pregnancy for our staff who are mothers to be and for their partners. Thirty-seven women benefited from the first round of this programme.

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

Parental leave across the Group*	Male	Female	Total
Total number of employees who have had the right to parental leave	19.544	7.666	27.210
Total number of employees who have taken parental leave	610	276	886
Total number of employees who returned to work within the period covered by this report after finishing parental leave	577	268	845
Total number of employees who returned to work after finishing parental leave and who were still employees 12 months later	468	253	721
Rates of return to work of employees who took parental leave	87%	76%	

* Figures are calculated using data for FY18 and FY19 because the period over which parents can return to work is very long.

Digital disconnection

The Company is fully aware of the need to protect its workers' health, guaranteeing their rest, leave and holiday time, and protecting their personal and family life.

To ensure this protection, the Company is considering, in accordance with legislative changes in Spain, the creation of a policy setting out the content and ways of exercising the right to digital disconnection to be applied in all its work centres.

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

The right to digital disconnection outside working hours is not regulated in most countries.

Only Italy has regulations in place (Regolamento aziendale per la prestazione di attività lavorativa in modalità di "lavoro agile". Ex. artt. 18 e ss. legge 2 maggio 2017, n. 81), clause 4.3. "Right to disconnect" of which states: Workers are entitled to disconnect from IT systems and technological devices in accordance with their agreed objectives and methods of work, and the degree of availability expected of them without these restrictions. To this end, the following technical and organisational measures to ensure workers can switch off their devices are as follows:

- Deactivation of corporate Skype connection/setting of status as "not available".

- Option of not replying to emails and phone calls between 8pm and 7 am, without being subject to disciplinary action.

3.7

Compensation and social benefits

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

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

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

everflex
mi compensación

Launched in 2010, this is a platform on which everis employees can acquire certain products and services with tax benefits, which vary by location. Some of the benefits include a nursery, travel card and training grants.

everbank

It comprises an on-line bank for the sole use of all staff in Spain, offering a range of financial products (e.g. current account, personal credit) that can be arranged on decent terms.

everbuy
mi compensación

It is an online shopping portal exclusively for company employees with a range of options and plans tailored to each geographical area.

Staff in Benelux countries also have access to Agoria: an application offering numerous discounts on products and experiences such as holidays, fashion, recreation, sport, media, tickets, electronics, travel, etc.

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

In addition, everis employees can create or join "everclubs": groups of employees who meet to practise a specific activity or hobby. The aim is to channel initiatives that generate interest among our employees, creating common spaces in which they can share hobbies and helping to integrates new hires. For example, Colombia has five everclubs: everisBand for musical talent, everZumba, everChef, everYoga, English Club and everGames (boardgames).

Psychological and physical well-being

everis promotes the well-being of its employees with initiatives and projects aimed at looking after their psychological and physical health through initiatives such as Well-being.

Specific Well-being programmes

🇪🇸 Spain

In the Madrid office this year the Well-being programme has been implemented, which consists of three services: Wellness, Social Awareness and Work-Life Balance.

- **Wellness:** We foster whole-persona well-being.

- **Social awareness:** We raise awareness of and encourage participation in social causes on international days.

- **Work-life balance:** We strengthen measures to achieve a better balance between personal and professional life.

Wellness well-being services: everis is committed to its staff's overall well-being and has therefore developed a holistic well-being plan covering the physical, mental and social spheres. A raft of services is provided directly to employees on everis' premises including: physiotherapy, dietary advice, sports advice, mindfulness workshops...

- **Physical:** Comprising actions to improve physical well-being. Fostering a culture of healthy habits and exercise.

- **Mental:** Focused on boosting mental well-being, promoting healthy environments and providing tools for healthy work.

- **Social:** Creating a social climate that nurtures collaboration and a comprehensive culture of well-being.

- Gympass
- "Wellness" activities
- Well-being services
- eHealth Challenge
- Everclubs
- Meditation
- Laughter therapy workshops
- Better sleep workshops

- Infograph of self-care in the summer
- Futurlife: healthy eating
- Fruit
- Book exchange
- Plant your eco4ever tree
- Skin cancer detection service

These actions are performed through Cyclical Campaigns that seek to generate positive emotions and the engagement of employees with the Company, promoting actions closely associated with the personal well-being of employees and their productivity which lead to their emotional equilibrium and healthy work-life balance.

Cyclical Campaigns
- 🟢 Talks, workshops and master classes
- 🟠 Important international day
- 🔵 Article
- 🟣 Gift
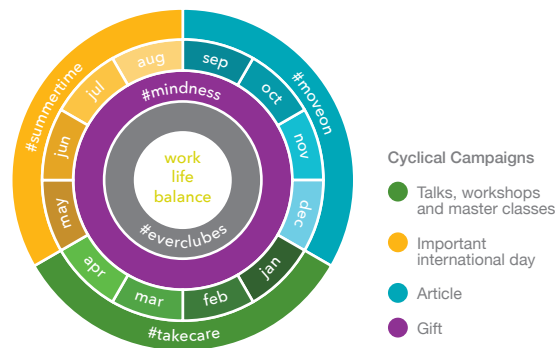
Social awareness: The social awareness campaigns in February and March 2020 coincided with "World Cancer Day", "International Women's Day", and "International Day of Happiness".

🇬🇧 UK

The Well-being programme in the United Kingdom aims to improve well-being and mental health. The "everis Happiness Movement", founded on a positive philosophy, includes a series of activities providing advice and tools to be happier at work.

#Enjoywellbeing aims to change behaviour so that all physical and emotional needs can be met to achieve a better balance between body and mind. Social support and privacy tools are used along with strategies to adopt and maintain healthy habits.

The following activities were performed:

Body	Mind
Supply of fruit in the office	Mindfulness
Physical activities: football, basketball, company fun runs and padel tennis tournaments.	Mindfulness e-learning Pills
	Stress management
	Assertive conflict management
Flu vaccinations	Employee assistance programme (EAP)
	Everis Happiness Movement
	Mindfulness Summer School

Peru

In Peru, the programme includes the following initiatives:

- Physiotherapy service

- Psychoprophylaxis and nutritional advice during pregnancy

- Nutrition programme - critical cases. Currently there are 24 critical cases under nutritional surveillance and 240 in the regular Nutrition programme.

- Programme - handling stress

- In-house workshops, including massage sessions and yoga classes

- Healthy basket. Consists of distributing a piece of fruit to collaborators every Monday

- Personal finance workshops

Work-life balance. Social awareness initiatives were as follows: During this financial year, programmes such as **Days out of school** were run, including a Robotics programme for children to have the best fun.

Another activity was **#Yoaparco**: a very popular initiative designed to create a more flexible working environment and fulfil employees' needs by allocating everis parking spaces.

Work continues to reinforce the **Flexible Working** culture by helping teams work in dynamic environments. The following action was taken as part of this:

- **FW pilots:** We help teams adapt to dynamic environments.

- **GxO training:** We provide tools to more efficiently manage flexible environments.

- **TT training campaign**

Mexico

a support programmes has been in place since 2011 offering dietary advice to staff, with employees covering part of the cost and everis paying the rest. Details of this are provided in the accompanying document.

The Employee Support Programme (PAE) is also under way offering physiological support (personalised and over the phone) to meet all the staff's needs in Mexico.

Brazil

Staff here benefit from membership to a platform (**gympass**) providing access to a network of gyms across Brazil to promote physical health.

The **Digital Health by Sharecare** programme includes clinical programmes designed to meet each employee's needs and provides tailor-made digital resources to help them look after their health.

Everfootball is the name of everis' traditional football tournament in Brazil. It takes place at the back end of each year and employees who are fans of football can set up teams and take part.

Running group to encourage participation in sport and engage employees and their families. everis pays half their subscription and each employee can take two people along.

Employee Support Programme: totally confidential programme to support employees and the people in their care in different areas of their private and professional lives. The Employee Support Programme has a team of highly qualified collaborators including psychologists, social workers, lawyers and financial specialists who can help employees in a variety of circumstances.

Chile

Flu vaccination campaign, Play Time partnerships, football tournaments.

Colombia

Activities run in this country include "Health Week".

USA

Access to various programmes promoting emotional and physical well-being.

Benelux

People Plan for the plan Move - connect - enjoy - yoga classes, sessions with physiotherapists, sponsorship of fun runs, etc. are on offer in Brussels.

3.8
Security

everis is committed to ensuring the highest possible level of safety, health and well-being for its employees, regardless of their business area, geographical location or activity. Accordingly, each everis Group company meets the legal requirements of its country in respect of health and safety.

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

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

In FY19 there were a total of 38 occupational accidents, most of which were minor and occurred on the way to or from work; this is just four more than the previous year. Since the workforce has grown this financial year, it can be said that this indicator remains stable versus FY18.

Indicator 7.1 of annex 3 shows these figures broken down by country and gender, while indicator 7.2 provides a breakdown for companies in Spain. The formulas used to calculate the index of severity and frequency are those available at the Spanish Ministry of Employment and Social Security.

An objective set for this financial year was to report figures on the types of accident and lost work hours by gender and professional category, and on serious accidents and the lost work days rate in Spain. Staff in the companies in Spain suffered 10 workplace accidents during the financial year: two females and eight males. Eight of these were accidents on the way to or from work. A total of 80 work hours were lost for the women and 1,000 hours for the men.

Country	Occupational accidents Female	Occupational accidents Male	Occupational accidents Total
Spain	2	8	10
Europe			
Andorra	0	0	0
Belgium	1	0	1
France	0	0	0
Netherlands	0	0	0
Luxembourg	0	0	0
Italy	0	6	6
Portugal	0	4	4
UK	0	1	1
Switzerland	0	0	0
America			
Argentina	2	5	7
Brazil	1	0	1
Chile	2	4	6
Colombia	2	0	2
Mexico	0	0	0
Peru	0	0	0
USA	0	0	0
Africa			
Morocco	0	0	0
Total	10	28	38

3.9
Social dialogue

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

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

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

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

This survey has been carried out since 2008 and has always had a high level of participation which reached 77% across the whole Group in the last edition of 2019. The aspect given the highest score by employees overall was "Support from team of collaborators" (94%). While the lowest scoring aspect was "Total pay, relative to market rate" (35%). Both percentages are up slightly on 2017.

In response to the question about whether employees would recommend everis as a place to work, 79% of respondents said yes, and the same percentage said they were proud to work for the company. Eighty percent of staff were satisfied with their job. A further 88% said they were involved in implementing everis' values.

It is important for everis to create plans for improvement so that negative scores are not repeated. Thanks to the various strategies implemented with regard to homeworking in Spain in 2018, which aim to offer greater flexibility and achieve a better work-life balance, the percentage of negative responses to the "Working hours and work-life balance" question has fallen from 39% in 2017 to 34% in 2019. Also, more and more countries are bringing in flexible working given the clear advantages it brings in terms of work-life balance.

Percentage of employees covered by collective labour agreements by country

The table on the right shows the percentage of employees covered by collective bargaining agreements by country in accordance with the applicable regulations.

Collective bargaining agreements (particularly in the field of health and safety in the workplace)

We would also point out that in most of the countries where everis does business, collective bargaining agreements do not deal specifically with health and safety at work as the activity is not unionised. Some countries, such as Italy, do have national agreements. The only countries that have trade union representation are Mexico, with its so-called "White Union" or "Protection Union" (Federación Obrera Sindical), and the United Kingdom with the trade union, Prospect.

Country	Employees covered by collective bargaining agreement (%)
Spain	100%
Europe	
Andorra	100%
Italy	100%
America	
Brazil	100%
Mexico	100%

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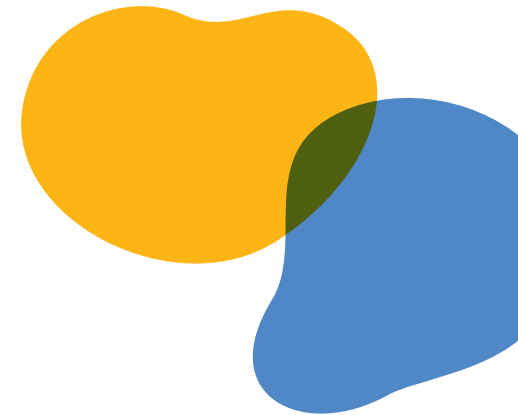
Impact on society

Impact on society

The Company has included in its strategic plan a work stream designed to contribute to a better society, working towards the following Sustainable Development Goals of the 2030 Agenda.

4.1
SDG 4
Quality education.
Education initiatives.

4 QUALITY EDUCATION

Guarantee inclusive and equitable, quality education and promote lifelong learning opportunities.

As a company founded on talent, our key focus when contributing to society is education.

As well as having the previously mentioned corporate university to train staff, we have developed several proposals related with the digitalisation of learning, virtual platforms and e-learning content, and collaborative learning through virtual environments.

Collaboration with universities

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

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

everis offers various scholarship programmes for university talent as a way of incorporating young people into the world of work. These programmes are carried out by working hand in hand with the main universities in the localities in which the Company operates.

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

Sessions and actions aimed at capturing talent

Job fairs in universities

Hackathons

everis Open Days

Participation in forums with discussions and presentations

Talent prizes and prize for academic merit

Digital platforms for families

Social initiatives like #girlsgonna are created with the aim of contributing as a company to the important work of reducing the gender gap in the digital sector. It is aimed at families and the teaching community as these are the groups that most influence the decisions taken by boys and girls when it comes to choosing their studies and careers. The girlsgonna.com website contains educational material, designed using the Made-with-CLOQQ method, so any parent or teacher can facilitate Maker and STEM learning experiences that eliminate gender stereotypes associated with technology.

With the backing of CLOQQ (Creo lo que quieras) – everis' open platform – initiatives are developed to prepare young talent and the new generations for the STEAM (Science, Technology, Engineering, Arts, and Mathematics) field. Practical digital creation workshops are run for children and their families that encourage their interest in scientific-technological careers.

4.2
SDG 10
Reduced inequalities.
Social commitment.

10 REDUCED INEQUALITIES

Reduce inequality in and between countries.

Another area of corporate responsibility is everis' pledge to support more disadvantaged people through its staff in the countries where it operates.

Country	Project	Partnership with NGO	Num. volunteers	Beneficiaries	Description
Brazil	Transform empathy into attitude | Solidarity Action	Maria Helena Drexel Association	235	78	This charity event took place on 7 December 2019. Children and teenagers in the state of São Paulo, Río de Janeiro and Uberlândia received personalised boxes of clothing, footwear and toys. In addition, 64 boxes of essential items were collected with the slogan #everfootball2019, at the São Paulo football championship.
Chile	Christmas charity campaign	Casa Caridad Don Orione Foundation	7	55	The primary aim of this Christmas campaign was to collect food for the Casa Caridad Don Orione Foundation, which runs a centre for children and young people with learning difficulties. Collaborators from all everis Chile's offices handed in donations in December. Seven volunteers visited the centre to deliver the donations and meet the children.
	Mentorias Laboratoria	Laboratory	35	35	We once again participated in mentoring women enrolled on the Laboratoria programme. In total, 35 of everis' volunteers acted as mentors over a month and a half.
	Children in ITCs Day fair		8	700	We took part in a fair as part of International Girls in ICT Day promoted by the International Communication Union (ICU) for over 700 girls aged 16 to 18 and hosted by INCAP.

Corporate Social Responsibility Report 2019

4. Impact on society | 4.2. SDG 10. Reduced inequalities. Social commitment

Country	Project	Partnership with NGO	Num. volunteers	Beneficiaries	Description
Chile	International Girls in ICT Day	Technovation	5	500	We once again took part in the event hosted by the NGO Technovation with five speakers from everis giving specialist talks on cutting edge information technologies.
	Global Goals Jam		6	20	We hosted a new edition of Global Goals Jam; this year we counted on the involvement of the University of Chile.
	Micro and Small Enterprise Development Centre Workshop		2	25	We ran a workshop for 25 micro and small enterprises on strategies to boost sales using Instagram.
Spain	USAL Strategic Plan - 2020/2023			University of Salamanca	everis' collaboration in the University of Salamanca's Strategic Plan. We bring our experience as a business and insight into the current market. The aim is to optimise the USAL's resources, setting out a Strategic Plan that will result in it being a major force and achieve its goals as a university.
	Fun treasure hunt against school bullying	Salamanca Anti-Bullying and Cyberbullying Association - ASCBYC	4	300 School pupils	Treasure hunt run in partnership with ASCBYC around the city of Salamanca. Doing our bit by donating a "start-up boot" for programming to the winning school to introduce children to programming from a young age. Showcasing the huge potential this sector offers and the current and changing diversity we have today.
	Three Wise Men of Truth Alicante	Three Wise Men of Truth	140	110	
	Robotics workshop for children in Valencia	everis Foundation and the Association of Parents of Children with Cancer (ASPANION)	10	40	
	everis Valencia is working with the Three Wise of Truth Association	Three Wise Men of Truth	72	72	A volunteering initiative at Christmas so that no young, elderly or disabled people, i.e. at-risk groups, go without a present at Christmas. everis' volunteers nominate someone to receive a card from the Three Wise Men, they buy a gift and we make sure it is delivered to the care homes where the beneficiaries live. On Three Kings Day (Epiphany) the presents are handed out to them.

Corporate Social Responsibility Report 2019

4. Impact on society | 4.2. SDG 10. Reduced inequalities. Social commitment

Country	Project	Partnership with NGO	Num. volunteers	Beneficiaries	Description
Spain	Technovation in Valencia		4	+120 girls	Five volunteers from the Valencia office judge 120 girls to evaluate and reward them for their technology projects in a worldwide event that aims to encourage females into technological careers.
	Hackathons at everis' offices		42	+500	Volunteers from everis altruistically act as mentors in the hackathons organised at everis' offices in Spain, providing help with the projects presented in the global technology competitions, such as: Google's Hash Code, Nasa's Space Apps and other hosted by everis.
	Donation of children's toy ambulances for the maternity and children's ward at La Arrixaca Hospital in Murcia	Red Cross	0	Patients in this area of the hospital – all children	everis Murcia funded the purchase of these electric toy ambulances for the largest hospital complex in Murcia's state healthcare system. The project was a partnership with Red Cross Murcia, which is reflected in the design, with the toy ambulances carrying the everis logo and a large red cross.
	Charity toy donation	Red Cross	90	100 children from the region of Murcia who are socially excluded	We carry out this campaign as Christmas approaches and our staff love taking part.
	Technovation Challenge	Technovation	19	Over 80 girls between seven and 18	Every year, Technovation invites girls and young females from around the world to learn and use the skills needed to solve real-world problems using technology. More specifically, over the 12 weeks, the girls work in a team supported by a mentor to learn how to code and create a mobile phone app to solve a problem they face.
	Project Coach	Exit Foundation	11	Young people	Project Coach aims to enhance the employability of young people between 16 and 19 who are at risk, through coaching and mentoring. This year, 11 everis volunteers in Spain dedicated around 250 hours to help them. The last edition of this development project was run during the crisis caused by the Covid-19 pandemic, forcing volunteers and the young beneficiaries to completely change the programme and run it online.
UK	Robotics workshop		7	16 children an 20 adults	To inspire and encourage the next generation to discover science and technology early in life.

Corporate Social Responsibility Report 2019

4. Impact on society | 4.2. SDG 10. Reduced inequalities. Social commitment

Country	Project	Partnership with NGO	Num. volunteers	Beneficiaries	Description
🇮🇹 Italy	Runcorporate	Differenza Donna			This was a project in which our staff ran a marathon in Rome, thereby supporting the associated NGO through their entrance fee.
	Milanomarathon	La mano del Bambino			This was a project in which our staff ran a marathon in Rome, thereby supporting the associated NGO through their entrance fee.
	Children's Christmas Gifts	WWF			200 sacks of gifts were purchased for WWF.
	STEM in the city				everis was involved in the "STEM in the city" project to increase the number of women in STEM careers.
	Giving Tuesday	ADMO, Onlus Prometeo, Opera San Francesco and Teatroterapia			Support for social causes as part of the global movement known as Giving Tuesday, in answer to Black Friday.
	#everisgoesgreen				Reusable water bottles were bought for employees to avoid the use of plastic bottles and cups. The policy was reviewed to buy disposable items for in house and external events that are recyclable, sustainable or made using green energy.
	Breast Cancer Day				The organisation took part in International Breast Cancer Day. Genechron gave a speech about the risks and prevention of breast cancer.
🇵🇪 Peru	Recycle your jeans and make a difference	Caritas Perú	200		150 everis workers contributed their unwanted jeans.
	Telethon 2019	Telethon			Donations were raised for the Telethon to help children at the Hogar Clínica San Juan de Dios care home.
	My four-legged friend	Albergue "Mi amigo de 4 patas"	37	200 animals	The "My four-legged friend" campaign was run to help over 200 pets.
	Visit to animal sanctuary	Albergue "Mi amigo de 4 patas"	32	200 animals	The "My four-legged friend" campaign was run to help over 200 pets.
	Christmas chocolate party		35	200 children from 1 to 10 years old	The party took place at the San Gabriel Alto Villa María del Triunfo settlement.

