



ENVIRONMENT - SOCIAL - GOVERNANCE  
REPORT 20/21

STATEMENT OF NON-FINANCIAL INFORMATION

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01

# INTRODUCTION

# 1.1 LETTER FROM THE CHAIRMAN



In the most complicated year we have experienced as a company, I present the **everis Group's Non-Financial Report** for financial year 2020 (1 April 2020 to 31 March 2021), drawn up in accordance with the Global Reporting Initiative Guidelines and aligned with the United Nations 2030 Agenda, to whose Global Compact we subscribe.

The report sets out the results of our economic, social and environmental activities, as part of our dialogue with our stakeholders. These activities have been affected by COVID-19 and they have reinforced our commitment to society.

Since the beginning of the pandemic, everyone's health and safety has been our main concern, and we have taken preventive health measures with 98% of our staff teleworking and the highest level of communication and transparency with our professionals and customers.

Despite the economic slowdown, during the first months of the year we put in place a "talent protection plan" and decided not to make any redundancies, dedicating the time of people not assigned to projects to initiatives providing social benefits in the fields of health and education.

Fortunately, during the second half of the year activities have recovered in the entire **everis** Group and we have continued to create direct employment, hiring over 9,000 qualified professionals in the field of technology, 95% of which are permanent contracts. These hiring volumes maintain our position as one of the largest generators of employment in Spain.

Our sustainable-growth strategy, based on developing diverse talent, has enabled us to improve the ratio of women in the company's top management, despite the worrying shortage of technology vocations in the market.

Regarding the confidence of our customers, it is important to point out that they have recognised our capacity to propose innovative solutions, which has enabled us to improve our satisfaction index (8.4 out of 10) in the surveys carried out on the projects we have completed.

On the environmental and energy side, and thanks to the efficient use of technology, we have reduced our carbon footprint by 81% and are moving towards our goal of becoming carbon neutral and contributing to meeting the Paris Agreement targets.

Finally, and on behalf of all the members of the **everis** Board of Directors, which I have the honour of chairing, I would like to convey our acknowledgement and gratitude to **everis** professionals, who despite the situation of loss of family, friends and colleagues have demonstrated and reinforced their commitment and solidarity with those who need it most.

Thank you very much,



**Eduardo Serra Rexach**  
Chairman of the everis Board of Directors

1.2

## COMMITMENT TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS



This report details the non-financial statement of the **everis** Group for fiscal year 2020/2021 (hereinafter FY20), which covers the period 1 April 2020 to 31 March 2021.

The report has been drawn up to comply with the requirements set out in *Act 11/2018 of 28 December 2018 on non-financial information and diversity, which amends the Commercial Code, the revised text of the Capital Companies Act, approved by Royal Legislative Decree 1/2010 of 2 July, and Act 22/2015 of 20 July, on Auditing of Accounts, on non-financial information and diversity (originating from Royal Decree-Law 18/2017 of 24 November)*.

This report, together with the Directors' Report, has been formulated by the Board of Directors and describes its commitment, as the Company's highest representative body to the management and supervision of the relevant non-financial aspects of the Group's activities.

The sustainability reporting standards of the Global Reporting Initiative (GRI Standards) have been followed.

The Materiality Study has been updated to understand the concerns and needs of key stakeholders. It reports on material issues, its strategy and the concerns expressed by **everis** stakeholders.



## SUSTAINABLE DEVELOPMENT GOALS



At **everis** we add value and contribute to society. We are committed to the UN Sustainable Development Goals of the 2030 Agenda to build a better, more sustainable society through our business and corporate initiatives.



**everis'** ESG (environment, social and governance) strategy focuses on contributing to the SDGs, the matters that our stakeholders consider relevant, economic growth, quality education, diversity and inclusion, social issues and governance.

Lines of action at **everis**:



Promote the use and development of technological solutions that reduce adverse effects on the climate and improve the planet.  
TECHNOLOGY FOR THE PLANET



Accelerate / foster digital education to achieve economic growth and create a more diverse and inclusive world.  
DIGITAL EDUCATION, DIVERSITY AND INCLUSION



Promote the responsible use of AI, security, data privacy and ethics in the management of our stakeholders' information (shareholders, customers, suppliers, employees, society...)  
GOVERNANCE

We have materialised our commitment to fight the pandemic in a host of initiatives carried out thanks to our employees' involvement and talent, and the collaboration of administrations, companies and NGOs.

Building a better society through talent and responsible technology

**E** Environment  
**S** Social  
**G** Governance







### Quality education

We work on developing **digital competences** in all groups, especially in children, proposing projects to improve teaching and to develop new competences, creativity and innovation. Through workshops, we train teenagers who are at risk of dropping out of school, trying to bring technology closer to them and make it attractive to them.

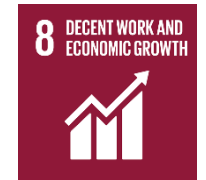


### Diversity and inclusion

We are convinced that, together, we can offer a more diverse and inclusive future in which the new generations can be what they want to be.

To do our bit, we're promoting **#girlsgonna**, an initiative to break stereotypes and reduce the gender gap associated with STEM (Science, Technology, Engineering and Mathematics) vocations. Through this initiative we seek to change the way adults behave so that, as a society, we can leave a more diverse and inclusive future where **children can be whatever they want to be**.

We are committed to a diverse society in which there is room for everyone, with different abilities, cultures and generations, convinced that this diversity promotes innovation and enables us to face new situations.



### Social Impact and Volunteering

We contribute to the local development of the communities in which we operate through our work. We try to improve the living conditions of some groups at risk of exclusion and –through the voluntary work of our professionals, who contribute with their knowledge and experience– we promote the digital development of organisations that do not have resources.

We have been members of Teaming since its foundation. Teaming is an online platform to raise funds for social causes through micro-donations of €1, with the philosophy that among many we can achieve great things.


**13** CLIMATE ACTION


### Environment and Energy

We maintain a strong commitment to environmental protection and energy use. So, we have an environmental policy to ensure we manage energy in our offices and workplaces efficiently.

We are working to reduce our carbon footprint. To this end, we promote and support using clean energy, eliminating plastic, using sustainable transport and we try to promote the circular economy by donating our electronic devices.



### Governance and Partnership

We are committed to good governance, ethics, transparency and data security. We promote awareness and provide training in areas such as personal data protection, intellectual property and competence issues. We promote a zero-tolerance culture towards corruption offences and have measures in place to prevent it.

Given the nature of our business and the increasing weight of technology in our decision-making, we have developed Ten Principles of best practices for the responsible use of artificial intelligence.

The extraordinary repercussions of Artificial Intelligence in all sectors has given rise to the need for joint and responsible action by companies to develop inclusive AI through careful management that avoids unintended but significant harm to workers, individuals and society as a whole.

Together with Fundación SERES, we have constructed Ten Principles based on the analysis of the business reality on the design of technological solutions that take into account the social perspective.

# 1.3 MATERIALITY ANALYSIS



This analysis aims to understand which emerging material issues are gaining prominence and how important they are, which will enable us to develop action plans to address them.

As a result, in FY20 stakeholders were updated and some names changed and the following 8 groups were identified as relevant for everis:

- Employees
- Board of Directors
- CEOs and senior management
- Customers
- Suppliers
- Professional Associations/Academic Institutions
- NGOs/Foundations
- Communication media

The results are used in the planning process in which we define indicators, objectives and actions to further improve performance in relation to the issues analysed and their evolution, to successfully respond to stakeholder expectations.