Corporate Social Responsibility Report 2019

4. Impact on society | 4.2. SDG 10. Reduced inequalities. Social commitment

Crowdfunding social platform

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

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

everis Foundation

everis has a foundation that is fully funded by the Company. Its goal is to promote entrepreneurship, drive innovation and foster talent, running a raft of projects with a large number of everis workers acting as volunteers.

Here are some of its most notable projects:

Púlsar programme: mentoring of gifted girls by successful women

Personalised mentoring programme to support and empower teenage girls with bags of potential to discover their talent. The Púlsar programme stemmed from a global need: to bridge the gender gap. It is run as part of the efforts to fulfil the UN's Sustainable Development Goals.

The programme consists of six, one-hour sessions a month in which leading women in various fields act as professional role models for teenage girls. The aim is to offer tailor-made help to the girls to empower them to continue with higher education.

This initiative is run across eight cities in Spain, Brazil, Peru and Colombia.

As part of this year's programme, the everis Foundation carried out the following activities:

- Backing for the mentor network through Púlsar Women Summit: a space to encourage networking among Púlsar Programme mentors and invitees related with the initiative, with online and classroom sessions on topics of interest in different fields.

- A free online course on all the methodology of the programme for anyone, anywhere in the world who works or lives with teenagers, so they can run the programme too.

everis Entrepreneurship Awards

For 19 years, the everis Foundation has hosted the everis Entrepreneurship Awards to foster talent, drive technological innovation and encourage entrepreneurs to think out of the box and find solutions that have a scalable and sustainable impact and leave a transformation footprint on society. This competition rewards high-impact technology projects in three categories: Industrial Technologies, New Business Models in the Digital Economy, and Biotechnology and Healthcare, which contribute to enhancing people's quality of life and or protect the environment and which are generally aligned with the UN's Sustainable Development Goals.

The 19th edition of the Awards was held this year. They are split into 10 national competitions in 10 European and Latin American countries where everis operates: Argentina, Belgium, Brazil, Chile, Colombia, Spain, Netherlands, Italy, Peru and Portugal. As well as winning their local award, national winners go through to compete for the global grand prize of €60,000 + specialist mentoring from i-deals (an everis Group company specialising in technological entrepreneurship).

The everis Awards in Spain attracted 700 projects, 348 of which fully met the terms and conditions.

Corporate Social Responsibility Report 2019

4. Impact on society | 4.2. SDG 10. Reduced inequalities. Social commitment
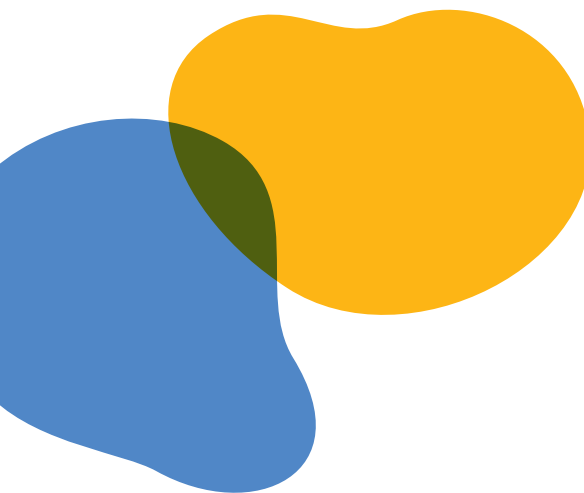
Awards for social intrapreneurship

These awards recognise the enterprise of employees from everis and NTT DATA globally who head innovative technology projects with a strong social component and which positively impact people's quality of life and the local environments.

This year attracted 20 projects that met the terms and conditions in 9 countries: Belgium, Canada, Chile, Colombia, Spain, Luxembourg, Mexico, Peru and the United Kingdom.

Programme that encourages children to use their digital skills in a fun way through online and classroom workshops run by volunteers from the Foundation around the world.

The Foundation's aim is to contribute continually through small, one-off actions to narrowing the digital gap due to economic, social and geographical factors.

These workshops nurture computational thinking and digital skills and introduces children, young people and their educators, primarily, to programming in a fun manner. In just a few steps, they are also taught to use Scratch: a programming language that can be used to create video games and anything else they conjure up.

everis volunteers train in their spare time in order to run these workshops for the children and relatives of their co-workers and for children and young people from under-privileged backgrounds, in collaboration with various learning institutions.

We have educated upwards of 3,200 children worldwide along with their families, with a view to bridging the digital gap and encourage them to keep practising with the children at home. We want to bring young people closer to technology, not just as consumers, because it will be an indispensable tool to help them in their lives, irrespective of the profession or career they choose.

Tech4change programme

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

4.3
SDG 8
Economic growth.
Impact of everis' activity on employment and local development.

8 DECENT WORK AND ECONOMIC GROWTH

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

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

As explained beforehand, the Company is working to strengthen the everis an NTT DATA Company brand as a top employer, hiring 9,522 new staff.

By purchasing from local suppliers, everis contributes to the development and growth of the businesses in its communities. In 2019, over 90% of purchases were made from local suppliers. A supplier is deemed local when the country of origin of the supplier (registered offices) is the same as the country making the purchase.
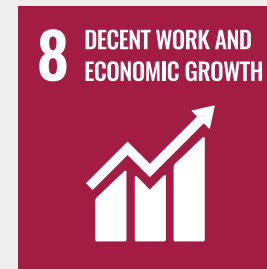
Country	% Local purchases
Spain	99%
Europe	
Andorra	33%
Belgium	89%
France	-
Netherlands	-
Luxembourg	91%
Italy	91%
Portugal	94%
UK	88%
Switzerland	100%

Country	% Local purchases
America	
Argentina	99%
Brazil	98%
Chile	95%
Colombia	99%
Mexico	86%
Peru	98%
USA	-
Africa	
Morocco	100%
Average Total	
	91%

Corporate Social Responsibility Report 2019

4. Impact on society | 4.3. SDG 8. Economic growth. Impact of everis' activity on employment and local development
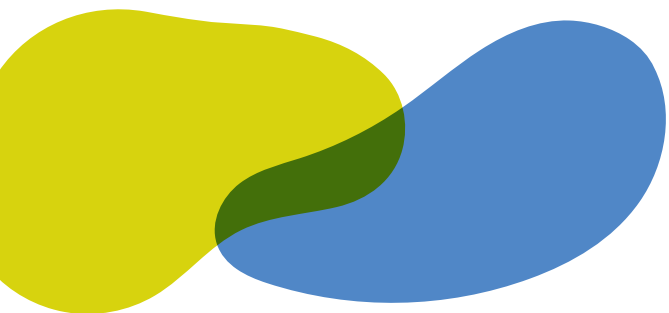
Programmes promoting innovation

Various global initiatives are run in this area, some of the most noteworthy of which are as follows:

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

- **Open Innovation Contest:** an NTT DATA initiative that seeks to find innovative commercial ideas which can be adapted to NTT DATA's existing services/solutions, and which are attractive to customers (large corporations).

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

- **Alliance with KeepCoding:** collaboration agreement with the leading training centre for developers in Spain, with the goal of promoting the training of ICT professionals linked to the real needs of the current market.

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

Technology events involving everis in FY19

Some of the outstanding projects globally have been:

- **Google Cloud Summit – Milan / Italy:**
  A must-attend event to find out about the latest developments in Google Cloud.

- **DigitalES Summit – Madrid / Spain:**
  Technology event to analyse the future of the digital transformation in Spain.

- **Conference Agile Spain 2019 – Barcelona / Spain:**
  Event sponsored by everis and bringing together some 1,500 exports in agile methodologies with the slogan "Together, we can do so much".

- **Web Summit Lisbon – Lisbon / Portugal:**
  Key event for the technology sector to showcase the potential of leading innovation companies.

- **Dreamforce - San Francisco / United States:**
  An experience showcasing the driving forces behind the future of technology through inspirers, talks and sessions, all with blue sky thinking.

- **AWS Summit 19 - Madrid / Spain:**
  Brings together the community of the Cloud Computing and Amazon Web Services (AWS) platform at the IFEMA-Madrid exhibition centre. The event involved over 40 sessions and workshops on the most talked about topics in the technology sector today.

4.4

Customers

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

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

- **Customer satisfaction report:** this report is prepared annually based on the responses obtained in customer surveys. It is a survey aimed at measuring the degree of customer satisfaction with the quality of service in each of its phases based on detailed questions. At the time of writing, figures for FY19 are not yet available so the final marks (out of 10) for customer satisfaction in recent years are shown below (always above 7.7). They reached an all-time high over the last year.

2010	2011	2012	2013	2014	2015	2016	2017	2018
7,9	7,9	8,0	7,9	8,0	8,1	7,7	8,1	8,1
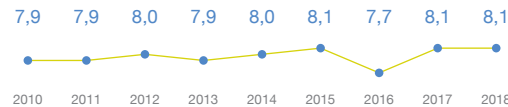
- **Customer Management:** as previously mentioned, each customer has a global management structure headed by a Customer Manager whose tasks include directly addressing any concerns or worries that the customer may have and leading the associated action plan to resolve potential contingencies.

- **Claims management:** this process is the responsibility of everis' legal department. In FY19 no legal claim was reported by our customers.

- On a regular basis, the Brand and Communications department is asked for information about communications received through social media about Quality and the Environment

This information is gathered through online surveys and a questionnaire sent to 597 contacts about 697 projects (some contacts are the same for several projects) making up of all the projects completed during the year.

The aspects most highly valued by customers are "Responsibility and commitment", followed by "Staff" and their "Management capability".

The main areas for improvement are "Turnover" and "Ability to surprise".

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

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

Channels of dialogue with customers

Business proposals and their monitoring

Business development activities

Events: congresses and conferences

Satisfaction surveys

Annual sustainability report

4.5
Suppliers

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

- **Equality of conditions among them.** Three proposals from different companies are always assessed to compare criteria and quotes.

- **Transparency in respect of each proposal received.** The internal customer has at their disposal all the information regarding each supplier proposed.

- **Internal assessment process to classify the service provided.**

- **Analysis of project management criteria, as well as their design and development.**

Subcontractor incorporation policy

Policies have also been stipulated with suppliers so that subcontracted personnel work with the same tools. They state that everis has a Code of Ethics and Professional Conduct whose content also applies to the companies and professionals with whom the company collaborates, who will be required to respect the fundamental rights of each person; the creation of a suitable working environment for personal, social and business development; the effective application of the principles of equality, meritocracy and non-discrimination in the hiring of employees; the commitment to quality, innovation, training and transparent information; the elimination of occupational risks; the prohibition of soliciting or offering any type of gift to clients and/or suppliers, including Public Administrations, that exceeds mere courtesy to obtain a benefit, favour, subsidy or advantage in favour of everis or in its own favour; as well as the adequate management of resources and respect for the environment.

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

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

Channels of dialogue with suppliers

Mailbox for delivering bids

Negotiation process

Constant management of the relationship

Certification process

Regular service assessment

Purchasing policy

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

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

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

As an objective for this financial year, everis has included environmental questions in its procurement policy, and is working to include social and gender equality questions too in the near term.

Supplier oversight

everis approves suppliers through an exhaustive review of information in key areas, which also ensures suppliers are aware of everis' policies regarding safety, occupational risk prevention, the environment and energy, GDPR, etc., and the general terms and conditions of contract.

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

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

One of everis' objectives this financial year has been to include environmental scores when evaluating suppliers. It is also working to boost performance vis-à-vis environmental policies; an important aspect when approving suppliers is to consider the environmental aspect. The goal is to include social and gender equality questions in the near term.

5

Awards and accolades received by everis

Awards and accolades received by everis

The awards and accolades received by everis both at the global level and by country in FY19 are shown below:

Country	Awards received
🇪🇸 Spain	Top Employer 2020
	AUTELSI 2020 Award to the project: #girlsgonna
	International awards: Constantinus 2019, "International Silver medal" and "National Champion Spain" categories, everis and BBVA Seguros.
	Linkedin Talent Awards 2019, Best Employer Brand: Above 500 employees.
	DHL Green&Digital Innovation Awards, Innovation for Supply Chain Digitalisation category, everis Initiatives.
	OutSystems Partner of the Year – **Rising Star**
	María Jesús Jiménez Hernández, Top 100 2019 category Directors, Top 100 Female Leaders.
	Project to Inter-institutional Register of Delegated Acts in the Sapiens 2019 Awards, Spanish Institute of IT Engineers.
	Digital Experience Solution Partner of the Year for Southern Europe, Adobe 2020.
🇧🇷 Brazil	Top Employer Brazil certification for the best practices in human resources – Top Employers Institute.
	Finalist. "Businesses with recognised practices for attracting and retaining talent" in the 22nd edition of the awards. Top of Mind.
🇬🇧 UK	Finalist. UK Employee Experience Awards 2020

6

Measures taken to tackle COVID19

Measures taken to tackle COVID19

Due to the exceptional situation around the world caused by the coronavirus pandemic, everis established a global Covid-19 crisis committee, along with local committees in each country to work in a coordinated fashion and provide daily updates. This enabled the organisation to adopt the best measures to protect its workers and ensure business continuity.

Following the recommendations of the World Health Organisation and Spain's Ministry of Health, this committee promoted the use of homeworking and flexitime for a decent work-life balance, aligned with everis' culture and values, even before Spain declared a state of emergency.

As part of its commitment to health and safety, everis has established a Special Coronavirus Service for employees to receive medical help and advice about Covid-19.

Several initiatives such as Smart Working have also been rolled out to support the organisation and staff deal with the changes needed to work during lockdown and the widespread use of homeworking due to Covid-19.

Smart Working

Over the long term, tools, training, advice and tips needed to ensure everyone's well-being and achieve the greatest efficiency will be provided:

- **Phase 1** (4 weeks): launch of essential tools in the current circumstances:

  1. Two weekly impacts with online training, tips, best practices, webinars, etc.

  2. Covid-19 Community: Specific space in Knowler to share resources.

  3. Parties involved: People, Susi, Agile, everis University, Brand & Communication

- **Phase 2** (preliminary estimate: 4 weeks): support and connection, providing a space to share and monitor staff's general well-being and offer help in the Company's core processes (annual appraisals, reviews, mentoring). One weekly impact planned.

- **Phase 3**: support and help returning to normality.

Social action during the COVID19 crisis

As part of its social responsibility pledge, everis has contributed to society during the Covid-19 crisis in three ways:

Pro bono projects

For customers or other entities needing help, provided by staff not on projects. These services have a social impact in the crisis and are all technology related. They include:

- **ecHOS Remote Health:** everis has developed an end-to-end technology solution that includes self-triage, teleconsultation and data analysis management. The main aim is to take the pressure of healthcare staff during all phases of the pandemic and is being rolled out in Argentina and Chile.

- **Training for SMEs using Red.es:** through Red.es – a state-run organisation operating under the auspices of Spain's Ministry of Economy and Digitalisation – everis provides training to SMEs on a portal with content to help them continue operating in the current situation.

- **Big Data on medical suppliers:** everis Belgium is working with the European Commission to create a list of approved suppliers of medical supplies (such as face masks, gloves, respirators and disinfectants) needed during the Covid-19 pandemic to negotiate better prices.

- **Elderly care home portal:** everis is working with the Galician regional government to collate and present data to analyse where care homes are and monitor them closely.

- **Sifacil:** everis inicitiatives offers a free online management platform for SMEs and the self-employed.

- **COVID-19 help app:** everis is working with Telefonica to improve the interface of this application.

- **Parent support teaching portal:** everis is working on a portal with Microsoft to provide parents with training on how to teach their children.

- **Computer set-up:** staff at everis' Valladolid office have set up 234 computers for the Valladolid Health Department.

- **Cybersecurity training:** the Cybersecurity team has prepared a short course on safe homeworking, which includes best practices and information on the most common threats.

- **CLOQQ at the Ministry of Education:** The everis CLOQQ open platform (Crea lo que quieras) has been included on the Ministry of Education's teaching resources website.

Share and extend the assets/platforms available at everis to help third parties in partnership with other organisations.

The teaching resources of everis and the everis Foundation have been shared with various organisations.

Raise awareness of initiatives being run by third parties with the involvement of everis' staff.

In this regard, projects have been promoted leading to more people signing up to them.

- Design and 3D printing of medical suppliers through the community of makers.

- Production of visors for healthcare staff, also using 3D printing.

- "Teaming" donations to collaborate with UNICEF in the provision of medical supplies.

- Fund-raising for medical supplies.

- Arranging and distributing letters to people in hospital and care home residents.

- Reliable information on Covid-19: on the Google Data Studio platform.

7
Enviroment

Environment

At **everis** we are working on improving our environmental performance and transparency, widening the dissemination of our environmental policies to all work centres in each of the countries where we operate. This year we expanded the capture of environmental information to different sites in Europe and Latin America, while working on compiling the rest of the data in the countries where we do business for the coming years.

7.1
everis certifications

everis' certifications are aligned with its processes, businesses and strategic lines and have a consistent scope throughout the entire Company.

9001:2015	14001	50001	BREEAM
13 countries	3 countries	1 country	1 country

Always striving for continuous improvement, everis holds the following certifications for some of its workplaces:

Certifications implemented in everis and management systems

Management systems and certifications currently implemented in everis relating to the environment, quality, energy efficiency and sustainability. Offices where implemented:

ISO 14001	Spain	Madrid (Novus, Manoteras 52), Sevilla-Torre Pelli, Segovia, Ciudad Real.
ISO 50001	Spain	everis Spain S.L.U: Camino de la Fuente de la Mora nº 1, Planta 1, 28050, Madrid. everis Ingeniería S.L.U: Camino de la Fuente de la Mora nº 1, Planta 4, 28050, Madrid.
ISO 9001:2015	Spain	Sevilla (Cartuja y Torre Sevilla); Madrid: Boadilla del Monte, Manoteras 52; Bilbao; Valencia; Zaragoza; Las Palmas de Gran Canaria; Barcelona (Diagonal 605); A Coruña; Murcia; Valladolid; Alicante; Hontoria-Segovia.
BREEAM Commercial	Spain	Headquarters at Manoteras 52 (Madrid - Spain)
BREEAM in use	Spain	Edificio Novus, Fuente de la Mora, 1 (Madrid - Spain).

Europe

ISO 9001:2015	Portugal	Lisbon
	UK	London W1W 8HS, Glasgow G3 8JU
	Benelux	Brussels
	Italy	Milan, Rome
ISO 14001	UK	London
	Portugal	Lisbon

America

ISO 9001:2015	Brazil	Sao Paulo, Uberlândia
	Chile	Temuco, Santiago de Chile
	Colombia	Bogotá, Medellín
	USA	Arlington VA, Boston MA
	Mexico	Mexico City
	Peru	Lima, Trujillo
	Argentina	Buenos Aires, Tucumán

Africa

ISO 9001:2015	Morocco	Tetuán

7.2
Environmental and energy policy

everis' Environmental and Energy Policy establishes a commitment to improve its environmental performance, in line with the philosophy that the Company has had since its creation of being a responsible business. This is also aligned with its ISO 14001 and ISO 50001 certification that provides a reference framework to achieve balance between socio-economic needs, environmental protection and responsible and efficient use of energy resources.

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

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

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

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

Accordingly, the Environmental and Energy Policy defines the following **objectives related to the effects of the Company's activities:**

- Work in a way that is respectful of the environment and encourage environmental **responsibility** among our employees, customers, suppliers and other stakeholders.

- **Comply with legislation** prevailing at the international, national, regional and local levels related to the environment and energy, enhancing them where possible, and with the other requirements adopted by everis in relation to its environmental aspects, and without our energy practices and consumption.

- **Identify the environmental impacts** caused by the Company's activities, products and services and establish plans to eliminate them, integrating environmental factors into our processes.

- **Prevent pollution** by minimising our consumption of natural resources, eliminating our waste in a responsible way and recycling the materials that we use.

- Foster the **acquisition of products and services** that respect the environment and are energy efficient, and promote design activities that take energy savings into consideration to improve energy and environmental performance.

- Establish and review our **environmental and energy** objectives to ensure they are appropriate and feasible, and ensure the availability of the information and resources needed to achieve the proposed goals.

- Orient environmental and energy performance, and the environmental and energy management systems that are implemented, toward savings, optimising resources and consumption, effectiveness and **continuous improvement**.

7.3
Environmental Management System

Environmental evaluation and certification procedures

everis has implemented and maintains an Environmental Management System (EMS) based on the international ISO 14001 standard and the following environmental commitments:

Environmental commitments

> Comply with applicable environmental legislation.

> Prevent pollution by embracing good practices.

> Control environmental issues and associated impacts arising from its activities and services.

> Develop an Environmental Management System.

> Environmental awareness and sensitivity training for all employees.

As part of the EMS, everis has developed procedures to comply with each requirement of the standard, identified its environmental issues, risks and opportunities having regard to both the internal and external context, and the needs and expectations of its stakeholders.

ISO 14001

The objectives are set for each year. Listed below are some of the EMS objectives during FY 2019 for the offices where the system is in place:

- Include Ciudad Real in the ISO 14001:2015 certification.

- Optimise the separation of waste in the Ciudad Real office and Exeleria/ADS, thanks to the communication plan for the new implementation of the EMS in that office, poster campaigns and basic environmental training for staff.