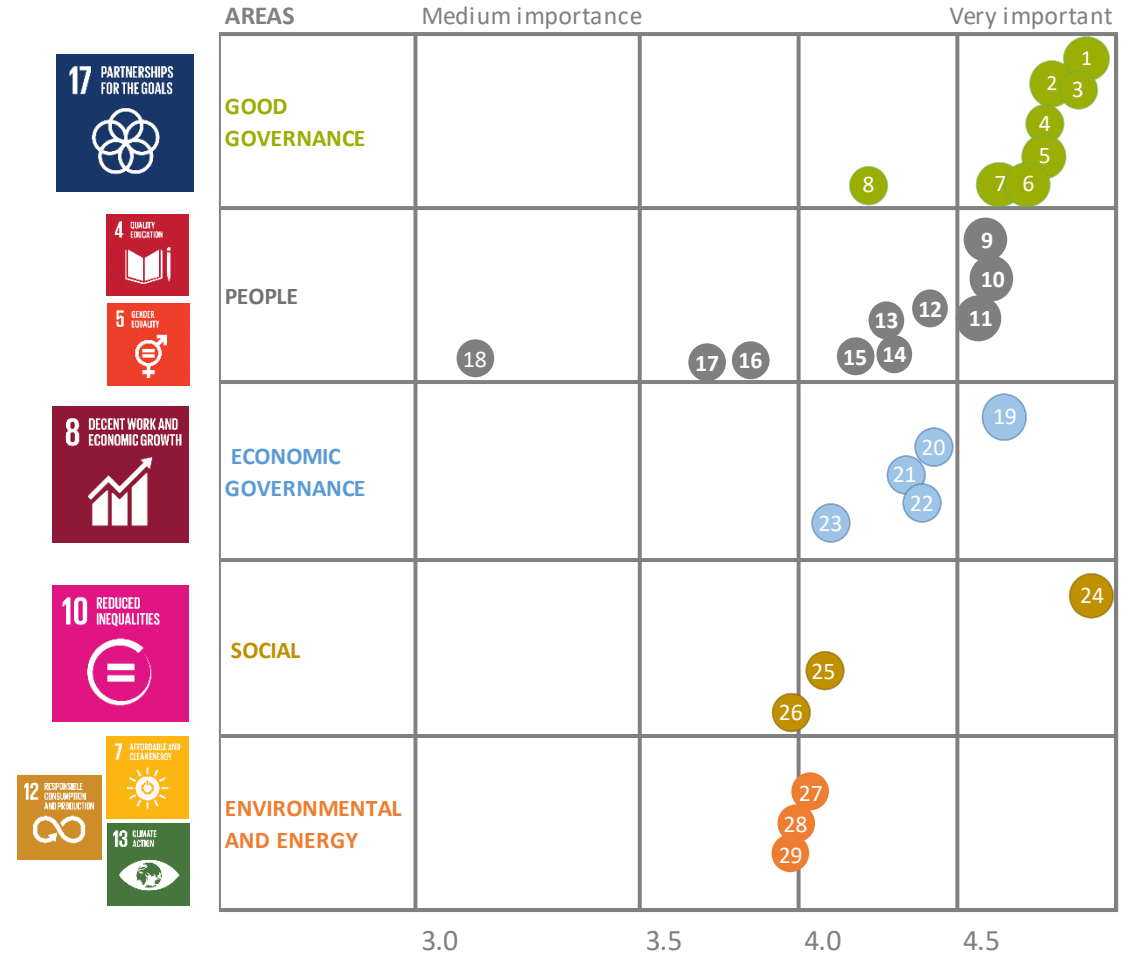


As a result of this analysis, a materiality matrix is obtained that depicts the valuation given by stakeholders for each of the relevant issues.

VERY IMPORTANT		EXTREMELY IMPORTANT	
24	Customers	20	Job creation
1	Regulatory compliance	21	Remuneration policy
3	Transparency of information	22	Innovation R&D&I
2	Information security and data protection	12	Security
4	Crisis management	8	Stakeholder relationship
5	Reputation and image	13	Diversity
6	Risk management	14	Accessibility and Disability
7	Whistleblowing Channel	15	Welfare
19	Economic sustainability	25	Social commitment
9	Talent management	23	Fiscal responsibility
10	Work organisation and reconciliation	27	Pollution prevention. Recycling
11	Equality	28	Environment and energy
		28	Policies

MEDIUM IMPORTANCE	
26	Suppliers
29	Climate change
16	Social dialogue
17	Education initiatives
18	Collective bargaining agreement



## INTRODUCTION

### 1.3 MATERIALITY ANALYSIS






Very Important		Monitoring
24	Customers	Chapter 4.4. Customers Customer satisfaction KPI
1	Regulatory compliance	Chapter 3.5 Human rights
3	Transparency of information	Chapter 4.1. Social dialogue
2	Information security and data protection	Chapter 3.4. Risk management
4	Crisis Management	Chapter 3.4. Risk management
5	Reputation and image	Chapter 3.2. Measures to prevent corruption and bribery Chapter 3.3. Combating money laundering
6	Risk management	Chapter 3.4. Risk management KPI Compliance Course
7	Whistleblowing Channel	Chapter 3.6. Prevention of harassment
19	Economic sustainability	Chapter 3.7. Responsible taxation
9	Talent management	Chapter 4.1. People. Training N° courses per employee KPI Employee Job Satisfaction KPI
10	Work organisation and reconciliation	Chapter 4.1. People. Reconciliation, compensation and social benefits Teleworking employees KPI
11	Equality	Chapter 4.1. People. Diversity and inclusion N° of women in everis KPI
Medium Importance		Monitoring
26	Suppliers	Chapter 4.3 Suppliers Local suppliers KPI
29	Climate Change	Chapter 5.5 Climate change strategies KPI Carbon footprint/employee
16	Social dialogue	Chapter 4.1 People. Social dial.
17	Education initiatives	Chapter 4.2. Company Volunteer employee KPI
18	Collective bargaining agreement	Chapter 4.1. People. Agreements and trade unions

High Importance		Monitoring
20	Job Creation	Chapter 4.1. People. Number of employees N° of new hires KPI
21	Remuneration policy	Chapter 4.1. People. Remuneration.
22	Innovation R&D&I	Chapter 4.1. People
12	Security	Chapter 4.1. People. Security and prevention
8	Stakeholder Relationship	Chapter 1.3. Materiality Analysis
13	Diversity	Chapter 4.1. People. Diversity and inclusion N° of women Top Executives KPI N° of women on Board KPI
14	Accessibility and Disability	Chapter 4.1. People. Accessibility. Disability N° of people with disabilities KPI
15	Welfare	Chapter 4.1. People. Reconciliation, compensation and benefits
25	Social commitment	Chapter 4.2. Company
23	Fiscal Responsibility	Chapter 3.7. Responsible taxation
27	Pollution prevention. Recycling	Chapter 5.6. Circular economy
28	Environment and energy Policies	5.2 Environmental and energy policy

Relevant issues are reported annually and can be found in the chapters of the report.

# 1.4 EVERIS' CSR INDICATORS



		FY17	FY19	FY20 Objectives	FY20	FY21 Objectives
 Education	Non-everis employee training	-	-	10,000	30,000	50,000
	N° courses per employee	4.18	4.69	6	5.3	6
	Employee satisfaction (* every 2 years)	75%	80%	80%	84%*	80%
 Diversity and inclusion	N° of women in everis	27.58%	28.01%	28%	28.79%	29%
	N° of women Top Executives	10.7%	12.4%	14%	14.49%	15%
	N° of women on Board	17%	27%	27%	27%	27%
	People with disabilities****	0.57%	0.62%	0.65%	0.7%	0.8%
 Economy Social Work	Contracting	9,694	9,522		9,241	9,250
	Local suppliers	78%	>90%	90%	84%	90%
	Customer satisfaction	8.1/10	8.1/10	8.1/10	8.4/10	8.4/10
	Teleworking employees	20.30%	24.50%	50%	98%	50%
	Volunteer employees	4%	6%	6.5	10%***	10%
 Environment and energy	Carbon footprint/employee	0.8 t	0.65 t	0.60 t	0.11 t	0.65**t
 Governance	Independent board members	33%	36%	36%	36%	36%
	Course on compliance	-	21.6%	80%	96.67%	97%

\* Partial survey on a sample of 1546 people

\* Due to the change in the working model, the initial estimate has been updated

\*Volunteer actions have increased for covid reasons; however, they have not been formalised, and the number of volunteers estimated are more than 10%

\*\*\*\* As we cannot reach the established quota, we work with different local providers to comply with the alternative measures.



A woman with long dark hair is wearing a VR headset with a glowing green visor. She is in a dark space environment filled with stars and floating white crystalline particles. Her hands are positioned as if interacting with these particles. The overall mood is futuristic and immersive.

02  
OUR  
BUSINESS

**everis** Spain, S.L.U. is a multinational consulting firm that offers business solutions, strategy, digital transformation, development and maintenance of technological applications, and outsourcing. It covers all sectors of the economy, with a turnover in the last financial year of €1,545 million. The company employs over 30,000 professionals in Europe, the United States, Latin America and Africa.

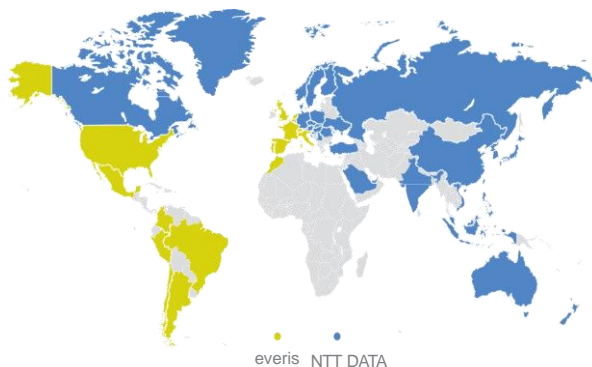
In 2014, **everis** joined the NTT DATA, the eighth largest IT services company in the world, with over 130,000 professionals and a presence in over 50 countries in Asia-Pacific, the Middle East, Europe, Latin America and North America. With an annual turnover of 21 billion dollars.