- Conduct an energy review of the 4th floor of the Novus building, based on the study of energy demand and consumption.

- Optimise the separation of waste in the Novus building by implementing a plan of action, poster campaigns and conducting more frequent inspections of the different floors.

- Cut down the amount of plastic used in the cafeteria at the Seville office, replacing plastic cups with vessels made out of recycled materials.

- Cut electricity consumption per employee by 2% with respect to FY18 in the UKH office.

- Reduce the use of plastic cups per employee by 5% from FY18 in the UKH offices, replacing those vessels with ones that are more environmentally respectful, such as paper cups.

- Reduce the installed lighting capacity in the new Aunav building by 50%.

Resources, provisions and guarantees used to prevent environmental risk

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

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

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

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

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

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

Cleaning and maintenance works are outsourced to subcontractors who are also responsible for reporting the quantity of the waste it collects. Our Company has modern facilities, with the latest technologies and excellent public transport communications and services. Given that the Company's primary activity is consultancy, the products and services it offers tend to use few resources and produce little waste.

Good environmental practices: Prevention, recycling and reuse measures.

To comply with Company policy, the EMS carries out numerous awareness campaigns and training and communication actions to promote care for our surroundings and protection of the environment. During FY19 those campaigns focused on the following points:
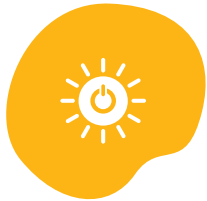
Energy
Responsible consumption

- Shut down your computer when it will not be in use for more than one hour.

- Use the sleep or hibernate modes: maintains the current system status and saves energy.

- Put off lights that you are not going to use.

- Avoid using lifts for going up or down one or two floors.

- Use public transport or carpools as much as possible. Unit-e is a corporate carpooling app.

Water
A scarce resource

- Do not leave taps running longer than necessary.

- Close the tap while brushing your teeth or washing meal containers.

- Do not use the toilet as a paper bin. Do not flush paper towels, cotton balls, tissues, etc.

- If you spot a leak in a tap or WC report it to the facilities department.

Office materials
Make rational use

- Use them up entirely.

- Avoid printing unnecessary documents.

- Before printing, check for possible errors and improvements in the document and use the print preview.

- Whenever possible, use both sides of sheets when photocopying and printing documents.

- Print documents in draft quality to avoid wasting ink whenever possible.

- Use OneNote as digital notepad instead of a paper notebook: the information is easier to find, more manageable and allows for backup copies.

- Use Captio to report expenses digitally: quicker and simpler.

Waste
Reduce, reuse and recycle

- Reduce the waste you generate by avoiding the use of disposable products and choosing products with minimal packaging.

- Use documents in digital format.

- Reuse paper that has been printed on one side only to print drafts, make notepads, etc.

- You can bring your reusable cup or bottle.

- Cooperate in separating waste by depositing it into the right containers.

Indicator 8 of Annex 3 shows the list of the wastes generated at everis offices in FY19.

7.4
Climate Change Strategy

Important elements of greenhouse gas emissions

To demonstrate our environmental commitment with hard data and objective facts, every year our carbon footprint is calculated in an initiative that allows an organisation's total greenhouse gas emissions to be measured that it produces directly or indirectly. The Company's emissions are therefore reported to its stakeholders in a transparent way.

The calculation of everis' carbon footprint for 2019 financial year (FY19) comprises the period between 01/04/201 and 31/03/2020.

16.945 tCO²

0,65 tCO²/employee

In relation to FY19 emissions the following have been recorded and taken into account by scope:

Scope 1

Direct emissions from leaks of refrigeration gases

Direct emissions from use of furnaces

Scope 2

Indirect emissions from consumption of electricity

Scope 3

missions from business travel by employees using land transport

missions from business travel by employees using air transport

missions from business travel by employees using rail transport

Everis' global footprint

Given everis' global presence and as part of the fight against climate change according to **Sustainable Development Goal 13: Climate Action**, everis calculates its carbon footprint for the following European and LATAM countries:

Country	CO² footprint	tCO²e	Num. employees	tCO²e/employee
Spain	62,01%	10.508 t	14.483	0,73
Portugal	5,53%	937 t	967	0,97
UK	2,39%	405 t	327	1,24
Italy	7,72%	1.308 t	880	1,49
Mexico	2,12%	359 t	858	0,42
Colombia	3,16%	536 t	981	0,55
Brazil	4,49%	761 t	2.525	0,30
Peru	6,30%	1.067 t	3.470	0,31
Chile	6,28%	1.064 t	1.731	0,61
Total		16.945 t	26.222	**0,65**

tCO²e/employee

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

tCO2e FY19 by scope
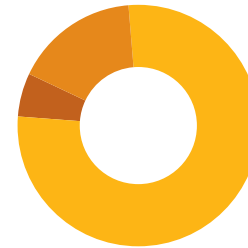
● Scope 1	6%
● Scope 2	16%
● Scope 3	78%

tCO2e FY19 by activity
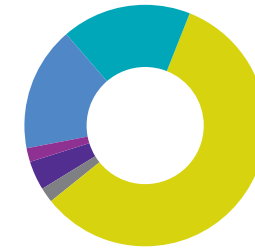
● Business travel by air	59%
● Business travel by land	17%
● Business travel by rail	2%
● Electricity consumption	16%
● Heating	2%
● Refrigerant gases	4%

After air travel, the activities that generate the most emissions are journeys by land. Taking action to reduce the emissions in this scope is complicated as everis' employees need to travel to the different locations where its projects are located in order to achieve excellence in these projects.

With the calculation of its global carbon footprint, everis works to develop strategies and plans aimed at reducing its emissions around the world.

everis has defined the following indicator to assess the Company's performance with regards to carbon footprint reduction targets in both absolute and relative terms:

$$\text{Carbon footprint KPI FYx} = \frac{\text{(Carbon footprint FYx)}}{\text{(Average num. employees FYx)}}$$

Indicator 10 in annex 3 shows tCO2e broken down by the scope for each of one of the countries during FY19.

everis Spain footprint

everis Spain's carbon footprint accounts for 62.01% the Company's total global footprint. The scope of the carbon footprint calculation covers all companies that are consolidated in everis Spain S.L.U. and operate in Spain.

It is worth noting that the figures relating to the carbon footprint calculation for FY2019 mentioned below have been verified by an independent third-party, although as at the date of this report, the administrative process of recording the Company's carbon footprint in the Carbon Footprint Register of the Ministry for the Ecological Transition has still not been completed.

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

Carbon footprint FY19	Emissions source	tCO^{2}e	
Scope 1	Refrigeration gases	359	
Scope 2	Electricity consumption	2.221	
Scope 3	Business travel by land	2.020	
	Business travel by air	5.607	7.928
	Business travel by rail	301	
Total			10.508

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

Measures to adapt to climate change consequences

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

Established reduction goals

The following table shows the evolution of the carbon footprint KPI defined by everis for Spain in 2017, 2018 and 2019, as well as comparisons with the target set for 2021.

Carbon Footprint Indicator

Expected reduction in emissions per employee (tCO^2 eq. / employee)

The organisation's greenhouse gas emissions, in tonnes of equivalent carbon dioxide per employee, that are proposed in the financial year 2017 and expected to be reduced by the financial year 2021.

KPI FY17	KPI FY18	KPI FY19	KPI FY21
0,80 tCO2e/ employee	0,80 tCO2e/ employee	0,73 tCO2e/ employee	0,70 tCO2e/ employee

The KPI FY2017 was 0.80 tCO2e/employee, extremely similar to 2018, but it should be noted that there has been a considerable increase in the number of employees, and the figure for 2019 came in at 0.73 tCO2e/employee. To date, the reduction target to be implemented in the everis Carbon Footprint Reduction Plan is expected to be achieved by financial year 2021. Both absolute and relative targets will be assessed, but everis' performance in terms of reducing its Carbon Footprint will be evaluated based on the performance of the previously defined KPI.

Taking into account the implementation of the reduction measures and best practices, total greenhouse gas emissions per employee (Scopes 1, 2 and 3) are expected to be reduced by 20% compared to FY2021, in other words to achieve a KPI of 0.70 tCO2 e per employee, assuming that the number of employees remains unchanged.

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

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

13 CLIMATE ACTION

Measures to prevent, reduce or identify carbon emissions

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

The measures proposed by everis to reduce its emissions are shown in the table on the right.

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

- For financial year 2020, the everis Carbon Footprint will be verified again in accordance with the ISO 14.064/1 standard, by an accredited entity. This process underpins the entire credibility of the calculation and the reduction measures for everis' clients who regularly ask for its emissions report.

- A procedure has been drawn up for calculating the Carbon Footprint so that this calculation occurs automatically in the future.

Introduce low-carbon purchasing criteria into contracts with different suppliers, who will also be asked to calculate their own carbon footprint as far as possible. This measure is intended to be implemented in the medium-term.

Measure	Scope	Implemented	Short term (2019)	Medium term (2020-2021)
Replacement of cooling equipment	1	✓		
Good practices in controlling electricity bills	2	✓		
Energy manager	2	✓		
Raising awareness of efficient energy use	2	✓		
Optimising illumination hours	2	✓		
Optimising presence-based lighting control	2	✓		
Adjustments to programming of air conditioning systems	2	✓		
Verification of corporate carbon footprint by accredited entity	otro	✓		
Drafting of procedure for calculating carbon footprint	otro	✓		
Using high-speed rail instead of flights for domestic travel	3		✓	
Introducing low-carbon purchasing policy suppliers	otro		✓	
Conducting corporate campaign	3		✓	
Low-carbon taxi contract	3		✓	
Improving management and maintenance procedures for refrigeration equipment	1		✓	
Contracting electric energy from renewable sources	2			✓
Implementing criteria for evaluating refrigeration systems	1			✓
Implementing ISO 50001 in workplaces	2			✓
Including sustainable energy purchasing policies for suppliers	2			✓

7.5
Circular economy

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

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

Water consumption based on local restrictions

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

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

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

Toward this end, a mandatory course has been developed for all employees, using the format of the 'Trivia' game, with the following objectives:

- Be aware of the environmental impact of the daily activities carried on in the office.

- Grasp the importance of contributing to improving everis' environmental performance, adopting good practices that help prevent harm to our surroundings and protect the environment.

- Identify a set of actions aimed at modifying habits, with the goal of using energy efficiently, making rational use of resources and reusing materials.

- Know the environmental principles laid down in the ISO14001 and ISO 50001 standards and how everis acts to comply with them.

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

Waste is identified and subsequently stored, separated into containers to be reused, recycled or processed. The separation of this waste is based on the criteria established under current legislation.

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

- An environmental manager

- An environmental office manager

- Professionals

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

Indicator 11 in Annex 3 shows the figures relating to the consumption of raw materials.

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

Since 2016, the Company has implemented and certified an Energy Management System (EMS) in accordance with the ISO 50001 standard at its offices in Madrid (Novus building) and continues working to incorporate new offices in the Group into the project which already have energy audits.

everis Spain S.L.U
Camino de la Fuente de la Mora nº 1
Planta 1, 28050, Madrid.

everis Ingeniería S.L.U
Camino de la Fuente de la Mora nº 1
Planta 4, 28050, Madrid.

In implementing this EMS, everis acquires the following commitments:

- **Promote efficient management of energy use**
- **Foster energy savings**
- **Optimise resources**
- **Reduce GHG emissions**
- **Ensure compliance with energy legislation**
- **Foster use of renewable and alternative energies**

everis' Carbon Footprint Reduction Plan includes a series of reduction commitments in the field of energy efficiency. The global measure proposed by everis to reduce the carbon footprint in the area of electricity consumption relates to the widening the scope for the aforementioned ISO 50001 standard on Energy Management Systems to cover more of the Group's work centres.

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

Specific energy-saving measures proposed by everis for electricity consumption:

- Gradually introduce electricity supply contracts from renewable energy sources. As the current contracts with the distributors expire, the contracting of renewable energies will be studied.

- Installation of solar panels to heat sanitary water in the Novus building.

- Include sustainable purchasing criteria when selecting a supplier and type of electrical power. Thus, in addition to other criteria, the supplier certification questionnaire will now favour companies that offer equipment with an energy rating of B or better.

- Implementation of best practices related to the control of electricity bills in order to accurately understand the data and trends in the Company's energy consumption, which can help to make beneficial decisions in relation to everis' energy consumption. Each quarter energy performance evaluation reports are sent to the Spain offices with an assessment of monthly energy consumption at each site.

- The role of energy manager has been established in everis and continues being strengthened. The energy manager's role is to guide the Company in various energy-related processes. In other words, to guide everis through the procedures to be carried out, so that it always obtains the best conditions and services. Furthermore, this generates financial and energy savings for the Company; it takes into account current legislation; and it uses a tool developed by everis to monitor quarterly consumption, thereby reducing the total amount of energy consumed.

- Work continued on managing awareness of the need for efficient energy use, as well as on improving employee awareness of the existence of an EMS and encouraging their active involvement. Toward this end, during the year a Guide to Good Practices in office energy use has been prepared and made available to employees in common zones. In addition, there is a specific, voluntary course on energy efficiency for persons interested in broadening their training in this area.

- As an objective for FY20, all employees in the organisation will be required to take a course with a Trivia-game format on proper environmental and energy management in everis offices.

- Broaden the scope of the EMS to the entire Novus building for FY20.

- Enhance the energy management capacities of the organisation's employees by setting up and conducting training initiatives. During the year eight employees received this training and further training of the energy management team regarding the main changes in ISO 50001 is foreseen for FY20.

- Optimise lighting hours and the presence control times based on a detailed study of the presence of personnel in our offices and on projects in progress, in such way as to balance comfort, security and economy. In the Novus building in Madrid, presence detectors have been installed in the common areas, along with lighting-regulation sensors. This measure will be implemented in everis' other sites in the near term.

7 AFFORDABLE AND CLEAN ENERGY

Measures proposed by everis to save energy related to air conditioning:

- Savings of 2% of energy consumption are targeted for FY20 for the NOVUS building in Madrid, by applying the following measures:

  - Reducing air-conditioning temperature setpoints

  - Modifying air-conditioning hours

  - Revising and updating EMS-EMP-11 Operational Control procedures

  - Monitoring and measuring indicators

- High-efficiency filters have been installed in the rooftop air conditioning units of the NOVUS building.

- Centralised air-conditioning control software has been set up in Novus. This measure will be extended to the rest of the sites in the near term.

- Temperatures at Novus are managed by zones by the maintenance team.

Energy efficiency criteria taken into account in the spatial design of the NOVUS building:

- Installation of regulated LED lighting

- Organisation of independent rooms to optimise use of natural lighting

- Installation of window shades to boost thermal insulation and avoid glare

- Adaptation of the electrical installation to allow installation of individual meters per floor and quadrant

- Installation of solar panels for ACS

Furthermore, energy audits are planned for the coming years that will examine 85% of energy consumption in everis' buildings in Spain at the sites shown on the accompanying map.

3 Valladolid
3 Salamanca
32 Barcelona
2 Madrid
3 Ciudad Real
4 Alicante
3 Sevilla
3 Murcia

Pursuant to its commitment to combat climate change, promote energy efficiency and raise employee awareness, everis has a guide to good practices for the three fundamental types of energy use that influence energy consumption in its offices:

Lighting

- Areas with automated lighting control (meeting rooms, warehouses, etc.) should have lights turned off when not in use.

- Label switches clearly to avoid people turning lights off/on mistakenly and putting out the lights in occupied areas.

- Use natural lighting as much as possible.

Air conditioning

- In rooms where users can control the air conditioning manually, temperatures should be modified gradually and extreme temperatures avoided. Shut off the system when the room is no longer being used.

- Avoid air drafts and close doors and windows properly, to avoid losses in the air conditioning system and reduce energy consumption.

- Use the appropriate for the season and weather.

Office equipment

- Turn off the computer screen for short work pauses (10 minutes or more) and the computer when it will not be in use for several hours.

- Adjust the screen to medium brightness.

- Use images with dark backgrounds for screen wallpaper.

- The colour black is the screensaver that consumes the least. Activate monitor turn-off for 10 minutes of inactivity.

- Combine print jobs and do them together as much as possible.

- Make sure that the equipment is turned off properly at the end of the workday.

- Unplug laptop computers and work with the batter whenever possible.

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

7.6
Atmospheric pollution, including noise and light

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

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

The inclusion of everis buildings in this classification promotes:

- Concentration of outdoor lighting in the appropriate areas .

- Minimise any up-lighting that is not strictly necessary to reduce light pollution, energy consumption and nuisance for neighbouring properties.

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

7.7
Biodiversity

This is not a material issue for the Company. The everis Group does not have land that is home to habitats of interest or that is subject to any degree of protection or conservation requirement due to the existence of endangered species. No impacts on biodiversity resulting from operational facilities that are owned, leased, managed, adjoining or derived from the Company's activities or products were recorded in FY19.

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

15 LIFE ON LAND

Annexes

Annex 1

Materiality analysis

Materiality analysis

The report has been prepared using the results of the materiality analysis performed in 2019. The materiality analysis comprised the following phases to identify these matters:

Phase 1: Identify stakeholders

The following stakeholders were identified from this analysis:

- Employees

- Board of Directors, senior management and investors

- NTT DATA and NTT

- Partners (alliances)

- Customers and Suppliers

- Government agencies

- Academic institutions (universities) and Talent without experience)

- Trade and sector associations

- Trade unions

- Society (local community, entrepreneurs, sources of talent with experience, including from other companies, etc).

- Not-for-profit associations, NGOs and Foundation.

Phase 1

Identify stakeholders

Phase 2

| Step 1 Identification of relevant issues | Step 2 Validation through surveys | Step 3 Weighting through surveys |

Phase 3

Compiling conclusions for the materiality analysis
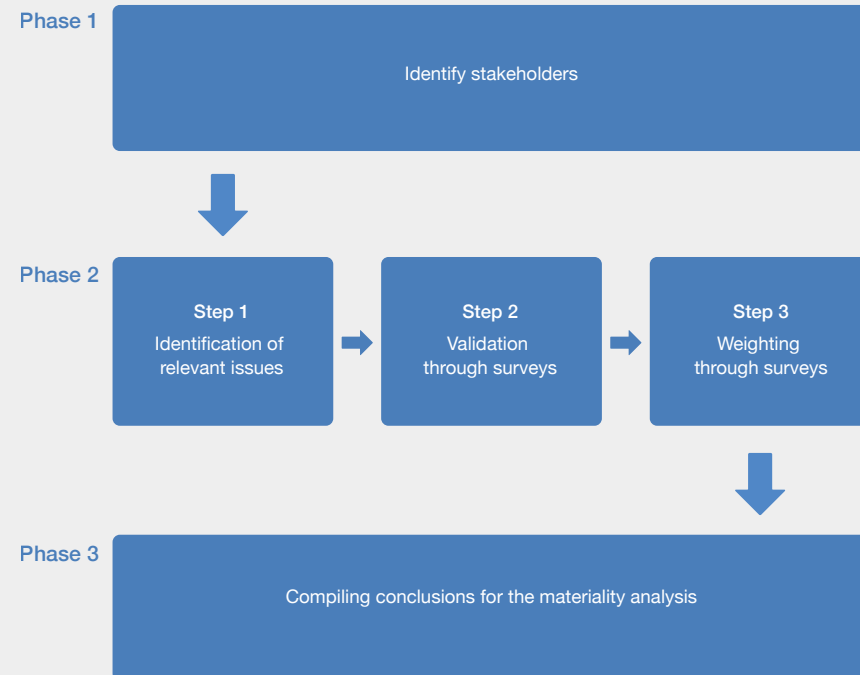
Fase 2: Relevant issues

Once the stakeholders were defined, the priority issues for everis and the different groups were identified, validated and weighted following these steps:

- **Identification of the most relevant issues** that affect the technological consulting sector: Based on the study of the best practices of companies in the sector and on the global context, some aspects were identified that could have positive or negative impacts for stakeholders, and for the Company, in carrying out its activity, from an economic, social, environmental or good governance point of view.

- **Validation of these material issues:** Once identified, the Company's leaders from the areas of people management, business, purchase department and customer relations were asked to validate these aspects considered of special relevance and determine their importance for everis, the impact that the Company's activity has on each one and the stakeholders that are affected by each one.

- **Weighting and identification of material issues:** Finally, those responsible for these areas were asked to weigh these issues to determine their importance in accordance with the Company's mission and strategy, and with stakeholders' knowledge.