NTT DATA is part of the NTT Group, one of the world's leading telecommunications companies. The NTT Group has a select global IT and telecommunications services group: NTT, NTT WEST, NTT EAST, NTT DATA, NTT docomo and NTT Ltd.

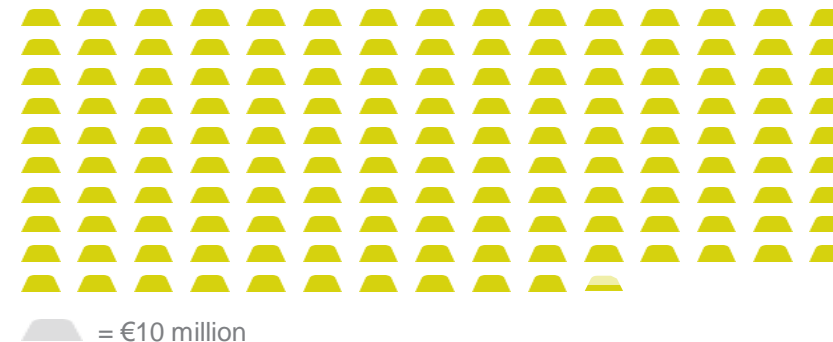
The company organisation can be found in Annex 1

## 17 Countries

- Argentina
- Belgium
- Brazil
- Chile
- Colombia
- USA
- Spain
- The Netherlands
- Italy
- Luxembourg
- Morocco
- Mexico
- Peru
- Portugal
- United Kingdom
- France
- Switzerland

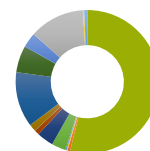


1,545  
€ million invoiced



30,349  
Professionals

= 250 persons



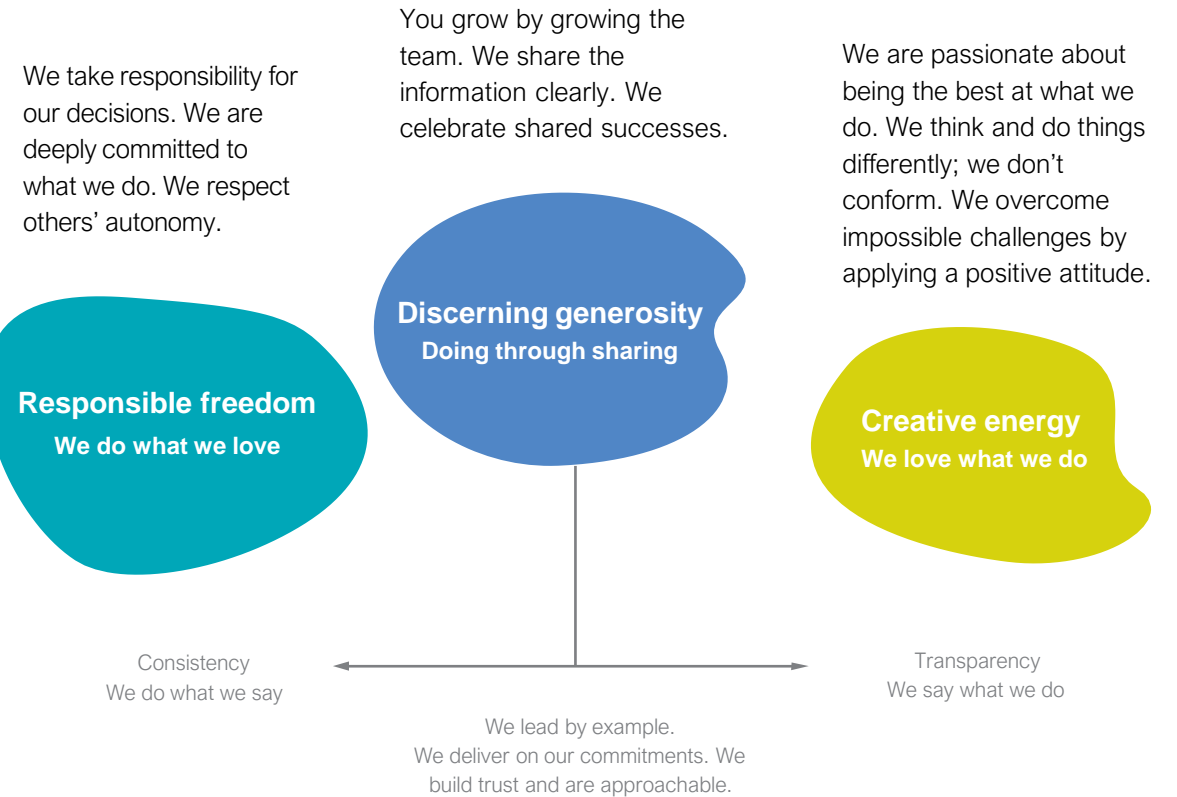
- Spain
- Belgium
- France
- The Netherlands
- Luxembourg
- Italy
- Portugal
- United Kingdom
- Switzerland
- Argentina
- Brazil
- Chile
- Colombia
- México
- Peru
- USA
- Morocco

**everis' purpose and mission** is to be a worldwide company that excels both ethically and emotionally. A company that is led by values and where dreams really can come true.

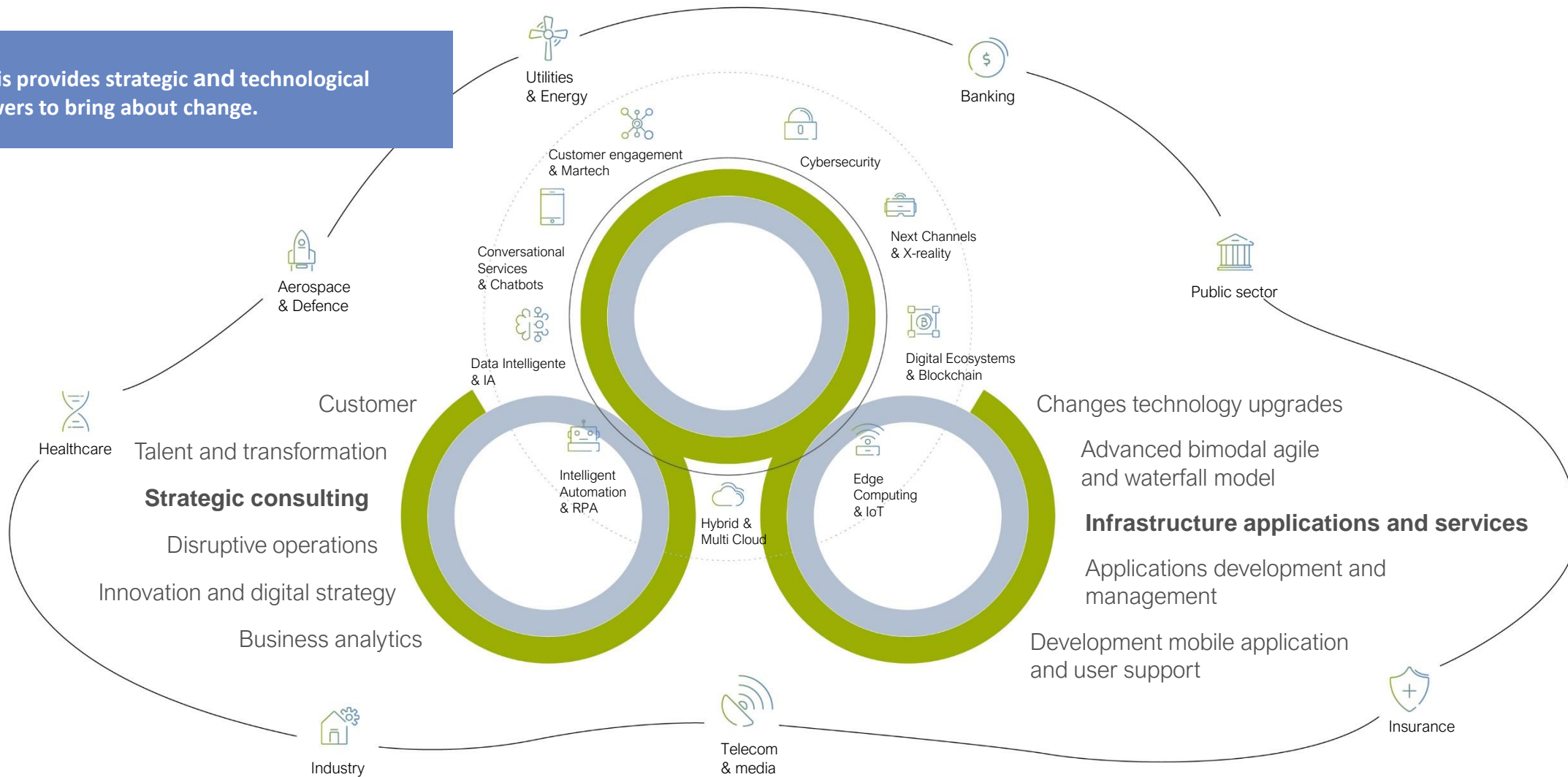
### Beliefs

- The company must be led by a balance of economic, ethical and emotional values.
- People and their integral development must be the company's purpose and not merely resources to be employed.
- High professional performance is enhanced by creating a context of responsible freedom.

### everis' Values



everis provides strategic and technological answers to bring about change.



**everis** is a multinational consulting firm with 30,349 professionals, offering business solutions, strategy, digital transformation, development and maintenance of technological applications, and outsourcing in all sectors: banking, insurance, telecom & media, public sector, health, utilities & energy, infrastructure, mass consumption, tourism, logistics and transport, automotive and aerospace.

CONSULTANCY	Income 25%
-------------	---------------

- Strategic consulting
- Organisational consultancy
- Process consultancy
- Definition of master plans
- Digital solutions design consultancy
- PMO
- Technical offices
- Market analysis consultancies

DEVELOPMENT AND INTEGRATION	26%
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- Turnkey projects for applications or systems developments
- Turnkey projects for implementing proprietary and/or opensource market technologies
- T&M projects in squad mode or by subcontracting traditional generalist or specialist profiles
- Migration and system upgrades

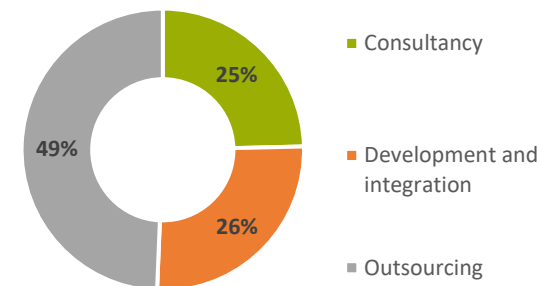
OUTSOURCING	49%
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Information Technology Outsourcing (ITO)
Application Management Services (AMS)
Business Process Outsourcing (BPO)