Thirteen surveys were conducted of everis personnel in July 2019. The results obtained are shown below:

Employment
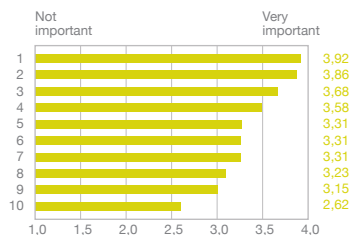
#	Value
1	3,92
2	3,86
3	3,68
4	3,58
5	3,31
6	3,31
7	3,31
8	3,23
9	3,15
10	2,62

1. Equality
2. Talent management. Training plan. Career development.
3. Organisation of work. Work-life balance measures. Parental leave.
4. Prevention of harassment
5. Health and safety
6. Collective Bargaining Agreement
7. Compensation and social benefits
8. Accessibility and disability
9. Social dialogue
10. Welfare

Economic

#	Value
11	3,96
12	3,69
13	3,65
14	3,58
15	3,48
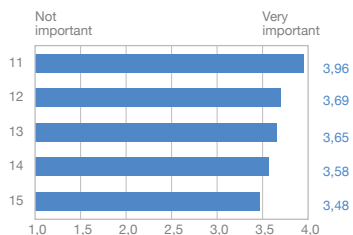
11. Job creation
12. Economic sustainability
13. Remuneration policy
14. Fiscal responsibility
15. Innovation, R&D&i

Good governance
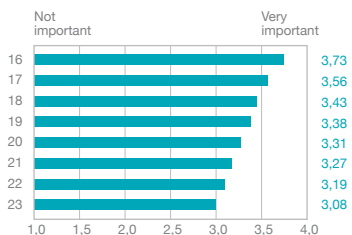
#	Value
16	3,73
17	3,56
18	3,43
19	3,38
20	3,31
21	3,27
22	3,19
23	3,08

16. Information transparency
17. Regulatory compliance. Prevention of corruption and bribery. Code of ethics.
18. Information security and data protection
19. Reputation and image
20. Whistleblowing channels
21. Crisis management
22. Risk management
23. Engagement with stakeholders

Social
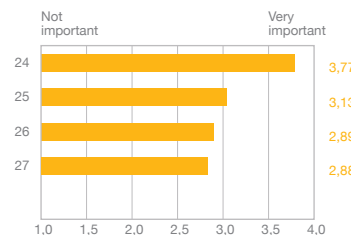
#	Value
24	3,77
25	3,13
26	2,89
27	2,88

24. Customer satisfaction
25. Suppliers (local). Procurement Policy Payments.
26. Volunteering and entrepreneurship. Social initiatives. Sponsorship, collaborations and social activities.
27. Knowledge transfer

Environmental
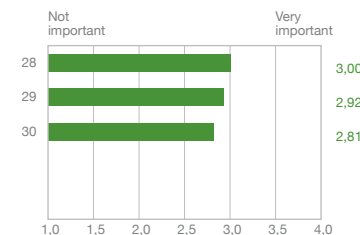
#	Value
28	3,00
29	2,92
30	2,81

28. Environmental policy
Environmental certifications
29. Prevention, recycling and reuse measures
Sustainable resource consumption
30. Climate change strategy
Carbon footprint
Contamination prevention measures

Fase 3: Compiling conclusions

The analysis of surveys as regards the relative importance of the different spheres developed the following classification.

Based on the matrix developed in this way, shown below are the 16 material issues of each area with the average score obtained for their relative importance.

1. Employment

1. Equality	3.92
2. Talent management. Training plan. Career development.	3.86
3. Organisation of work. Work-life balance measures. Parental leave.	3.68

2. Economic

11. Job creation	3.96
12. Economic sustainability	3.69
13. Pay policy	3.65

3. Good governance

16. Reporting transparency	3.73
17. Regulatory compliance Corruption and bribery prevention. Code of ethics.	3.56
18. Information security and data protection	3.43
19. Reputation and image	3.38

4. Social

24. Customer satisfaction	3.77
25. Suppliers (local). Purchasing policy. Payments.	3.13
26. Volunteer and entrepreneurship programmes. Social initiatives. Sponsorships, partnerships and social activities.	2.89

5. Environmental

28. Environmental policy. Environmental certificates.	3.00
29. Waste prevention, recycling and reuse measures. Sustainable use of resources.	2.92
30. Climate change strategy. Carbon footprint. Pollution prevention measures.	2.81

The most notable material aspects according to type of stakeholder they have an impact on are:

	Identification of material issues	Sphere	Stakeholders affected	Direct/indirect impact
	Information transparency	Good governance	Employees, board, customers, gov. agencies.	Direct
	Regulatory compliance. Prevention of corruption and bribery. Code of ethics.	Good governance	All	Direct
	Information security and data protection	Good governance	Employees, board, customers, shareholders.	Direct
	Reputation and image	Good governance	Employees, board, customers.	Direct
	Job creation	Economic	Employees, board, customers, society.	Direct
	Economic sustainability	Economic	Employees, board, customers, shareholders.	Direct
	Remuneration policy	Economic	Employees, board, shareholders.	Direct
	Equality	Employment	Employees, society, gov. agencies.	Direct
	Talent management. Training plan. Career development.	Employment	Employees, all in general	Direct
	Organisation of work. Work-life balance measures. Parental leave.	Employment	Employees, unions.	Direct
	Customer satisfaction	Social	Board, customers, shareholders, gov. agencies, suppliers.	Direct
	Suppliers (local). Procurement Policy Payments to suppliers.	Social	Board, customers, shareholders, suppliers.	Direct
	Volunteering and entrepreneurship. Social initiatives. Sponsorship, collaboration and social activities.	Social	Employees, society, NGOs.	Direct
	Environmental policy. Environmental certifications.	Environmental	Employees, board, customers, society.	Direct
	Prevention, recycling and reuse measures. Sustainable resource consumption.	Environmental	Employees, board, society, gov. agencies.	Direct
	Climate change strategy. Carbon footprint. Contamination prevention measures.	Environmental	Society, gov. agencies.	Direct

Annex 2

Contribution to Sustainable Development Goals (SDGs)

Contribution to Sustainable Development Goals (SDGs)

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

Everis has conducted an exercise to determine the SDGs with which the Company contributes in the different economic, social and environmental areas.

In this connection, the following table also shows the GRI (Global Reporting Initiative) indicators that allow everis to measure its level of impact. These indicators have been appropriately standardised at the international level.

Material issues	GRI indicator	Sustainable Development Goals (SDGs)		How everis contributes with this SDG
Training plan and career development	404-1, 404-2	**SDG 4** Guarantee inclusive and equitable, quality education and promote lifelong learning opportunities.	**4 QUALITY EDUCATION**	Investment in the development of staff and other groups (school communities, university students, etc.), to ensure their continuous professional training and their current and future employability in STEM skills.
Equality	103-2	**SDG 5** Equality and Diversity Plan.	**5 GENDER EQUALITY**	The equality plan with specific measures and objectives is aimed at ending any type of discrimination against women. The Company's diversity criteria are also taken into account so that the different professional profiles and diversity in selection are reflected in the Company's actions. It is aimed at ensuring equal access to jobs for everyone, irrespective of their age, gender, level of disability, race, ethnicity, nationality, religion, etc.
Job creation	102-8	**SDG 8** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work.	**8 DECENT WORK AND ECONOMIC GROWTH**	In this financial year, everis increased its workforce from 25,119 employees in 2018 to 27,291, with 9,522 new hires during the year. This pledge to create jobs boosts economic growth in the communities in which the Company operates. Developing projects aimed at improving and professionalising the service sector by providing professional services in in government bodies and undertaking pro-bono projects that contribute to increasing the impact of the activity.
Economic sustainability	102-35, 102-36			
Remuneration policy	201-1			
Volunteering and entrepreneurship	102-13	**SDG 10** Reduce inequality in and between countries.	**10 REDUCED INEQUALITIES**	Promoting corporate volunteering and support for entrepreneurship. This contributes to creating decent jobs and entrepreneurship, creativity and innovation and promoting the creation of micro-companies.
		SDG 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development.	**17 PARTNERSHIPS FOR THE GOALS**	Forging of alliances with various organisations.

Material issues	GRI indicator	Sustainable Development Goals (SDGs)		How everis contributes with this SDG
Work-life balance measures and teleworking		SDG 10 Reduce inequality in and between countries.	**10** REDUCED INEQUALITIES	
Environmental policies and certifications	ISO9001 ISO14001 ISO50001 BREEAM	SDG 13 Adopt measures to combat climate change and its effects.	**13** CLIMATE ACTION	everis is committed to preserving the environment through an environmental policy that serves as a frame of reference to minimise, reverse or eliminate any possible damage to nature.
Climate change. Carbon footprint.	305-3 305-5 H.C.	SDG 13 Adopt measures to combat climate change and its effects.	**13** CLIMATE ACTION	In order to test our environmental commitment to our surroundings with data and facts, the everis carbon footprint (CF) is calculated each year.
Customer satisfaction	102-43			
Suppliers	103-3, 102-9, 308-1, 308-2, 407-1, 409-1, 414-2			
Information transparency				
Regulatory compliance. Prevention of corruption and bribery.	102-16, 103-2			
Information security and data protection	102-15			
Reputation and image. Risk control.	102-15, 102-16			

Annex 3

Breakdown of non-financial indicators

Indicator 1

Distribution of workforce by country

Total headcount and distribution of employees by gender, age, country and professional category.

🇦🇩 Andorra

Category	Age group	Female	Male	Total
Manager	41-50	0	1	1
Total Manager		**0**	**1**	**1**
Leader	31-40	1	1	2
	41-50	1	0	1
Total Leader		**2**	**1**	**3**
Staff	21-30	0	4	4
	31-40	0	4	4
	41-50	1	1	2
Total Staff		**1**	**9**	**10**
Total Andorra		**3**	**11**	**14**

🇧🇪 Belgium

Category	Age group	Female	Male	Total
Director	41-50	1	3	4
Total Director		**1**	**3**	**4**
Manager	31-40	2	2	4
	41-50	2	9	11
	51-60	0	2	2
Total Manager		**4**	**13**	**17**
Leader	21-30	2	1	3
	31-40	7	9	16
	41-50	1	5	6
	51-60	0	2	2
	+60	0	1	1
Total Leader		**10**	**18**	**28**
Staff	21-30	13	14	27
	31-40	21	22	43
	41-50	5	16	21
	51-60	1	5	6
	+60	0	2	2
Total Staff		**40**	**59**	**99**
Total Belgium		**55**	**93**	**148**

🇪🇸 Spain

Category	Age group	Female	Male	Total
Partner	31-40	3	8	11
	41-50	11	98	109
	51-60	5	43	48
	+60	0	1	1
Total Partner		**19**	**150**	**169**
Executive Director	41-50	5	29	34
	51-60	2	12	14
Total Executive Director		**7**	**41**	**48**
Director	31-40	5	53	58
	41-50	36	143	179
	51-60	4	27	31
	+60	0	4	4
Total Director		**45**	**227**	**272**
Manager	21-30	1	2	3
	31-40	62	231	293
	41-50	83	181	264
	51-60	11	33	44
	+60	1	3	4
Total Manager		**158**	**450**	**608**

Category	Age group	Female	Male	Total
Leader	21-30	62	155	217
	31-40	491	1.255	1.746
	41-50	307	634	941
	51-60	39	93	132
	+60	3	3	6
Total Leader		**902**	**2.140**	**3.042**
Staff	-20	0	1	1
	21-30	1.180	4.076	5.253
	31-40	1.093	2.463	3.552
	41-50	451	816	1.265
	51-60	86	165	251
	+60	7	15	22
Total Staff		**2.808**	**7.536**	**10.344**
Total Spain		**3.939**	**10.544**	**14.483**

France

Category	Age group	Female	Male	Total
Director	51-60	1	0	1
Total Director		**1**	**0**	**1**
Leader	21-30	**0**	1	1
	31-40	1	2	3
	41-50	0	1	1
	51-60	0	2	2
Total Leader		**1**	**6**	**7**
Staff	21-30	0	3	3
	31-40	0	5	5
	41-50	0	2	2
Total Staff		**0**	**10**	**10**
Total France		**2**	**16**	**18**

Switzerland

Category	Age group	Female	Male	Total
Executive Director	51-60	0	1	1
Total Executive Director		**0**	**1**	**1**
Leader	31-40	0	1	1
Total Leader		**0**	**1**	**1**
Staff	31-40	0	3	3
Total Staff		**0**	**3**	**3**
Total Switzerland		**0**	**5**	**5**

Netherlands

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
Total Director		**0**	**1**	**1**
Manager	41-50	0	2	2
	51-60	0	3	3
Total Manager		**0**	**5**	**5**
Leader	21-30	0	2	2
	31-40	0	2	2
	41-50	4	2	6
	51-60	0	2	2
Total Leader		**4**	**8**	**12**
Staff	21-30	4	5	9
	31-40	3	6	9
	41-50	0	2	2
Total Staff		**7**	**13**	**20**
Total Netherlands		**11**	**27**	**38**

Luxembourg

Category	Age group	Female	Male	Total
Executive Director	50-60	0	1	1
Total Executive Director		**0**	**1**	**1**
Director	31-40	0	1	1
	41-50	0	1	1
Total Director		**0**	**2**	**2**
Leader	31-40	0	1	1
	41-50	0	1	1
	51-60	0	1	1
Total Leader		**0**	**3**	**3**
Staff	21-30	1	7	8
	31-40	3	20	23
	41-50	2	18	20
	51-60	0	5	5
	+60	0	2	2
Total Staff		**6**	**52**	**58**
Total Luxembourg		**6**	**58**	**64**

Italy

Category	Age group	Female	Male	Total
Partner	41-50	0	3	3
Total Partner		**0**	**3**	**3**
Executive Director	51-60	1	0	1
Total Executive Director		**1**	**0**	**1**
Director	31-40	1	7	8
	41-50	2	7	9
	51-60	0	5	5
Total Director		**3**	**19**	**22**
Manager	31-40	0	18	18
	41-50	4	15	19
	51-60	0	1	1
Total Manager		**4**	**34**	**38**
Leader	21-30	5	23	28
	31-40	44	119	163
	41-50	15	50	65
	51-60	2	8	10
Total Leader		**66**	**200**	**266**
Staff	21-30	103	227	330
	31-40	69	118	187
	41-50	9	17	26
	51-60	3	4	7
Total Staff		**184**	**366**	**550**
Total Italy		**258**	**622**	**880**

Portugal

Category	Age group	Female	Male	Total
Partner	41-50	1	6	7
	+60	0	1	1
Total Partner		**1**	**7**	**8**
Director	31-40	0	5	5
	41-50	3	9	12
	51-60	1	1	2
Total Director		**4**	**15**	**19**
Manager	31-40	7	16	23
	41-50	4	8	12
	51-60	0	1	1
Total Manager		**11**	**25**	**36**
Leader	21-30	19	16	35
	31-40	40	98	138
	41-50	14	35	49
	51-60	3	4	7
Total Leader		**76**	**153**	**229**
Staff	-20	0	1	1
	21-30	192	252	444
	31-40	57	128	185
	41-50	17	23	40
	51-60	2	3	5
Total Staff		**268**	**407**	**675**
Total Portugal		**360**	**607**	**967**

UK

Category	Age group	Female	Male	Total
Partner	41-50	0	6	6
Total Partner		**0**	**6**	**6**
Director	31-40	0	3	3
	41-50	1	13	14
	51-60	1	0	1
Total Director		**2**	**16**	**18**
Manager	31-40	2	14	16
	41-50	0	5	5
	51-60	0	1	1
Total Manager		**2**	**20**	**22**
Leader	21-30	6	9	15
	31-40	21	44	65
	41-50	8	24	32
	51-60	0	8	8
	+60	1	3	4
Total Leader		**36**	**88**	**124**
Staff	21-30	22	39	61
	31-40	20	34	54
	41-50	9	16	25
	51-60	4	10	14
	+60	1	2	3
Total Staff		**56**	**101**	**157**
Total UK		**96**	**231**	**327**

Argentina

Category	Age group	Female	Male	Total
Partner	41-50	1	1	2
	51-60	0	2	2
Total Partner		**1**	**3**	**4**
Executive Director	41-50	0	1	1
Total Executive Director		**0**	**1**	**1**
Director	31-40	0	2	2
	41-50	2	4	6
Total Director		**2**	**6**	**8**
Manager	31-40	0	7	7
	41-50	5	7	12
	51-60	1	3	4
Total Manager		**6**	**17**	**23**
Leader	21-30	4	3	7
	31-40	21	34	55
	41-50	9	19	28
	51-60	0	5	5
	+60	0	2	2
Total Leader		**34**	**63**	**97**

Category	Age group	Female	Male	Total
Staff	-20	0	1	1
	21-30	39	138	177
	31-40	44	97	141
	41-50	16	24	40
	51-60	2	4	6
	+60	0	3	3
Total Staff		**101**	**267**	**368**
Total Argentina		**144**	**357**	**501**

Brazil

Category	Age group	Female	Male	Total
Partner	31-40	0	1	1
	41-50	0	5	5
Total Partner		**0**	**6**	**6**
Executive Director	41-50	0	1	1
	51-60	1	1	2
Total Executive Director		**1**	**2**	**3**
Director	31-40	1	12	13
	41-50	2	15	17
	51-60	4	5	9
Total Director		**7**	**32**	**39**
Manager	21-30	0	2	2
	31-40	12	34	46
	41-50	11	17	28
	51-60	3	4	7
Total Manager		**26**	**57**	**83**
Leader	21-30	8	13	21
	31-40	32	90	122
	41-50	30	37	67
	51-60	10	14	24
	+60	2	2	4
Total Leader		**82**	**156**	**238**

Category	Age group	Female	Male	Total
Staff	-20	5	3	8
	21-30	253	823	1.076
	31-40	206	535	741
	41-50	74	164	238
	51-60	20	49	69
	+60	6	18	24
Total Staff		**564**	**1.592**	**2.156**
Total Brazil		**680**	**1.845**	**2.525**

Chile

Category	Age group	Female	Male	Total
Partner	41-50	0	3	3
	51-60	1	1	2
Total Partner		**1**	**4**	**5**
Executive Director	41-50	0	1	1
Total Executive Director		**0**	**1**	**1**
Director	31-40	1	5	6
	41-50	2	16	18
	51-60	0	1	1
Total Director		**3**	**22**	**25**
Manager	21-30	0	1	1
	31-40	7	10	17
	41-50	8	17	25
	51-60	0	2	2
Total Manager		**15**	**30**	**45**
Leader	21-30	5	13	18
	31-40	42	143	185
	41-50	22	71	93
	51-60	5	14	19
	+60	0	3	3
Total Leader		**74**	**244**	**318**

Category	Age group	Female	Male	Total
Staff	21-30	127	480	607
	31-40	116	429	545
	41-50	41	94	135
	51-60	8	29	37
	+60	3	10	13
Total Staff		**295**	**1.042**	**1.337**
Total Chile		**388**	**1.343**	**1.731**

🟡 Colombia

Category	Age group	Female	Male	Total
Partner	31-40	0	2	2
Total Partner		**0**	**2**	**2**
Director	31-40	0	6	6
	41-50	1	4	5
	51-60	1	1	2
Total Director		**2**	**11**	**13**
Manager	21-30	0	1	1
	31-40	3	16	19
	41-50	6	5	11
	51-60	1	0	1
Total Manager		**10**	**22**	**32**
Leader	21-30	6	6	12
	31-40	40	54	94
	41-50	10	24	34
	51-60	1	7	8
Total Leader		**57**	**91**	**148**
Staff	-20	0	2	2
	21-30	172	235	407
	31-40	113	196	309
	41-50	22	34	56
	51-60	4	8	12
Total Staff		**311**	**475**	**786**
Total Colombia		**380**	**601**	**981**

🟢 Mexico

Category	Age group	Female	Male	Total
Partner	41-50	1	2	3
Total Partner		**1**	**2**	**3**
Director	31-40	0	6	6
	41-50	4	13	17
	51-60	0	2	2
Total Director		**4**	**21**	**25**
Manager	31-40	12	19	31
	41-50	2	4	6
	51-60	0	2	2
Total Manager		**14**	**25**	**39**
Leader	21-30	11	30	41
	31-40	50	103	153
	41-50	17	38	55
	51-60	2	6	8
	+60	0	1	1
Total Leader		**80**	**178**	**258**
Staff	21-30	114	233	347
	31-40	73	72	145
	41-50	12	15	27
	51-60	4	9	13
	+60	0	1	1
Total Staff		**203**	**330**	**533**
Total Mexico		**302**	**556**	**858**

Peru

Category	Age group	Female	Male	Total
Partner	51-60	0	1	1
Total Partner		**0**	**1**	**1**
Director	31-40	1	3	4
	41-50	1	4	5
	51-60	2	6	8
Total Director		**4**	**13**	**17**
Manager	31-40	6	20	26
	41-50	6	20	26
	51-60	0	5	5
	+60	0	1	1
Total Manager		**12**	**46**	**58**
Leader	21-30	6	13	19
	31-40	61	122	183
	41-50	27	62	89
	51-60	2	5	7
	+60	0	1	1
Total Leader		**96**	**203**	**299**

Category	Age group	Female	Male	Total
Staff	-20	1	0	1
	21-30	505	1.277	1.782
	31-40	278	809	1.087
	41-50	45	150	195
	51-60	4	19	23
	+60	0	7	7
Total Staff		**833**	**2.262**	**3.095**
Total Peru		**945**	**2.525**	**3.470**

🇺🇸 USA

Category	Age group	Female	Male	Total
Partner	41-50	1	1	2
	51-60	0	1	1
Total Partner		**1**	**2**	**3**
Director	31-40	0	1	1
	41-50	0	2	2
	51-60	0	1	1
Total Director		**0**	**4**	**4**
Manager	31-40	0	2	2
	41-50	1	2	3
	51-60	0	1	1
Total Manager		**1**	**5**	**6**
Leader	21-30	0	2	2
	31-40	1	11	12
	41-50	2	8	10
	+60	0	1	1
Total Leader		**3**	**22**	**25**
Staff	21-30	10	20	30
	31-40	10	28	38
	41-50	6	15	21
	51-60	3	10	13
	+60	0	2	2
Total Staff		**29**	**75**	**104**
Total USA		**34**	**108**	**142**

🇲🇦 Morocco

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
Total Director		**0**	**1**	**1**
Leader	31-40	0	4	4
	41-50	1	3	4
	51-60	0	1	1
Total Leader		**1**	**8**	**9**
Staff	21-30	50	36	86
	31-40	11	28	39
	41-50	1	3	4
Total Staff		**62**	**67**	**129**
Total Morocco		**63**	**76**	**139**

Overall total

	Female	Male	Total
Overall total	**7.666**	**19.625**	**27.291**

Indicator 2

Type of contract by gender, age and professional category

Total number and distribution by type of contract; annual average of permanent contracts, temporary contracts and part-time contracts by gender, age and professional category.

Andorra

Type of contract	Category	Age group	Female	Male	Total
Permanent	Manager	41-50	0	1	1
	Total Manager		**0**	**1**	**1**
	Leader	31-40	1	1	2
		41-50	1	0	1
	Total Leader		**2**	**1**	**3**
	Staff	21-30	0	4	4
		31-40	0	4	4
		41-50	1	1	2
	Total Staff		**1**	**9**	**10**
Total Permanent			**3**	**11**	**14**
Total Andorra			**3**	**11**	**14**

Belgium

Type of contract	Category	Age group	Female	Male	Total
Permanent	Director	41-50	1	3	4
	Total Director		**1**	**3**	**4**
	Manager	31-40	2	2	4
		41-50	2	9	11
		51-60	0	2	2
	Total Manager		**4**	**13**	**17**
	Leader	21-30	2	1	3
		31-40	7	9	16
		41-50	1	5	6
		51-60	0	2	2
		+60	0	1	1
	Total Leader		**10**	**18**	**28**
	Staff	21-30	12	14	26
		31-40	21	22	43
		41-50	5	16	21
		51-60	1	5	6
		+60	0	2	2
	Total Staff		**39**	**59**	**98**
Total Permanent			**54**	**93**	**147**
Temporary	Staff	21-30	1	0	1
	Total Staff		**1**	**0**	**1**
Total Temporary			**1**	**0**	**1**
Total Belgium			**55**	**93**	**148**

🇪🇸 Spain

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	31-40	3	8	11
		41-50	11	98	109
		51-60	5	42	47
		+60	0	1	1
	Total Partner		**19**	**149**	**168**
	Executive Director	41-50	5	30	35
		51-60	2	12	14
	Total Executive Director		**7**	**41**	**49**
	Director	31-40	5	53	58
		41-50	36	143	179
		51-60	4	27	31
		+60	0	4	4
	Total Director		**45**	**227**	**272**
	Manager	21-30	1	2	3
		31-40	62	231	293
		41-50	83	181	264
		51-60	11	33	44
		+60	1	3	4
	Total Manager		**158**	**450**	**608**
	Leader	21-30	62	155	217
		31-40	491	1.255	1.746
		41-50	305	633	938
		51-60	39	92	131
		+60	2	3	5
	Total Leader		**899**	**2.138**	**3.037**

Type of contract	Category	Age group	Female	Male	Total
Permanent	Staff	-20	0	1	1
		21-30	1.056	3.186	4.242
		31-40	1.057	2.340	3.397
		41-50	434	794	1.228
		51-60	83	161	244
		+60	4	13	17
	Total Staff		**2.634**	**6.495**	**9.129**
Total Permanent			**3.762**	**9.501**	**13.263**
Part-time	Partner	51-60	0	1	1
	Total Partner		**0**	**1**	**1**
	Leader	41-50	1	2	3
		51-60	0	1	1
		+60	1	0	1
	Total Leader		**2**	**3**	**5**
	Staff	21-30	18	68	86
		31-40	10	8	18
		41-50	17	4	21
		51-60	4	2	6
		+60	3	1	4
	Total Staff		**52**	**83**	**135**
Total Part-time			**54**	**87**	**141**

Spain

Type of contract	Category	Age group	Female	Male	Total
Temporary	Staff	21-30	103	821	924
		31-40	19	115	134
		41-50	1	17	18
		51-60	0	2	2
		+60	0	1	1
	Total Staff		**123**	**956**	**1.079**
Total Temporary			**123**	**956**	**1.079**
Total Spain			**3.939**	**10.544**	**14.483**

France

Type of contract	Category	Age group	Female	Male	Total
Permanent	Director	51-60	1	0	1
	Total Director		**1**	**0**	**1**
	Leader	21-30	0	1	1
		31-40	1	2	3
		41-50	0	1	1
		51-60	0	2	2
	Total Leader		**1**	**6**	**7**
	Staff	21-30	0	3	3
		31-40	0	5	5
		41-50	0	2	2
	Total Staff		**0**	**10**	**10**
Total Permanent			**2**	**16**	**18**
Total France			**2**	**16**	**18**

Netherlands

Type of contract	Category	Age group	Female	Male	Total
Permanent	Director	51-60	0	1	1
	Total Director		**0**	**1**	**1**
	Manager	41-50	0	2	2
		51-60	0	3	3
	Total Manager		**0**	**5**	**5**
	Leader	21-30	0	2	2
		31-40	0	2	2
		41-50	4	2	6
		51-60	0	2	2
	Total Leader		**4**	**8**	**12**
	Staff	21-30	4	5	9
		31-40	3	6	9
		41-50	0	2	2
	Total Staff		**7**	**13**	**20**
Total Permanent			**11**	**27**	**38**
Total Netherlands			**11**	**27**	**38**

Luxembourg

Type of contract	Category	Age group	Female	Male	Total
Permanent	Executive Director	50-60	0	1	1
	Total Executive Director		**0**	**1**	**1**
	Director	31-40	0	1	1
		41-50	0	1	1
	Total Director		**0**	**2**	**2**
	Leader	31-40	0	1	1
		41-50	0	1	1
		51-60	0	1	1
	Total Leader		**0**	**3**	**3**
	Staff	21-30	1	7	8
		31-40	3	20	23
		41-50	2	18	20
		51-60	0	5	5
		+60	0	2	2
	Total Staff		**6**	**52**	**58**
Total Permanent			**6**	**58**	**64**
Total Luxembourg			**6**	**58**	**64**

Switzerland

Type of contract	Category	Age group	Female	Male	Total
Permanent	Executive Director	51-60	0	1	1
	Total Executive Director		**0**	**1**	**1**
	Leader	31-40	0	1	1
	Total Leader		**0**	**1**	**1**
	Staff	31-40	0	3	3
	Total Staff		**0**	**3**	**3**
Total Permanent			**0**	**5**	**5**
Total Switzerland			**0**	**5**	**5**

UK

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	0	6	6
	Total Partner		**0**	**6**	**6**
	Director	31-40	0	3	3
		41-50	1	13	14
		51-60	1	0	1
	Total Director		**2**	**16**	**18**
	Manager	31-40	2	14	16
		41-50	0	5	5
		51-60	0	1	1
	Total Manager		**2**	**20**	**22**
	Leader	21-30	6	9	15
		31-40	21	44	65
		41-50	8	24	32
		51-60	0	8	8
		+60	1	3	4
	Total Leader		**36**	**88**	**124**
	Staff	21-30	22	39	61
		31-40	20	34	54
		41-50	9	16	25
		51-60	4	10	14
		+60	1	2	3
	Total Staff		**56**	**101**	**157**
Total Permanent			**96**	**231**	**327**
Total UK			**96**	**231**	**327**

Italy

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	0	3	3
	Total Partner		**0**	**3**	**3**
	Executive Director	51-60	1	0	1
	Total Executive Director		**1**	**0**	**1**
	Director	31-40	1	7	8
		41-50	2	7	9
		51-60	0	5	5
	Total Director		**3**	**19**	**22**
	Manager	31-40	0	18	18
		41-50	4	15	19
		51-60	0	1	1
	Total Manager		**4**	**34**	**38**
	Leader	21-30	5	23	28
		31-40	44	119	163
		41-50	15	50	65
		51-60	2	8	10
	Total Leader		**66**	**200**	**266**
	Staff	21-30	103	227	330
		31-40	69	117	187
		41-50	9	17	26
		51-60	3	4	7
	Total Staff		**184**	**365**	**549**
Total Permanent			**258**	**621**	**879**

Type of contract	Category	Age group	Female	Male	Total
Temporary	Staff	31-40	0	1	1
	Total Staff		**0**	**1**	**1**
Total Temporary			**0**	**1**	**1**
Total Italy			**258**	**622**	**880**

Portugal

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	1	6	7
		+60	0	1	1
	Total Partner		**1**	**7**	**8**
	Director	31-40	0	5	5
		41-50	3	9	12
		51-60	1	1	2
	Total Director		**4**	**15**	**19**
	Manager	31-40	7	16	23
		41-50	4	8	12
		51-60	0	1	1
	Total Manager		**11**	**25**	**36**
	Leader	21-30	19	16	35
		31-40	40	98	138
		41-50	13	35	48
		51-60	3	4	7
	Total Leader		**75**	**153**	**228**
	Staff	-20	0	1	1
		21-30	192	252	444
		31-40	57	128	185
		41-50	17	23	40
		51-60	2	3	5
	Total Staff		**268**	**407**	**675**
Total Permanent			**359**	**607**	**966**

Type of contract	Category	Age group	Female	Male	Total
Part-time	Leader	41-50	1	0	1
	Total Leader		**1**	**0**	**1**
Total Part-time			**1**	**0**	**1**
Total Portugal			**360**	**607**	**967**

Argentina

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	1	1	2
		51-60	0	2	2
	Total Partner		**1**	**3**	**4**
	Executive Director	41-50	0	1	1
	Total Executive Director		**0**	**1**	**1**
	Director	31-40	0	2	2
		41-50	2	4	6
	Total Director		**2**	**6**	**8**
		31-40	0	7	7
		41-50	5	7	12
		51-60	1	3	4
	Total Manager		**6**	**17**	**23**
	Leader	21-30	4	3	7
		31-40	21	34	55
		41-50	9	19	28
		51-60	0	5	5
		+60	0	2	2
	Total Leader		**34**	**63**	**97**

Type of contract	Category	Age group	Female	Male	Total
Permanent	Staff	-20	0	1	1
		21-30	39	138	177
		31-40	44	97	141
		41-50	16	24	40
		51-60	2	4	6
		+60	0	3	3
	Total Staff		**101**	**267**	**368**
Total Permanent			**144**	**357**	**501**
Total Argentina			**144**	**357**	**501**

Brazil

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	31-40	0	1	1
		41-50	0	5	5
	Total Partner		**0**	**6**	**6**
	Executive Director	41-50	0	1	1
		51-60	1	1	2
	Total Executive Director		**1**	**2**	**3**
	Director	31-40	1	12	13
		41-50	2	15	17
		51-60	4	5	9
	Total Director		**7**	**32**	**39**
	Manager	21-30	0	2	2
		31-40	12	34	46
		41-50	11	17	28
		51-60	3	4	7
	Total Manager		**26**	**57**	**83**
	Leader	21-30	8	13	21
		31-40	32	90	122
		41-50	30	37	67
		51-60	10	14	24
		+60	2	2	4
	Total Leader		**82**	**156**	**238**

Type of contract	Category	Age group	Female	Male	Total
Permanent	Staff	-20	5	3	8
		21-30	250	818	1.068
		31-40	206	534	740
		41-50	74	164	238
		51-60	20	49	69
		+60	6	18	24
	Total Staff		**561**	**1.586**	**2.147**
Temporary	Staff	21-30	3	5	8
		31-40	0	1	1
	Total Staff		**3**	**6**	**9**
Total Temporary			**3**	**6**	**9**
Total Brazil			**680**	**1.845**	**2.525**

Chile

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	0	3	3
		51-60	1	1	2
	Total Partner		**1**	**4**	**5**
	Executive Director	41-50	0	1	1
	Total Executive Director		**0**	**1**	**1**
	Director	31-40	1	5	6
		41-50	2	16	18
		51-60	0	1	1
	Total Director		**3**	**22**	**25**
	Manager	21-30	0	1	1
		31-40	7	10	17
		41-50	8	17	25
		51-60	0	1	1
	Total Manager		**15**	**29**	**44**
	Leader	21-30	5	13	18
		31-40	42	142	184
		41-50	22	71	93
		51-60	5	14	19
		+60	0	1	1
	Total Leader		**74**	**241**	**315**

Type of contract	Category	Age group	Female	Male	Total
Permanent	Staff	21-30	127	480	607
		31-40	116	429	545
		41-50	41	94	135
		51-60	8	29	37
		+60	3	10	13
	Total Staff		**295**	**1.042**	**1.337**
Total Permanent			**388**	**1.339**	**1.727**
Temporary	Manager	51-60	0	1	1
	Total Manager		**0**	**1**	**1**
	Leader	31-40	0	1	1
		+60	0	2	2
	Total Leader		**0**	**3**	**3**
Total Temporary			**0**	**4**	**4**
Total Chile			**688**	**1.343**	**1.731**

🇨🇴 Colombia

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	31-40	0	2	2
	Total Partner		**0**	**2**	**2**
	Director	31-40	0	6	6
		41-50	1	4	5
		51-60	1	1	2
	Total Director		**2**	**11**	**13**
	Manager	21-30	0	1	1
		31-40	3	16	19
		41-50	6	5	11
		51-60	1	0	1
	Total Manager		**10**	**22**	**32**
	Leader	21-30	6	6	12
		31-40	40	54	94
		41-50	10	24	34
		51-60	1	7	8
	Total Leader		**57**	**91**	**148**
	Staff	-20	0	2	2
		21-30	172	234	406
		31-40	113	196	309
		41-50	22	34	56
		51-60	4	8	12
	Total Staff		**311**	**474**	**785**
Total Permanent			**380**	**600**	**980**

Type of contract	Category	Age group	Female	Male	Total
Temporary	Staff	21-30	0	1	1
	Total Staff		**0**	**1**	**1**
Total Temporary			**0**	**1**	**1**
Total Colombia			**380**	**601**	**981**

Mexico
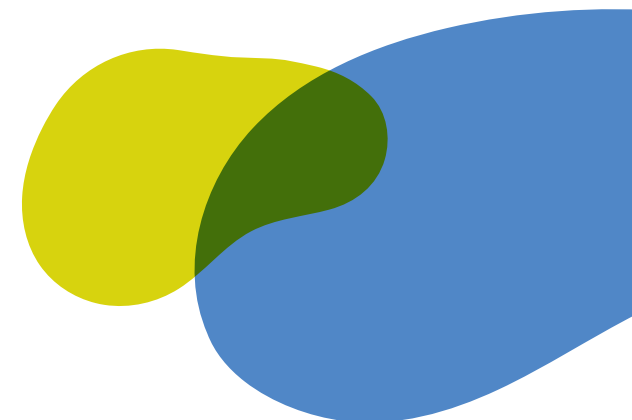
Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	1	2	3
	Total Partner		**1**	**2**	**3**
	Director	31-40	0	5	5
		41-50	4	12	16
		51-60	0	2	2
	Total Director		**4**	**19**	**23**
	Manager	31-40	11	17	28
		41-50	1	3	4
		51-60	0	2	2
	Total Manager		**12**	**22**	**34**
	Leader	21-30	10	24	34
		31-40	40	77	117
		41-50	11	24	35
		51-60	0	1	1
	Total Leader		**61**	**126**	**187**
	Staff	21-30	59	141	200
		31-40	40	38	78
		41-50	2	9	11
		51-60	3	3	6
	Total Staff		**104**	**191**	**295**
Total Permanent			**182**	**360**	**542**

Type of contract	Category	Age group	Female	Male	Total
Temporary	Director	31-40	0	1	1
		41-50	0	1	1
	Total Director		**0**	**2**	**2**
	Manager	31-40	1	2	3
		41-50	1	1	2
	Total Manager		**2**	**3**	**5**
	Leader	21-30	1	6	7
		31-40	10	26	36
		41-50	6	14	20
		51-60	2	5	7
		+60	0	1	1
	Total Leader		**19**	**51**	**71**
	Staff	21-30	55	92	147
		31-40	33	34	67
		41-50	10	6	16
		51-60	1	6	7
		+60	0	1	1
	Total Staff		**99**	**139**	**238**
Total Temporary			**120**	**196**	**316**
Total Mexico			**302**	**556**	**858**

Peru

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	51-60	0	1	1
	Total Partner		**0**	**1**	**1**
	Director	31-40	1	3	4
		41-50	1	4	5
		51-60	2	6	8
	Total Director		**4**	**13**	**17**
	Manager	31-40	6	20	26
		41-50	6	20	26
		51-60	0	5	5
		+60	0	1	1
	Total Manager		**12**	**46**	**58**
	Leader	21-30	6	13	19
		31-40	61	122	183
		41-50	27	62	89
		51-60	2	5	7
		+60	0	1	1
	Total Leader		**96**	**203**	**299**

Type of contract	Category	Age group	Female	Male	Total
Permanent	Staff	-20	1	0	1
		21-30	501	1.275	1.776
		31-40	278	807	1.085
		41-50	45	149	194
		51-60	4	19	23
		+60	0	7	7
	Total Staff		**829**	**2.257**	**3.086**
Total Permanent			**941**	**2.520**	**3.461**
Part-time	Staff	21-30	4	2	6
		31-40	0	2	2
	Total Staff		**4**	**4**	**8**
Total Part-time			**4**	**4**	**8**
Temporary	Staff	41-50	0	1	1
	Total Staff		**0**	**1**	**1**
Total Temporary			**0**	**1**	**1**
Total Peru			**945**	**2.525**	**3.470**

🇺🇸 USA

Type of contract	Category	Age group	Female	Male	Total
Permanent	Partner	41-50	1	1	2
		51-60	0	1	1
	Total Partner		**1**	**2**	**3**
	Director	31-40	0	1	1
		41-50	0	2	2
		51-60	0	1	1
	Total Director		**0**	**4**	**4**
	Manager	31-40	0	2	2
		41-50	1	2	3
		51-60	0	1	1
	Total Manager		**1**	**5**	**6**
	Leader	21-30	0	2	2
		31-40	1	11	12
		41-50	2	8	10
		+60	0	1	1
	Total Leader		**3**	**22**	**25**
	Staff	21-30	10	20	30
		31-40	10	28	38
		41-50	6	15	21
		51-60	3	10	13
		+60	0	2	2
	Total Staff		**29**	**75**	**104**
Total Permanent			**34**	**108**	**142**
Total USA			**34**	**108**	**142**

🔴 Morocco

Type of contract	Category	Age group	Female	Male	Total
Permenent	Director	51-60	0	1	1
	Total Director		**0**	**1**	**1**
	Leader	31-40	0	4	4
		41-50	1	3	4
		51-60	0	1	1
	Total Leader		**1**	**8**	**9**
	Staff	21-30	50	36	86
		31-40	11	28	39
		41-50	1	3	4
	Total Staff		**62**	**67**	**129**
Total Permanent			**63**	**76**	**139**
Total Morocco			**63**	**76**	**139**

Overall total

	Female	Male	Total
Overall total	**7.666**	**19.625**	**27.291**

Indicator 3
Number of hires

Total number and distribution of hires by gender, age, country and professional category.