The following tables show the percentages of consulting-services revenues obtained in the service areas:

REVENUES BY INDUSTRY	Income
----------------------	--------

Manufacturing	2,6 %
Financial services	42,1%
<ul style="list-style-type: none"> <li>• Banking</li> <li>• Financial services</li> <li>• Asset Management</li> <li>• Insurance (including health insurance)</li> </ul>	
Public Administration	6,8 %
Telecom and Media	12,9 %
Energy and Public Utility Companies	22,0 %
Distribution and Consumption	2,3%
Transport and Travel	2,1%
Construction and Infrastructure	1,4%
Healthcare (healthcare and pharmaceuticals)	2,2%
Others	5,7%



TECHNOLOGICAL TRENDS	Income
----------------------	--------

Automation and Robotisation	2,40%
Big Data and Data Analytics	2,00%
Blockchain	0,20%
Cybersecurity	0,50%
Cloud Computing	6,00%
Artificial Intelligence (AI)	0,20%
IoT	0,14%
Other business	88,56%

To meet the challenges presented by the company's presence in all these sectors, it relies on an ecosystem of over 30 technology partners, strategic alliances and associations.

the confidence of working with the best:



Advanced  
Consulting  
Partner



Google Cloud  
Partner

Premier Partner de  
Google Cloud



Platinum  
Partner



Adobe

Silver Partner

ORACLE

Partner



Global Partner  
& Gold Partner

Gold  
Microsoft  
Partner



Gold Cloud  
Partner



Red Hat

Premier  
Business  
Partner



03

CORPORATE  
GOVERNANCE

# 3.1 GOVERNING BODIES





To achieve the company's goals and ensure its mission, **everis** has the following governing bodies :

### Board of Directors

The Board of Directors is **everis'** highest decision-making body. Its main mission is governance and it has powers to direct, manage and represent the company as it develops the activities of 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 the functions of fostering, supervising and controlling management.