France

Category	Age group	Female	Male	Total
Director	51-60	1	0	1
Total Director		**1**	**0**	**1**
Leader	31-40	1	2	3
	41-50	0	1	1
	51-60	0	1	1
Total Leader		**1**	**4**	**57**
Staff	21-30	0	3	3
	31-40	0	4	4
	41-50	0	1	1
Total Staff		**0**	**8**	**8**
Total France		**2**	**12**	**14**

Belgium

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
Total Director		**0**	**1**	**1**
Manager	31-40	0	1	1
	41-50	0	1	1
	51-60	0	1	1
Total Manager		**0**	**3**	**3**
Leader	21-30	0	1	1
	31-40	2	3	5
	41-50	1	0	1
	+60	0	1	1
Total Leader		**3**	**5**	**8**
Staff	21-30	6	6	12
	31-40	3	6	9
	41-50	0	9	9
	51-60	0	1	1
	+60	0	1	1
Total Staff		**9**	**23**	**32**
Total Belgium		**12**	**32**	**44**

Spain

Category	Age group	Female	Male	Total
Director	31-40	0	4	4
	41-50	1	10	11
	51-60	0	5	5
Total Director		**1**	**19**	**20**
Manager	21-30	0	2	2
	31-40	3	16	19
	41-50	5	17	22
	51-60	0	9	9
Total Manager		**8**	**44**	**52**
Leader	21-30	8	19	27
	31-40	40	106	146
	41-50	34	90	124
	51-60	6	15	21
Total Leader		**88**	**230**	**318**
Staff	-20	0	1	1
	21-30	482	1.749	2.231
	31-40	277	607	884
	41-50	93	199	292
	51-60	20	27	47
	+60	0	2	2
Total Staff		**872**	**2.585**	**3.457**
Total Spain		**969**	**2.878**	**3.847**

Netherlands

Category	Age group	Female	Male	Total
Manager	41-50	0	1	1
	51-60	0	2	2
Total Manager		**0**	**3**	**3**
Leader	21-30	1	1	2
	31-40	0	1	1
	41-50	1	0	1
	51-60	0	1	1
Total Leader		**2**	**3**	**5**
Staff	21-30	2	0	2
	31-40	1	3	4
	41-50	0	2	2
Total Staff		**3**	**5**	**8**
Total Netherlands		**5**	**11**	**16**

Andorra

Category	Age group	Female	Male	Total
Total Andorra		**0**	**0**	**0**

🇱🇺 Luxembourg

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
Total Director		**0**	**1**	**1**
Staff	21-30	1	5	6
	31-40	0	6	6
	51-60	0	3	3
	+60	0	1	1
Total Staff		**1**	**15**	**16**
Total Luxembourg		**1**	**16**	**17**

🇨🇭 Switzerland

Category	Age group	Female	Male	Total
Leader	31-40	0	2	2
Total Leader		**0**	**2**	**2**
Staff	31-40	0	2	2
Total Staff		**0**	**2**	**2**
Total Switzerland		**0**	**4**	**4**

🇮🇹 Italy

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
	41-50	0	2	2
	51-60	0	1	1
Total Director		**0**	**4**	**4**
Manager	31-40	0	2	2
	41-50	0	2	2
Total Manager		**0**	**4**	**4**
Leader	21-30	1	3	4
	31-40	4	19	23
	41-50	1	10	11
	51-60	0	2	2
Total Leader		**6**	**34**	**40**
Staff	21-30	11	56	67
	31-40	13	31	44
	41-50	3	5	8
	51-60	2	1	37
Total Staff		**29**	**93**	**122**
Total Italy		**35**	**135**	**170**

Portugal

Category	Age group	Female	Male	Total
Executive Director	41-50	0	1	1
Total Executive Director		**0**	**1**	**1**
Director	41-50	1	0	1
	51-60	1	0	1
Total Director		**2**	**0**	**2**
Manager	31-40	1	4	5
	41-50	0	2	2
Total Manager		**1**	**6**	**7**
Leader	21-30	4	2	6
	31-40	10	18	28
	41-50	6	6	12
	51-60	1	1	2
Total Leader		**21**	**27**	**48**
Staff	-20	0	1	1
	21-30	87	109	196
	31-40	24	52	76
	41-50	9	12	21
	51-60	1	1	2
Total Staff		**121**	**175**	**296**
Total Portugal		**145**	**209**	**354**

UK

Category	Age group	Female	Male	Total
Director	41-50	0	2	2
Total Director		**0**	**2**	**2**
Leader	31-40	3	7	10
	41-50	3	10	13
	51-60	1	4	5
	+60	1	1	2
Total Leader		**8**	**22**	**30**
Staff	21-30	7	13	20
	31-40	7	14	21
	41-50	4	8	12
	51-60	2	2	4
Total Staff		**20**	**37**	**57**
Total UK		**28**	**61**	**89**

Argentina

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
Total Director		**0**	**1**	**1**
Manager	31-40	0	1	7
	41-50	1	1	12
Total Manager		**1**	**2**	**3**
Leader	21-30	1	0	1
	31-40	4	10	14
	41-50	1	5	6
	51-60	0	1	1
Total Leader		**6**	**16**	**22**
Staff	-20	0	1	1
	21-30	24	89	113
	31-40	17	39	56
	41-50	2	6	8
	51-60	0	1	1
	+60	0	1	1
Total Staff		**43**	**137**	**180**
Total Argentina		**50**	**156**	**206**

Brazil

Category	Age group	Female	Male	Total
Director	31-40	0	2	2
	41-50	1	2	3
	51-60	1	0	1
Total Director		**2**	**4**	**6**
Manager	31-40	2	3	5
	41-50	4	7	11
	51-60	1	1	2
Total Manager		**7**	**11**	**18**
Leader	21-30	3	3	6
	31-40	5	24	29
	41-50	6	12	18
	51-60	0	5	9
Total Leader		**18**	**44**	**62**
Staff	-20	6	4	10
	21-30	149	519	668
	31-40	82	319	401
	41-50	31	90	121
	51-60	8	29	37
	+60	1	17	18
Total Staff		**277**	**978**	**1.255**
Total Brazil		**304**	**1.037**	**1.341**

Chile

Category	Age group	Female	Male	Total
Director	41-50	1	5	6
Total Director		**1**	**5**	**6**
Manager	31-40	2	2	4
	41-50	1	3	4
Total Manager		**3**	**5**	**8**
Leader	21-30	1	4	5
	31-40	5	31	36
	41-50	4	11	15
	51-60	1	6	7
Total Leader		**11**	**52**	**63**
Staff	21-30	52	271	323
	31-40	44	164	208
	41-50	10	32	42
	51-60	2	12	14
	+60	1	2	3
Total Staff		**109**	**481**	**590**
Total Chile		**124**	**543**	**667**

Colombia

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
	51-60	0	1	1
Total Director		**0**	**2**	**2**
Manager	31-40	1	3	4
	41-50	0	1	1
	51-60	0	1	1
Total Manager		**1**	**5**	**6**
Leader	21-30	2	1	3
	31-40	6	12	18
	41-50	2	11	13
	51-60	0	2	2
Total Leader		**10**	**26**	**36**
Staff	-20	0	2	2
	21-30	99	136	235
	31-40	50	90	140
	41-50	9	16	25
	51-60	2	6	8
Total Staff		**160**	**250**	**410**
Total Colombia		**171**	**283**	**454**

Mexico

Category	Age group	Female	Male	Total
Director	31-40	0	2	2
	41-50	1	2	3
Total Director		**1**	**4**	**5**
Manager	31-40	3	3	6
	51-60	1	1	2
Total Manager		**4**	**4**	**8**
Leader	21-30	4	9	13
	31-40	11	34	45
	41-50	5	16	21
	51-60	0	4	4
	+60	0	1	1
Total Leader		**20**	**64**	**84**
Staff	21-30	60	138	198
	31-40	32	32	64
	41-50	9	4	13
	51-60	1	0	1
	+60	0	1	1
Total Staff		**102**	**175**	**277**
Total Mexico		**127**	**247**	**374**

Peru

Category	Age group	Female	Male	Total
Director	31-40	1	0	1
	41-50	0	1	1
	51-60	1	1	2
Total Director		**2**	**2**	**4**
Manager	31-40	3	5	8
	41-50	1	2	3
	51-60	0	1	1
Total Manager		**4**	**8**	**12**
Leader	21-30	2	3	5
	31-40	13	27	40
	41-50	7	8	15
Total Leader		**22**	**38**	**60**
Staff	-20	1	1	2
	21-30	303	829	1.132
	31-40	122	389	511
	41-50	21	55	76
	51-60	2	4	6
	+60	0	2	2
Total Staff		**449**	**1.280**	**1.729**
Total Peru		**477**	**1.328**	**1.805**

🇺🇸 USA

Category	Age group	Female	Male	Total
Leader	31-40	1	11	12
	41-50	2	8	10
	+60	0	1	1
Total Leader		**3**	**22**	**25**
Staff	21-30	10	20	30
	31-40	10	28	38
	41-50	6	15	21
	51-60	3	10	13
	+60	0	2	2
Total Staff		**29**	**75**	**104**
Total USA		**34**	**108**	**142**

🇲🇦 Morocco

Category	Age group	Female	Male	Total
Leader	31-40	0	4	4
	51-60	0	1	1
Total Leader		**1**	**8**	**9**
Staff	21-30	50	36	86
	31-40	11	28	39
	41-50	1	3	4
Total Staff		**62**	**67**	**129**
Total Morocco		**63**	**76**	**139**

Overall total

	Female	Male	Total
Overall total	**2.487**	**7.035**	**9.522**

Indicator 4.1
Number of dismissals

Total number and distribution of dismissals by gender, age, country and professional category.

Andorra

Category	Age group	Female	Male	Total
Total Andorra		**0**	**0**	**0**

Belgium

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
Total Director		**0**	**1**	**1**
Manager	51-60	0	1	1
	+60	0	1	1
Total Manager		**0**	**2**	**2**
Leader	41-50	0	1	1
Total Leader		**0**	**1**	**1**
Staff	21-30	0	1	1
	31-40	0	2	2
	41-50	0	3	3
Total Staff		**0**	**6**	**6**
Total Belgium		**0**	**10**	**10**

Spain

Category	Age group	Female	Male	Total
Partner	41-50	0	4	4
	51-60	1	6	7
Total Partner		**1**	**10**	**11**
Executive Director	41-50	0	1	1
Total Executive Director		**0**	**1**	**1**
Director	31-40	1	0	1
	41-50	1	7	8
	51-60	0	5	5
Total Director		**2**	**12**	**14**
Manager	31-40	0	5	5
	41-50	1	5	6
	+60	0	1	1
Total Manager		**1**	**11**	**12**
Leader	21-30	0	1	1
	31-40	4	26	30
	41-50	10	26	36
	51-60	0	9	9
	+60	0	1	1
Total Leader		**14**	**63**	**77**

Category	Age group	Female	Male	Total
Staff	-20	0	1	1
	21-30	26	95	121
	31-40	30	79	109
	41-50	24	38	62
	51-60	6	16	22
Total Staff		**86**	**229**	**315**
Total Spain		**104**	**326**	**430**

France

Category	Age group	Female	Male	Total
Staff	41-50	0	2	2
	51-60	0	1	1
Total Staff		0	3	3
Total France		0	3	3

Luxembourg

Category	Age group	Female	Male	Total
Total Luxembourg		0	0	0

Netherlands

Category	Age group	Female	Male	Total
Total Netherlands		0	0	0

Switzerland

Category	Age group	Female	Male	Total
Total Switzerland		0	0	0

Italy

Category	Age group	Female	Male	Total
Total Italy		0	0	0
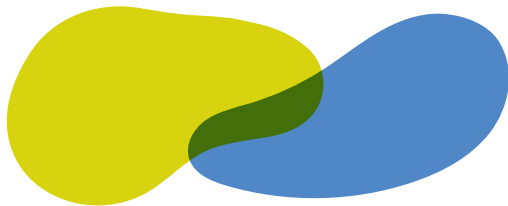
Portugal

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
Total Director		**0**	**1**	**1**
Leader	31-40	0	2	2
	41-50	0	4	4
	51-60	0	1	1
Total Leader		**0**	**7**	**7**
Staff	21-30	11	15	26
	31-40	5	12	17
	41-50	0	2	2
Total Staff		**16**	**29**	**45**
Total Portugal		**16**	**37**	**53**

UK

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
Total Director		**0**	**1**	**1**
Leader	31-40	0	1	1
	41-50	0	2	2
	51-60	1	1	2
Total Leader		**1**	**4**	**5**
Staff	21-30	3	3	6
	31-40	0	5	5
	41-50	0	1	1
	51-60	0	2	2
Total Staff		**3**	**11**	**14**
Total UK		**4**	**16**	**20**

Argentina

Category	Age group	Female	Male	Total
Manager	41-50	0	1	1
Total Manager		**0**	**1**	**1**
Leader	31-40	1	0	1
	51-60	0	1	1
Total Leader		**1**	**1**	**2**
Staff	21-30	7	10	17
	31-40	1	5	6
	41-50	1	5	6
Total Staff		**9**	**20**	**29**
Total Argentina		**10**	**22**	**32**

Brazil

Category	Age group	Female	Male	Total
Director	51-60	0	2	2
Total Director		**0**	**2**	**2**
Manager	31-40	0	4	4
	41-50	1	4	5
	51-60	0	1	1
Total Manager		**1**	**9**	**10**
Leader	31-40	4	9	13
	41-50	2	8	10
	51-60	0	2	2
	+60	0	1	1
Total Leader		**6**	**20**	**26**
Staff	-20	1	0	1
	21-30	22	75	97
	31-40	35	80	115
	41-50	16	44	60
	51-60	5	24	29
	+60	3	10	13
Total Staff		**82**	**233**	**315**
Total Brazil		**89**	**264**	**353**

Chile

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
	41-50	0	3	3
Total Director		**0**	**4**	**4**
Manager	31-40	0	2	2
	41-50	0	5	5
Total Manager		**0**	**7**	**7**
Leader	-20	0	1	1
	21-30	0	2	2
	31-40	2	5	7
	41-50	1	7	8
	51-60	0	3	3
Total Leader		**3**	**18**	**21**
Staff	21-30	6	33	39
	31-40	6	38	44
	41-50	6	10	16
	51-60	1	4	5
	+60	0	5	5
Total Staff		**19**	**90**	**109**
Total Chile		**22**	**119**	**141**

Colombia

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
Total Director		**0**	**1**	**1**
Manager	31-40	0	3	3
	41-50	1	0	1
	51-60	1	1	2
Total Manager		**2**	**4**	**6**
Leader	31-40	6	6	12
	41-50	2	6	8
	51-60	0	3	3
Total Leader		**8**	**15**	**23**
Staff	21-30	96	53	149
	31-40	58	27	85
	41-50	19	6	25
	51-60	1	5	6
	+60	0	1	1
Total Staff		**174**	**92**	**266**
Total Colombia		**184**	**112**	**296**

Mexico

Category	Age group	Female	Male	Total
Partner	+60	0	1	1
Total Partner		**0**	**1**	**1**
Director	31-40	0	1	1
	41-50	0	3	3
	51-60	0	1	1
Total Director		**0**	**5**	**5**
Manager	31-40	0	1	1
Total Manager		**0**	**1**	**1**
Leader	21-30	0	1	1
	31-40	4	4	8
	41-50	1	0	1
	51-60	0	1	1
Total Leader		**5**	**6**	**11**
Staff	21-30	4	4	8
	31-40	3	4	7
	41-50	4	0	4
Total Staff		**11**	**8**	**19**
Total Mexico		**16**	**21**	**37**

Peru

Category	Age group	Female	Male	Total
Manager	31-40	0	1	1
	41-50	1	3	4
	51-60	0	1	1
Total Manager		**1**	**5**	**6**
Leader	31-40	2	11	13
	41-50	1	4	5
	51-60	0	1	1
Total Leader		**3**	**16**	**19**
Staff	-20	0	1	1
	21-30	28	68	96
	31-40	16	40	56
	41-50	2	13	15
	51-60	1	2	3
	+60	1	2	3
Total Staff		**48**	**126**	**174**
Total Peru		**52**	**147**	**199**

🇺🇸 USA

Category	Age group	Female	Male	Total
Partner	41-50	0	1	1
Total Partner		**0**	**1**	**1**
Staff	21-30	0	2	2
	31-40	0	1	1
Total Staff		**0**	**3**	**3**
Total USA		**0**	**4**	**4**

🇲🇦 Morocco

Category	Age group	Female	Male	Total
Leader	31-40	1	0	1
Total Leader		**1**	**0**	**1**
Staff	21-30	3	1	4
	31-40	1	1	2
	41-50	0	1	1
Total Staff		**4**	**3**	**7**
Total Morocco		**5**	**3**	**8**

Overall total

	Female	Male	Total
Overall total	**502**	**1.084**	**1.586**

Indicator 4.2

Employee turnover rate

Employee turnover by age group and region.

Country	18-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	Total
Spain	21,90	19,90	15,63	12,50	8,93	9,23	4,32	4,33	15,01
Europe									
Andorra	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Belgium	0,00	35,29	21,54	20,51	3,88	24,74	0,00	0,00	17,57
France	0,00	0,00	0,00	24,49	0,00	0,00	0,00	0,00	6,15
Netherlands	0,00	10,53	16,44	33,33	27,27	24,00	0,00	0,00	16,94
Luxembourg	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Italy	25,88	21,36	21,94	22,25	10,34	24,29	5,83	0,00	20,55
Portugal	20,20	19,46	17,02	12,72	11,11	14,74	22,93	52,17	17,16
UK	16,90	35,66	20,07	12,48	7,66	8,85	12,31	12,37	17,82
Switzerland	0,00	0,00	0,00	38,71	0,00	0,00	0,00	0,00	29,27
America									
Argentina	67,76	52,88	50,51	24,37	33,86	37,02	38,01	0,00	42,88
Brazil	37,51	38,47	37,57	25,45	23,83	15,50	25,31	7,70	32,04
Chile	16,19	30,58	31,86	24,69	19,89	18,15	10,53	9,20	26,06
Colombia	53,60	38,72	25,68	13,95	20,19	9,27	12,44	0,00	29,63
Mexico	22,11	19,25	21,71	20,13	14,77	21,43	7,79	8,76	19,74
Peru	35,37	27,22	25,11	18,86	13,18	13,58	6,58	12,97	24,99
USA	34,62	26,57	17,29	14,37	3,91	7,55	0,00	13,95	14,37
Africa									
Morocco	43,01	43,01	34,99	23,84	0,00	0,00	0,00	0,00	27,78
Global									
	28,55	23,53	22,03	15,98	12,20	12,00	8,96	6,34	20,22

Employee turnover by gender and region.
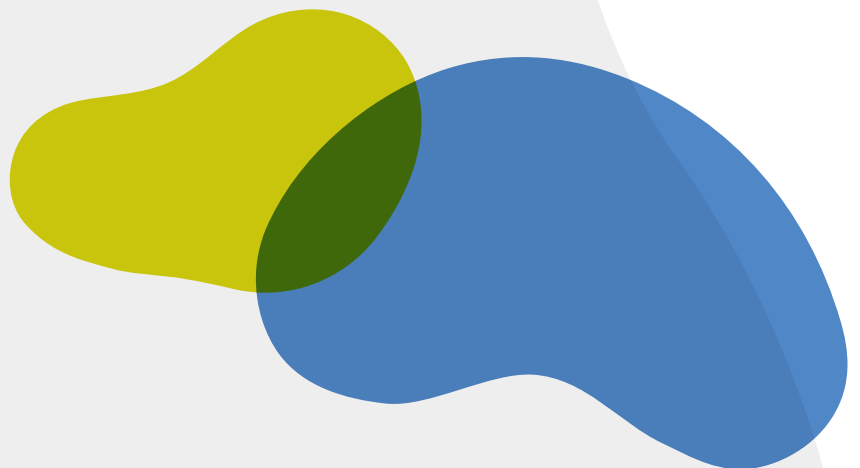
Country	Female	Male
Spain	12,96	15,77
Europe		
Andorra	0,00	0,00
Belgium	18,05	17,27
France	0,00	6,74
Netherlands	28,57	12,04
Luxembourg	0,00	0,00
Italy	15,93	22,27
Portugal	16,24	17,69
UK	20,82	16,59
Switzerland	0,00	29,27
America		
Argentina	44,33	42,26
Brazil	25,10	34,52
Chile	20,66	27,21
Colombia	25,11	32,96
Mexico	17,09	21,14
Peru	25,46	24,81
USA	18,14	13,26
Africa		
Morocco	17,39	36,07
General		
	17,95	21,09

Indicador 5
Wage distribution

Average wage and change over time broken down by gender, age and professional category or similar. (€)

🇦🇩 Andorra

Category	Age group	Female	Male	Total
Manager	41-50	-	*	*
Total Manager		**-**	**57.430**	**57.430**
Leader	31-40	40.000	42.630	41.315
	41-50	*	-	*
Total Leader		**41.030**	**42.630**	**41.563**
Staff	21-30	-	25.000	25.000
	31-40	-	26.400	26.400
	41-50	24.000	36.000	30.000
Total Staff		**24.000**	**26.844**	**26.560**
Total Andorra		**35.353**	**31.060**	**31.980**

🇧🇪 Belgium

Category	Age group	Female	Male	Total
Director	41-50	146.694	135.691	138.442
Total Director		**146.694**	**135.691**	**138.442**
		40.000		
Manager	31-40	85.767	94.017	89.892
	41-50	74.995	92.004	88.912
	51-60	-	103.203	103.203
Total Manager		**80.381**	**94.037**	**90.824**
Leader	21-30	48.248	45.714	47.403
	31-40	58.507	67.166	63.378
	41-50	67.738	73.957	72.921
	51-60	-	73.768	73.768
	+60	-	*	*
Total Leader		**57.378**	**70.709**	**65.948**
Staff	21-30	33.966	38.549	36.342
	31-40	43.573	48.189	45.934
	41-50	47.482	51.373	50.446
	51-60	65.938	48.970	51.798
	+60	-	49.955	49.955
Total Staff		**41.498**	**46.891**	**44.712**
Total Belgium		**49.126**	**60.956**	**56.560**

🇪🇸 Spain

Category	Age group	Female	Male	Total
Partner	31-40	116.667	117.500	117.273
	41-50	141.818	132.347	133.303
	51-60	122.596	148.140	145.479
	+60	-	*	*
Total Partner		**132.788**	**135.620**	**135.302**
Executive Director	41-50	96.500	95.703	95.820
	51-60	96.500	97.208	97.107
Total Executive Director		**96.500**	**96.144**	**96.196**
Director	31-40	78.800	79.904	79.809
	41-50	85.089	83.998	84.218
	51-60	93.875	92.698	92.850
	+60	-	84.555	84.555
Total Director		**85.171**	**84.087**	**84.266**
Manager	21-30	58.650	65.500	63.217
	31-40	57.904	58.655	58.496
	41-50	63.456	63.496	63.483
	51-60	68.718	67.739	67.983
	+60	73.000	77.352	76.264
Total Manager		**61.674**	**61.423**	**61.485**

Category	Age group	Female	Male	Total
Leader	21-30	36.123	37.042	36.780
	31-40	40.234	41.226	40.944
	41-50	43.642	44.649	44.360
	51-60	44.045	47.464	46.454
	+60	44.202	56.653	50.428
Total Leader		**41.323**	**42.233**	**41.966**
Staff	-20	-	*	*
	21-30	22.402	21.037	21.355
	31-40	24.127	25.496	25.102
	41-50	24.456	28.837	27.340
	51-60	25.112	33.375	30.544
	+60	32.435	33.232	32.979
Total Staff		**23.505**	**23.637**	**23.617**
Total Spain		**30.435**	**32.116**	**31.659**

🇫🇷 France

Category	Age group	Female	Male	Total
Director	51-60	*	-	*
Total Director		*	-	*
Leader	21-30	-	*	*
	31-40	63.000	69.500	67.333
	41-50	-	*	*
	51-60	-	65.000	65.000
Total Leader		**63.000**	**66.667**	**66.143**
Staff	21-30	-	38.667	38.667
	31-40	-	47.830	47.830
	41-50	-	55.750	55.750
Total Staff		**-**	**46.665**	**46.665**
Total France		**106.500**	**54.166**	**59.980**

🇨🇭 Switzerland

Category	Age group	Female	Male	Total
Executive Director	51-60	-	*	*
Total Executive Director		**-**	*****	*****
Leader	31-40	-	*	*
Total Leader		**-**	*****	*****
Staff	31-40	-	109.786	109.786
Total Staff		**-**	**109.786**	**109.786**
Total Switzerland		**-**	**140.350**	**140.350**

🇳🇱 Netherlands

Category	Age group	Female	Male	Total
Director	51-60	-	*	*
Total Director		**-**	*****	*****
Manager	41-50	-	105.250	105.250
	51-60	-	103.333	103.333
Total Manager		**-**	**104.100**	**104.100**
Leader	21-30	-	74.851	74.851
	31-40	-	63.231	63.231
	41-50	76.547	79.206	77.433
	51-60	-	81.774	81.774
Total Leader		**76.547**	**74.766**	**75.359**
Staff	21-30	39.743	41.774	40.871
	31-40	56.173	39.491	45.052
	41-50	-	43.000	43.000
Total Staff		**46.784**	**40.909**	**42.966**
Total Netherlands		**57.607**	**67.350**	**64.530**

Luxembourg

Category	Age group	Female	Male	Total
Executive Director	50-60	-	*	*
Total Executive Director		**-**	**158.644**	**158.644**
Director	31-40	-	*	*
	41-50	-	*	*
Total Director		**-**	**123.512**	**123.512**
Leader	31-40	-	*	*
	41-50	-	*	*
	51-60	-	*	*
Total Leader		**-**	**82.342**	**82.342**
Staff	21-30	33.210	50.865	48.658
	31-40	55.267	55.131	55.149
	41-50	57.087	63.139	62.534
	51-60	-	53.363	53.363
	+60	-	49.815	49.815
Total Staff		**52.198**	**56.954**	**56.462**
Total Luxembourg		**52.198**	**62.316**	**61.367**

Italy

Category	Age group	Female	Male	Total
Partner	41-50	-	123.333	123.333
Total Partner		**-**	**123.333**	**123.333**
Executive Director	51-60	*	-	*
Total Executive Director		**96.500**	**-**	**96.500**
Director	31-40	85.000	80.708	81.245
	41-50	87.811	87.485	87.557
	51-60	-	130.000	130.000
Total Director		**86.874**	**96.176**	**94.908**
Manager	31-40	-	57.783	57.783
	41-50	61.225	62.892	62.541
	51-60	-	*	*
Total Manager		**61.225**	**60.308**	**60.405**
Leader	21-30	37.400	36.609	36.750
	31-40	39.549	40.384	40.159
	41-50	39.777	44.878	43.701
	51-60	44.555	288	45.141
Total Leader		**39.590**	**41.270**	**40.853**
Staff	21-30	26.233	26.310	26.286
	31-40	27.730	29.151	28.627
	41-50	32.158	32.565	32.424
	51-60	27.845	32.710	30.625
Total Staff		**27.110**	**27.586**	**27.427**
Total Italy		**31.796**	**36.332**	**35.002**

🇵🇹 Portugal

Category	Age group	Female	Male	Total
Partner	41-50	105.000	115.667	114.143
	+60	-	*	*
Total Partner		**105.000**	**117.934**	**116.317**
Director	31-40	-	73.700	73.700
	41-50	74.333	83.361	81.104
	51-60	79.000	90.000	84.500
Total Director		**75.500**	**80.583**	**79.513**
Manager	31-40	52.379	56.406	55.180
	41-50	56.402	56.281	56.322
	51-60	-	*	*
Total Manager		**53.842**	**56.710**	**55.834**
Leader	21-30	28.584	31.125	29.746
	31-40	33.982	37.016	36.136
	41-50	41.584	44.209	43.459
	51-60	44.333	38.156	40.804
Total Leader		**34.441**	**38.075**	**36.869**
Staff	-20	-	*	*
	21-30	18.819	18.636	18.715
	31-40	18.826	23.300	21.921
	41-50	19.270	22.506	21.131
	51-60	21.353	27.386	24.973
Total Staff		**18.868**	**20.366**	**19.771**
Total Portugal		**24.093**	**28.940**	**27.135**

🇬🇧 UK

Category	Age group	Female	Male	Total
Partner	41-50	-	223.095	223.095
Total Partner		**-**	**223.095**	**223.095**
Director	31-40	-	151.251	151.251
	41-50	141.798	164.773	163.132
	51-60	*	-	*
Total Director		**153.141**	**162.238**	**161.227**
Manager	31-40	113.438	110.813	111.141
	41-50	-	112.576	112.576
	51-60	-	*	*
Total Manager		**113.438**	**112.065**	**112.190**
Leader	21-30	63.379	69.357	66.966
	31-40	73.682	79.117	77.361
	41-50	89.162	88.779	88.875
	51-60	-	71.540	71.540
	+60	48.778	82.952	74.409
Total Leader		**74.713**	**80.196**	**78.604**
Staff	21-30	41.490	45.771	44.227
	31-40	45.279	52.884	50.067
	41-50	39.941	61.809	53.937
	51-60	42.193	63.944	57.729
	+60	50.564	61.651	57.955
Total Staff		**42.807**	**52.820**	**49.248**
Total UK		**58.542**	**80.380**	**73.969**

Argentina

Category	Age group	Female	Male	Total
Partner	41-50	55.299	68.848	62.074
	51-60	-	75.710	75.710
Total Partner		**55.299**	**73.423**	**68.892**
Executive Director	41-50	-	*	*
Total Executive Director		**-**	**38.870**	**38.870**
Director	31-40	-	32.527	32.527
	41-50	33.867	50.296	44.820
Total Director		**33.867**	**44.373**	**41.747**
Manager	31-40	-	24.466	24.466
	41-50	23.935	24.508	24.269
	51-60	25.670	24.506	24.797
Total Manager		**24.224**	**24.490**	**24.421**
Leader	21-30	15.204	15.662	15.401
	31-40	15.295	17.936	16.928
	41-50	14.710	17.344	16.497
	51-60	-	14.920	14.920
	+60	-	15.890	15.890
Total Leader		**15.130**	**17.345**	**16.568**

Category	Age group	Female	Male	Total
Staff	-20	-	*	*
	21-30	9.276	8.858	8.950
	31-40	11.087	12.752	12.232
	41-50	11.204	12.020	11.693
	51-60	13.405	13.384	13.391
	+60	-	12.886	12.886
Total Staff		**10.452**	**10.660**	**10.603**
Total Argentina		**12.767**	**13.672**	**13.412**

🇧🇷 Brazil

Category	Age group	Female	Male	Total
Partner	31-40	-	*	*
	41-50	-	116.883	116.883
Total Partner		**-**	**114.491**	**114.491**
Executive Director	41-50	-	*	*
	51-60	92.351	80.661	86.506
Total Executive Director		**92.351**	**78.822**	**83.332**
Director	31-40	66.001	74.657	73.991
	41-50	76.557	73.045	73.458
	51-60	76.288	88.826	83.254
Total Director		**74.895**	**76.115**	**75.896**
Manager	21-30	-	39.361	39.361
	31-40	46.295	45.449	45.670
	41-50	43.849	45.887	45.087
	51-60	47.659	42.801	44.883
Total Manager		**45.417**	**45.181**	**45.255**
Leader	21-30	24.806	25.309	25.118
	31-40	27.438	29.556	29.001
	41-50	28.432	32.277	30.555
	51-60	27.398	30.909	29.446
	+60	25.958	41.919	33.938
Total Leader		**27.504**	**30.128**	**29.224**

Category	Age group	Female	Male	Total
Staff	-20	3.623	4.894	4.100
	21-30	9.445	10.878	10.541
	31-40	12.874	16.537	15.518
	41-50	14.233	19.629	17.952
	51-60	15.201	20.023	18.625
	+60	9.789	19.586	17.137
Total Staff		**11.482**	**14.050**	**13.378**
Total Brazil		**15.483**	**17.844**	**17.208**

Chile

Category	Age group	Female	Male	Total
Partner	41-50	-	152.744	152.744
	51-60	152.744	195.944	174.344
Total Partner		**152.744**	**163.544**	**161.384**
Executive Director	41-50	-	*	*
Total Executive Director		**-**	**125.744**	**125.744**
Director	31-40	67.409	116.086	107.973
	41-50	77.833	91.483	89.966
	51-60	-	*	*
Total Director		**74.358**	**98.154**	**95.298**
Manager	21-30	-	*	*
	31-40	53.957	56.515	55.462
	41-50	54.442	62.909	60.200
	51-60	-	45.041	45.041
Total Manager		**54.216**	**58.846**	**57.303**
Leader	21-30	30.772	33.898	33.030
	31-40	32.458	35.282	34.641
	41-50	35.145	38.208	37.484
	51-60	34.096	38.001	36.973
	+60	-	41.357	41.357
Total Leader		**33.253**	**36.291**	**35.584**

Category	Age group	Female	Male	Total
Staff	21-30	15.176	13.979	14.229
	31-40	18.317	19.912	19.572
	41-50	19.390	25.070	23.345
	51-60	10.359	25.212	22.000
	+60	5.194	26.532	21.608
Total Staff		**16.765**	**17.855**	**17.615**
Total Chile		**22.153**	**23.950**	**23.547**

🔵 Colombia

Category	Age group	Female	Male	Total
Partner	31-40	-	122.400	122.400
Total Partner		**-**	**122.400**	**122.400**
Director	31-40	-	72.420	72.420
	41-50	59.616	69.264	67.334
	51-60	63.360	86.400	74.880
Total Director		**61.488**	**72.543**	**70.842**
Manager	21-30	-	*	*
	31-40	44.858	44.323	44.408
	41-50	43.839	48.800	46.094
	51-60	38.750	-	38.750
Total Manager		**43.636**	**45.421**	**44.863**
Leader	21-30	18.245	18.704	18.475
	31-40	23.538	27.765	25.966
	41-50	25.293	30.783	29.168
	51-60	13.260	30.246	28.122
Total Leader		**23.109**	**28.154**	**26.211**
Staff	-20	-	4.524	4.524
	21-30	6.132	8.372	7.426
	31-40	8.083	13.238	11.353
	41-50	12.860	14.011	13.559
	51-60	4.101	16.928	12.652
Total Staff		**7.291**	**10.912**	**9.479**
Total Colombia		**10.905**	**16.285**	**14.201**

🔴 Mexico

Category	Age group	Female	Male	Total
Partner	41-50	101.390	134.607	123.534
Total Partner		**101.390**	**134.607**	**123.534**
Director	31-40	-	79.986	79.986
	41-50	80.742	89.006	87.061
	51-60	-	94.609	94.609
Total Director		**80.742**	**86.962**	**85.967**
Manager	31-40	47.241	45.134	45.949
	41-50	47.166	45.965	46.365
	51-60	-	42.829	42.829
Total Manager		**47.230**	**45.082**	**45.853**
Leader	21-30	22.528	24.729	24.138
	31-40	24.584	27.286	26.403
	41-50	30.267	30.083	30.140
	51-60	20.363	30.063	27.638
	+60	-	*	*
Total Leader		**25.403**	**27.516**	**26.861**
Staff	21-30	11.088	10.847	10.926
	31-40	13.432	16.239	14.826
	41-50	12.880	12.650	12.752
	51-60	12.645	12.739	12.710
	+60	-	*	*
Total Staff		**12.067**	**12.174**	**12.134**
Total Mexico		**18.436**	**21.831**	**20.636**

Peru

Category	Age group	Female	Male	Total
Partner	51-60	-	*	*
Total Partner		**-**	**207.752**	**207.752**
Director	31-40	97.384	112.569	108.772
	41-50	90.840	111.586	107.437
	51-60	98.033	114.020	110.024
Total Director		**96.072**	**112.936**	**108.968**
Manager	31-40	67.422	68.492	68.245
	41-50	67.847	67.582	67.644
	51-60	-	65.104	65.104
	+60	-	*	*
Total Manager		**67.635**	**68.058**	**67.970**
Leader	21-30	31.329	31.964	31.763
	31-40	35.436	38.832	37.700
	41-50	36.189	41.351	39.785
	51-60	37.343	41.679	40.440
	+60	-	*	*
Total Leader		**35.431**	**39.238**	**38.015**

Category	Age group	Female	Male	Total
Staff	-20	*	-	*
	21-30	8.895	10.861	10.304
	31-40	13.305	17.527	16.448
	41-50	13.488	19.471	18.090
	51-60	17.563	19.220	18.931
	+60	-	20.392	20.392
Total Staff		**17.563**	**13.916**	**13.037**
Total Peru		**14.254**	**17.524**	**16.634**

🇺🇸 USA

Category	Age group	Female	Male	Total
Partner	41-50	271.269	271.269	271.269
	51-60	-	*	*
Total Partner		**271.269**	**293.875**	**286.340**
Director	31-40	-	*	*
	41-50	-	226.058	226.058
	51-60	-	*	*
Total Director		**-**	**218.145**	**218.145**
Manager	31-40	-	158.014	158.014
	41-50	126.592	156.522	146.546
	51-60	-	*	*
Total Manager		**126.592**	**160.808**	**155.106**
Leader	21-30	-	103.534	103.534
	31-40	113.029	115.593	115.380
	41-50	111.145	119.303	117.671
	+60	-	*	*
Total Leader		**111.773**	**115.175**	**114.766**
Staff	21-30	64.924	52.400	56.575
	31-40	79.063	79.165	79.138
	41-50	78.801	86.203	84.088
	51-60	75.051	105.451	98.436
	+60	-	111.908	111.908
Total Staff		**73.718**	**77.813**	**76.671**
Total USA		**84.441**	**98.465**	**95.107**

🇲🇦 Morocco

Category	Age group	Female	Male	Total
Director	51-60	-	*	*
Total Director		**-**	**87.258**	**87.258**
Leader	31-40	-	30.759	30.759
	41-50	34.557	30.864	31.787
	51-60	-	*	*
Total Leader		**34.557**	**30.485**	**30.937**
Staff	21-30	7.203	7.277	7.234
	31-40	17.985	18.732	18.522
	41-50	13.873	18.573	17.398
Total Staff		**9.223**	**12.570**	**10.962**
Total Morocco		**9.626**	**15.439**	**12.804**

Overall total

	Female	Male	Total
Overall total	**25.340**	**28.482**	**27.600**

Indicator 6

Training hours by professional category

Total training hours by professional category and gender.

Country	Gender	Partner	Executive Director	Director	Manager	Leader	Staff	Total Country/gender	Total Country
🇪🇸 Spain	M	1.181	587	2.851	11.066	80.463	206.697	302.845	409.894
	F	274	215	754	3.958	32.588	69.260	107.049	
Europe									
🇦🇩 Andorra	M			9	59	15	18	101	163
	F					59	3	62	
🇫🇷 France	M					47	28	75	90
	F			1		14		15	
🇱🇺 Luxembourg	M	2		48		2	30	82	82
	F								
🇳🇱 Netherlands	M			24	125	58	60	267	375
	F					76	32	108	
🇮🇹 Italy	M	24		162	809	4.070	5.574	10.639	15.487
	F		8	54	86	1.289	3.411	4.848	
🇵🇹 Portugal	M	59		441	757	4.021	8.116	13.394	22.299
	F	6		71	535	1.886	6.407	8.905	
🇬🇧 UK	M	23		283	285	518	757	1.866	3.134
	F			9	52	543	664	1.268	
🇨🇭 Switzerland	M		2					2	2
	F								

Total training hours by professional category and gender.

Country	Gender	Partner	Executive Director	Director	Manager	Leader	Staff	Total Country/gender	Total Country
America									
Argentina	M	9	30	23	146	1.695	3.282	**5.185**	7.523
	F	3		18	44	872	1.401	**2.338**	
Brazil	M	24	14	486	1.196	4.395	38.011	**44.126**	62.574
	F		8	112	485	2.357	15.486	**18.448**	
Chile	M	4	2	56	182	1.237	7.747	**9.228**	11.172
	F	3		12	71	439	1.419	**1.944**	
Colombia	M	8		131	367	2.091	6.180	**8.777**	15.307
	F			72	238	1.383	4.837	**6.530**	
Mexico	M	15		182	398	2.138	4.746	**7.479**	11.986
	F	3		77	181	1.562	2.684	**4.507**	
Peru	M	17		295	1.160	3.081	14.122	**18.675**	26.700
	F			91	397	1.938	5.599	**8.025**	
USA	M	8	3	6	11	75	77	**180**	229
	F	2			11	3	33	**49**	
Africa									
Morocco	M			8		4	99	**111**	269
	F					56	102	**158**	
Overall total									587.124

Indicator 7.1

Occupational accidents and occupational illnesses by country

Industrial accidents, especially their frequency and seriousness, as well as occupational illnesses.

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

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

The severity index (SI) shows a ratio of time not worked due to an occupational accident to the time worked by workers exposed to risk. SI = (Number of workdays lost/Number of hours worked) * 1000 hours worked.

For Spain, accidents while commuting to and from work have not been included. The severity index only includes those countries availing of information on the length of absences.

País	Accidents			FI		SI		Occupational illness		
	F	M	Total	F	M	F	M	F	M	Total
Simumak	0	0	0	0	0	0	0	0	0	0
SCR	0	1	1	0	0,03	0	0,09	0	0	0
Europe										
Andorra	0	0	0	0	0	0	0	0	0	0
Belgium	1	0	1	18,18	0	0	0	0	0	0
France	0	0	0	0	0	0	0	0	0	0
Netherlands	0	0	0	0	0	0	0	0	0	0
Luxembourg	0	0	0	0	0	0	0	0	0	0
Italy	0	6	6	0	8,65	0	0,46	0	0	0
Portugal	0	4	4	0	6,49	0	0,09	0	0	0
UK	0	1	1	0	4,33	0	0	0	0	0
Switzerland	0	0	0	0	0	0	0	0	0	0
America										
Argentina	2	5	7	11,10	12,50	0,11	0,07	0	0	0
Brazil	1	0	1	1,44	0	0,06	0	0	0	0
Chile	2	4	6	0,57	0,37	0,03	0,04	0	0	0
Colombia	2	0	2	5,26	0	0,01	0	0	0	0
Mexico	0	0	0	0	0	0	0	0	0	0
Peru	0	0	0	0	0	0	0	0	0	0
USA	0	0	0	0	0	0	0	0	0	0
Africa										
Morocco	0	0	0	0	0	0	0	0	0	0

Indicator 7.2

Occupational accidents and occupational illnesses in companies in Spain

🔴 Spain		Occupational accidents		Frequency index		Severity index		Occupational illnesses		Hours lost		Commuting accident		
Company	Mutual Soc. reports	F	M	F	M	F	M	F	M	F	M	F	M	Job category
everis Spain	Fraternidad Muprespa	1	4	0,22	0,37	0	0,01	0	0	64	584	1 (8 days leave)	4	Electrical, electronics and telecommunications engineers. Computer programmers and one IT operating and support technician.
everis soluciones tecnológicas	Fraternidad Muprespa	0	0	0	0	0	0	0	0	0	0	0	0	
everis infrastructures engineering	Fraternidad Muprespa	0	1	0	0,08	0	0	0	0	0	48	0	1 (6 days leave)	Computer programmers
everis BPO	Mutua Universal	1	0	0,40	0	0	0	0	0	16	0	1 (2 days leave)	0	Accounting and finance staff
arilion	Mutua Universal	0	0	0	0	0	0	0	0	0	0	0	0	
everis i-deals	Mutua Universal	0	0	0	0	0	0	0	0	0	0	0	0	
everis infrastructures operations	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	
everis centers	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	
everis centers group	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	
ute 8 BCN	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	
everis initiatives	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	
everis aeroespacial y defensa	Fremap	0	1	0	1,94	0	0,07	0	0	0	296	0	1 (37 days leave)	Electrical, electronics and telecommunications engineers
everis ingeniería	Fremap	0	1	0	5,22	0	0,04	0	0	0	72	0	1 (9 days leave)	Computer programmers
everis sistemas de seguridad	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	
everis nettit	Fremap	0	0	0	0	0	0	0	0	0	0	0	0	

Indicator 8

Waste generated by the organisation by type

Waste generated by the organisation by type (t).

Offices	GRI	Type of waste	Total
Spain*	103-2, 301-1,2,3, 303-3, 306-1,2,3	Total Non-hazardous waste	69,20
		Total Hazardous waste	0,57
Portugal	103-2, 301-1,2,3, 303-3, 306-1,2,3	Total Non-hazardous waste	3,65
		Total Hazardous waste	0,01
UK	103-2, 301-1,2,3, 303-3, 306-1,2,3	Total Non-hazardous waste	0,13
		Total Hazardous waste	0,02
Colombia	103-2, 301-1,2,3, 303-3, 306-1,2,3	Total Non-hazardous waste	1,72
		Total Hazardous waste	1,77
Peru	103-2, 301-1,2,3, 303-3, 306-1,2,3	Total Non-hazardous waste	6,69
		Total Hazardous waste	0,08

* Includes offices in Madrid (NOVUS), Sevilla Torre Pelli, Ciudad Real, AUNAV.

Indicator 9

GHG emissions

Emissions of greenhouse gases by the organisation in tonnes of carbon dioxide equivalent verified as per the standard UNE-EN-ISO 14064-3. Data on confirmed emissions source factors has been used for the calculation.

Spain

Scope	Global	GHG emissions (t CO^2 eq)
Scope 1	Refrigeration gases	359
Total Scope 1		**359**
Scope 2	Electricity consumption	2.221
Total Scope 2		**2.221**
Scope 3	Business travel by land	2.020
	Business travel by air	5.607
	Business travel by rail	301
Total Scope 3		**7.928**
Total Spain		**10.508**

Italia

Scope	Global	GHG emissions (t CO^2 eq)
Scope 1	Refrigeration gases	0
	Heating	203
Total Scope 1		**203**
Scope 2	Electricity consumption	87
Total Scope 2		**87**
Scope 3	Business travel by land	36
	Business travel by air	912
	Business travel by rail	70
Total Scope 3		**1.018**
Total Italy		**1.308**

Portugal

Scope	Global	GHG emissions (t CO^2 eq)
Scope 1	Refrigeration gases	0
	Heating	166
Total Scope 1		**166**
Scope 2	Electricity consumption	47
Total Scope 2		**47**
Scope 3	Business travel by land	81
	Business travel by air	641
	Business travel by rail	1
Total Scope 3		**723**
Total Portugal		**937**

UK

Scope	Global	GHG emissions (t CO^2 eq)
Scope 1	Refrigeration gases	5
Total Scope 1		**5**
Scope 2	Electricity consumption	30
Total Scope 2		**30**
Scope 3	Business travel by land	12
	Business travel by air	355
	Business travel by rail	3
Total Scope 3		**370**
Total UK		**405**

Brazil

Scope	Global	GHG emissions (t CO^2 eq)
Scope 1	Refrigeration gases	65
Total Scope 1		**65**
Scope 2	Electricity consumption	77
Total Scope 2		**77**
Scope 3	Business travel by land	321
	Business travel by air	298
	Business travel by rail	0
Total Scope 3		**619**
Total Brazil		**761**

Chile

Scope	Global	GHG emissions (t CO_2 eq)
Scope 1	Refrigeration gases	0
Total Scope 1		**0**
Scope 2	Electricity consumption	139
Total Scope 2		**139**
Scope 3	Business travel by land	239
	Business travel by air	686
	Business travel by rail	0
Total Scope 3		**925**
Total Chile		**1.064**

Colombia

Scope	Global	GHG emissions (t CO_2 eq)
Scope 1	Refrigeration gases	77
Total Scope 1		**77**
Scope 2	Electricity consumption	31
Total Scope 2		**31**
Scope 3	Business travel by land	26
	Business travel by air	402
	Business travel by rail	0
Total Scope 3		**428**
Total Colombia		**536**

Mexico

Scope	Global	GHG emissions (t CO_2 eq)
Scope 1	Refrigeration gases	0
Total Scope 1		**0**
Scope 2	Electricity consumption	30
Total Scope 2		**30**
Scope 3	Business travel by land	41
	Business travel by air	287
	Business travel by rail	0
Total Scope 3		**329**
Total Mexico		**359**

Peru

Scope	Global	GHG emissions (t CO_2 eq)
Scope 1	Refrigeration gases	91
Total Scope 1		**91**
Scope 2	Electricity consumption	110
Total Scope 2		**110**
Scope 3	Business travel by land	148
	Business travel by air	717
	Business travel by rail	0
Total Scope 3		**886**
Total Peru		**1.067**

Indicator 10
Raw materials consumption

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

Office	GRI	Paper consumption (t)
Spain	GRI 301-1, 2, 3	11,84
Italy	GRI 301-1, 2, 3	2,20
Portugal	GRI 301-1, 2, 3	0,65
UK	GRI 301-1, 2, 3	0,29
Argentina	GRI 301-1, 2, 3	1,20
Brazil	GRI 301-1, 2, 3	7,62
Chile	GRI 301-1, 2, 3	1,79
Colombia	GRI 301-1, 2, 3	0,80

Indicator 11
Non-renewable energy consumption and intensity

Non-renewable energy consumption (kWh)

Electricity consumption at different everis facilities as obtained from utility company.

Office	GRI	Energy consumption
Spain	GRI 302-1	9.385.199
Italy	GRI 302-1	265.085
Portugal	GRI 302-1	154.203
UK	GRI 302-1	117.159
Brazil	GRI 302-1	826.840
Chile	GRI 302-1	331.324
Colombia	GRI 302-1	237.575
Mexico	GRI 302-1	64.133
Peru	GRI 302-1	419.764

Energy intensity (kWh/m2)

Consumption of electricity from non-renewable sources per square metre of office space. The ratio is for energy consumed within the organisation (no other fossil fuels are consumed).

Office	GRI	Energy intensity
Spain	GRI 302-1	83,91
Italy	GRI 302-1	151,76
Portugal	GRI 302-1	40,43
Brazil	GRI 302-1	86,29
Chile	GRI 302-1	68,47
Colombia	GRI 302-1	65,45
Mexico	GRI 302-1	24,74
Peru	GRI 302-1	39,40

Annex 4

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

Content of Act 11/2018			GRI Standard	Section
Business model	Description of the Group's business model	Short description of the Group's business model, which will include its business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future performance.	102-2 102-4 102-6 102-7 102-10 102-15	0. Introduction 1.1. Description of the Company 1.3. Business 1.4. Business strategy and trends 2.4. Risk management 6.1. Environmental policy
Policies	Policies applied by the Group	Policies that the group applies, which will include: the due diligence procedures applied for the identification, assessment, prevention and mitigation of risks and significant impacts and of verification and control, including the measures in which they have been adopted.	103-3 102-29 102-30 102-31	2.3. Anti-money laundering
Key risks	The main risks related to these matters associated with the group's activities	Main risks related to these matters associated with the group's activities, including, where appropriate and pertinent, business relationships, products or services that may have a negative effect in these areas, and how the group manages these risks, explaining the procedures used to detect and assess them in accordance with national, European or international frameworks of reference for each matter. The report should include information about any impacts that may have been detected, providing a breakdown of the impacts, and in particular about the main risks over the short, medium and longer term.	102-11 102-15 418-1	2.4. Risk management
Information relating to the environment	General	Current and foreseeable effects of the activities of the Company on the environment and, where appropriate, health and safety.	102-15 102-29 102-31	7.2. Environmental and energy policy
		Environmental evaluation and certification procedures.	102-11 102-29 102-30	7.1. Certification everis
		Resources dedicated to the prevention of environmental risks.	102-29	7.3. Environmental Management System
		Application of the precautionary principle.	102-11	7.3. Environmental Management System
		Amount of provisions and guarantees for environmental risks.	307-1	7.3. Environmental Management System

Content of Act 11/2018			GRI Standard	Section
Information relating to the environment	Contamination	Measures to prevent, reduce or repair CO2 emissions that seriously affect the environment.	103-2, 302-4 302-5, 305-5 305-7	7.4. Climate change strategy 7.6. Atmospheric pollution, including noise and light
		Measures to prevent, reduce or make good any type of air pollution (including noise and light pollution).	416-1	7.6. Atmospheric pollution, including noise and light
	Circular economy and waste prevention and management	Waste prevention measures, waste recycling measures, waste reuse measures, and other forms of waste recovery and reuse.	103-2, 301-1 301-2, 301-3 303-3, 306-1 306-2, 306-3	7.3. Environmental Management System
		Actions against food waste.		Food suppliers handle management of this waste
	Sustainable use of resources	Use and supply of water according to local limitations.	303-1, 303-2 303-3	7.5. Circular economy
		Consumption of raw materials and measures taken to improve the efficiency of its use.	301-1, 301-2 301-3	7.5. Circular economy
		Direct and indirect consumption; measures taken to improve energy efficiency, use of renewable energies.	302-1, 302-2 302-3, 302-4 302-5	7.5. Circular economy
	Climate change	Important elements of greenhouse gas emissions generated as a business activity (including goods and services produced).	305-3	7.4. Climate change strategy
		Measures taken to adapt to the consequences of climate change.	102-15, 103-2 201-2, 305-5	7.4. Climate change strategy
		Reduction targets voluntarily established in the medium and long term to reduce greenhouse gas emissions and means implemented for this purpose.	103-2	7.4. Climate change strategy

Content of Act 11/2018			GRI Standard	Section
Information relating to the environment	Protection of biodiversity	Measures taken to preserve or restore biodiversity.	304-1	7.7. Biodiversity
		Impacts caused by the activities or operations of protected areas.	304-1	7.7. Biodiversity
Disclosures on personnel	Employment	Total headcount and distribution of employees by gender, age, country and professional category.	102-7, 102-8 405-1	3.1. Employment
		Total number and distribution of contracts types.	102-8	3.1. Employment
		Annual average of permanent contracts, temporary contracts, and part-time contracts by gender, age and professional category.	102-8	3.1. Employment
		Number of dismissals by gender, age and professional category.	401-1	3.1. Employment
		Average remuneration and its progression broken down by gender, age and professional category.	405-2	3.1. Employment
		Wage gap.	405-2	3.1. Employment
		Remuneration of equal or average jobs in society.	202-1	3.1. Employment
		Average remuneration of directors and executives, including variable remuneration, allowances, compensation, payment to long-term savings forecast systems and any other payment broken down by gender.	102-35 102-36 201-3	3.1. Employment
		Implementation of work disconnection policies.	402-1, 402-2	3.6. Work-life balance
		Employees with disabilities.	405-1	3.3. Diversity 3.4. Accessibility and disability

Content of Act 11/2018			GRI Standard	Section
People information	Organisation of work	Organisation of work time.	102-8	3.5. Organisation of work
		Number of absent hours.	403-2	3.5. Organisation of work
		Measures designed to facilitate work-life balance and encourage a jointly responsible use of said measures by parents.	401-3	3.6. Work-life balance 6. Actions against Covid-19
	Safety	Conditions of health and safety in the workplace.	103-2	3.8. Safety 6. Actions against Covid-19
		Occupational accidents, in particular their frequency and severity, as well as occupational illnesses. broken down by gender.	403-2 403-3	3.8. Safety
	Social relations	Organisation of social dialogue (including procedures to inform and consult staff and negotiate with them) .	403-1	3.9. Social dialogue
		Percentage of employees covered by collective bargaining agreements by country.	102-41	3.9. Social dialogue
		Balance of the collective bargaining agreements (particularly in the field of health and safety in the workplace).	403-1 403-4	3.9. Social dialogue
	Training	Policies implemented in the field of training.	404-2	3.2. Talent management
		Total number of hours of training by professional category.	404-1	3.2. Talent management
	Accessibility	Universal accessibility of people.	103-2	3.4. Accessibility and disability
	Equality	Measures taken to promote equal treatment and opportunities between women and men.	103-2	3.3. Diversity
		Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men).	103-2	3.3. Diversity

Content of Act 11/2018			GRI Standard	Section
Disclosures on personnel	Equality	Measures taken to promote employment.	103-2 404-2	3.1. Employment 3.2. Talent management 3.3. Diversity
		Protocols against sexual and gender-based harassment.	103-2	2.6. Prevention of harassment
		Policies against all types of discrimination and, where appropriate, integration of protocols against sexual and gender-based harassment.	103-2	3.3. Diversity 2.6. Prevention of harassment
Disclosures on human rights		Application of due diligence procedures in the field of Human Rights.	414-2	2.5. Human rights
		Prevention of the risks of Human Rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed.	412-1	2.5. Human rights
		Complaints about cases of human rights violations.	102-17, 419-1 411-1	2.5. Human rights
		Promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation regarding respect for freedom of association and the right to collective bargaining; elimination of discrimination in respect of employment and occupation; elimination of forced or obligatory labour; and effective abolition of child labour.	103-2	2.5. Human rights 3. People
Disclosures on fight against corruption and bribery		Measures taken to prevent corruption and bribery.	103-2	2.3 Anti-money laundering
		Measures to combat money laundering.	103-2	2.3 Anti-money laundering
		Contributions to non-profit foundations and entities.	103-2	2.3 Anti-money laundering

Content of Act 11/2018			GRI Standard	Section
Disclosures on society	Relations maintained with representatives of local communities and the modalities of dialogue with them	Impact of the Company's activity on employment and local development, local towns and villages and in the country.	203-1 204-1	4.1. SDG 4 4.2. SDG 10 4.3. SDG 8 6. Actions against Covid-19
		Relations maintained with the representatives of local communities and the modalities of dialogue with them.	102-43	4.1. SDG 4 4.2. SDG 10 4.3. SDG 8 6. Actions against Covid-19
		Association or sponsorship actions.	102-13 203-1	4.1. SDG 4 4.2. SDG 10 4.3. SDG 8
	Outsourcing and suppliers	Inclusion of social, gender equality and environmental issues in the procurement policy.	103-3	4.5. Suppliers
		Consideration in relations with suppliers and subcontractors of their responsibility.	102-9, 308-1 308-2, 407-1 409-1, 414-2	4.5. Suppliers
		Supervision and audit systems and their resolution.	308-1, 308-2	4.5. Suppliers
	Consumers	Measures for the health and safety of consumers.	416-1	4.5. Suppliers
		Systems for complaints received and resolution thereof.	418-1	4.4 Customers
	Tax information	Profits obtained country by country.		2.7. Responsible taxpayer
		Taxes on profits paid.		2.7. Responsible taxpayer
		Public grants received.		2.7. Responsible taxpayer

Annex 5

MITECO Carbon Footprint Registry Certificate for everis FY19

Registro de huella de carbono, compensación y proyectos de absorción de CO_2 del Ministerio para la Transición Ecológica

La organización:

EVERIS SPAIN, S.L.

Ha inscrito su huella de carbono en la sección a) de Huella de carbono y de compromisos de reducción de las emisiones de gases de efecto invernadero, con los siguientes datos:

Año de cálculo   2018

Alcances   1+2 y 3

Alcance 3 incluye las emisiones provenientes de las oficinas sin control operacional, de los proveedores principales, de los desplazamientos *in itinere*, de la gestión de residuos y del consumo de papel.

Límites de la organización incluidos en el cálculo   Actividades de consultoría realizadas en el territorio nacional en sus sedes de A Coruña, Alicante, Barcelona, Bilbao, Ciudad Real, Gran Canaria, Madrid, Murcia, Salamanca, Santander, Sevilla, Valencia, Valladolid y Zaragoza.

y se le otorga el derecho al uso del siguiente sello:

Valvanera Ulargui Aparicio
Directora General
Oficina Española de Cambio Climático
Ministerio para la Transición Ecológica

Fecha de inscripción: 22 - 08 - 2019

Código: 2019-a435

Annex 6

Independent Verification Report

AENOR

Non-Financial Information
Verification Statement

AENOR verification statement for

everis Spain, S.L.U.

concerning the consolidated statement of non-financial information

CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT FY19

according to law 11/2018

for the period ending on march 31, 2020

In Madrid on July 07, 2020

Rafael García Meiro
Chief Executive Officer

2000/0355/VNOF-2020

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everis Spain, S.L.U. (hereinafter the organization) with registered office at: Camino Fuente de la Mora 1 28050 – MADRID and on its behalf, Antonio GÓMEZ JARILLO, in charge of CSR GLOBAL MANAGER, has commissioned AENOR to carry out a verification under a limited level of assurance of its Non-Financial Information Statement (hereinafter EINF) in accordance with Law 11/2018 amending the Commercial Code, the revised text of the Law on Corporations approved by Royal Legislative Decree 1/2010 of 2 July and Law 22/2015 of 20 July on the Auditing of Accounts, with regard to non-financial information and diversity (hereinafter Law 11/2018).

As a result of the verification carried out, AENOR issues this Statement, of which the verified EINF forms part. The Declaration is only valid for the purpose entrusted and reflects only the situation at the time it is issued.

The purpose of the verification is to provide the interested parties with a professional and independent opinion about the information and data contained in the organization's EINF, prepared in accordance with Law 11/2018.

Responsibility of the organization. The organization was responsible for reporting its non-financial information status in accordance with Law 11/2018. The formulation and approval of the EINF, as well as its content, is the responsibility of its Governing Body. This responsibility also includes designing, implementing and maintaining such internal control as is deemed necessary to ensure that the EINF is free from material misstatement due to fraud or error, as well as the management systems from which the information required for the preparation of the EINF is obtained. The organisation, in accordance with the commitment formally undertaken, has informed AENOR that no events have occurred, from the date of the close of the financial year reported in the non-financial report until the date of verification, that might require corrections to be made to the report.

Verification program in accordance with ISO/IEC 17029:2019 AENOR, in accordance with the aforementioned Act, has carried out this verification as an independent provider of verification services. The verification has been developed under the principles of "evidence-based approach, fair presentation, impartiality, technical competence, confidentiality, and accountability" required by the international standard ISO/IEC 17029:2019 "Conformity assessment - General principles and requirements for validation and verification bodies".

Likewise, in the verification program, AENOR has considered the international requirements of accreditation, verification or certification corresponding to the information matters contemplated in the Law:

- European Regulation EMAS (Environmental Verification)

2000/0355/VNOF-2020

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AENOR

- SA 8000 (international labour principles and rights in accordance with the ILO (International Labour Organization), the Universal Declaration of Human Rights and the Convention on the Rights of the Child. SAAS Procedure 200)
- Environmental Management System (ISO 14001).
- Social Responsibility Management System, IQNet SR 10 and SA8000 schemes
- Quality Management System (ISO 9001).
- Energy Management System (ISO 50001).
- Occupational Health and Safety Management System (ISO 45001).

Additionally, the criteria and information that have been taken into account as a reference to carry out the Verification Program have been:

1) Law 11/2018 of 28 December, which amends the Commercial Code, the revised text of the Companies Act approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on the Auditing of Accounts, with regard to non-financial information and diversity.

2) Directive 2014/95/EU of the European Parliament and Council of 22 October 2014 amending Directive 2013/34/EU as regards the disclosure of non-financial information and diversity reporting by certain large companies and certain groups.

3) Communication of the European Commission 2017/C 215/01, Guidelines on non-financial reporting (methodology for non-financial reporting)

4) the international standard ISO/IEC 17029.2019 Conformity assessment - General principles and requirements for validation and verification bodies

5) The criteria established by the global sustainability reporting initiative in the GRI standards where the organisation has opted for this recognised international framework for disclosure of information relating to its corporate social responsibility performance

AENOR expressly disclaims any liability for decisions, investment or otherwise, based on this Declaration.

During the verification process carried out, under a limited level of assurance, AENOR conducted interviews with the personnel in charge of compiling and preparing the Report and reviewed evidence relating to:

AENOR

- Activities, products and services provided by the organization.
- Consistency and traceability of the information provided, including the process followed to collect it, sampling information about the reported.
- Completion and content of the statement of non-financial information in order to ensure the completeness, accuracy and veracity of its content.
- Letter of statements from the Administrative Body.

The conclusions are therefore based on the results of this sample process, and do not absolve the Organization of its responsibility for compliance with applicable legislation.

The personnel involved in the verification process, the review of findings and the decision to issue this Statement have the knowledge, skills, experience, training, supporting infrastructure and capacity to effectively carry out these activities.

CONCLUSION

Based on the foregoing, in our opinion, there is no evidence to suggest that the statement of non-financial information included in the CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT FY19 and for the year ended March 31, 2020, does not provide accurate information on the performance of everis Spain, S.L.U. and companies referenced in the consolidated non-financial information statement, in terms of social responsibility under Law 11/2018. Specifically, with regard to environmental, social and personnel issues, including the management of equality, non-discrimination and universal accessibility, human rights, the fight against corruption and bribery, and diversity.

everis

an **NTT DATA** Company