The current members of the Board of Directors are:

BOARD OF DIRECTORS	
Chairman	Eduardo Serra Rexach
CEO of everis Group	Fritz Hoderlein Cabistany
Independent board members	Pedro Luis Uriarte Santamarina (Vice-Chairman) Pilar Zulueta de Oya Alejandro Ferreiro Yazigi Monica de Oriol Icaza
Proprietary directors of the NTT DATA Group	Chieri Kimura Tetsushi Sasago Patrizio Mapelli Kei Anzai Miyuki Ide
Secretary of the Board	Antonio Gómez Jarillo

The role played by of the Board of Directors (the highest governing body) of the **everis** Group's parent company to identify and manage economic, environmental and social consequences is that of ultimate guarantor, supervising and monitoring the global risk-management performed by the Chief Risk Officer ("CRO") and other corporate governance bodies of the Company. This function is seen in the principles of good corporate governance, regulatory compliance and internal control applied by the Company and in the specific actions and plans, whose supervision and monitoring is delegated to the Audit & Compliance Committee.

Regarding the above, to ensure the Company's risks at Group level are properly managed, the CRO leads the global Risk & Insurance Management area. Within the Risk Management function, the CRO, in coordination with the Regulatory Compliance & Risk Management Committee, has prepared a global risk matrix that includes all risks related to the **everis** Group's activities.

This Matrix contains the risks according to a specific methodology that takes into account three categories (risks associated with the external environment, risks associated with the business and risks associated with Compliance), as well as their consequences and probability of occurrence. Each risk is quantified. Each FY, the CRO reports to the Audit & Compliance Committee on global risk assessment (Annual Risk Assessment), in coordination with the other Company areas in the involved.

This report is carried out three times a year, at the beginning, in the middle and at the end of the FY. The reports comprise, in summary, this information:

- Report at the beginning of FY: The Global Risk Matrix identifies the material risks or most critical risks in the organisation, anticipating some of the measures considered appropriate to prevent or mitigate them in that FY.
- Mid-FY report: Halfway through the corresponding FY, the specific measures adopted by the Group to prevent or mitigate each material risk identified are reported, as are the number of incidents that may have occurred, if any, the status of any measures taken (planned or unplanned) and their evaluation, together with any issues that the Internal Audit area may have detected.
- Report at the end of FY: A final assessment of the identified material risks is presented, including the total number of incidents, the degree of implementation of the measures taken to prevent or mitigate them, and the measures estimated to be continued or adopted, as appropriate, in the next FY.

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At each meeting of the Audit & Compliance Committee the **everis** Group's Internal Audit Department reports on all the work carried out since the last Committee meeting, including the report on its review work, as well as the follow-up of the recommendations made to the units or areas audited.

In its regular report at each meeting, and specifically at the end of each FY, the Audit & Compliance Committee reports to the Board on its conclusions regarding the work of the Internal Audit area and on the aforementioned risk assessment.

These risk-management procedures also analyse the information that has been obtained through channels that the Company has institutionalised, such as those derived from its membership of business associations and its participation in opinion forums linked to its activities.

The role played by the Board of Directors of the **everis** Group's parent company in evaluating the effectiveness of the organisation's risk management processes in economic, environmental and social matters, is also that of the ultimate guarantor, as the evaluation of the effectiveness of the processes is delegated to the Audit & Compliance Committee as described above. This Committee supervises any incidents and actions that may result from the global Internal Audit area's independent functions on the control and effectiveness of internal processes.

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In line with the above, the Internal Audit Department regularly reports to the Internal Audit Committee, which in turn submits the report to the Board of Directors who evaluate the effectiveness of the risk-management processes in said areas.

The frequency with which the Board of Directors assesses the economic, environmental and social issues and their consequences, risks and opportunities is regular, throughout each FY, and is performed at least every two months.

## Delegated Commissions

As part of its organisational functions, the Board formally established two delegated committees; the audit and compliance committee and the nomination and remuneration committee, mentioned above.

To guarantee the representation of independent directors, the Board may appoint a representative of the independent directors as Lead Director. The Lead Director's main function is to coordinate external Board Members. This function may also be performed by the Vice-Chairman of the Board when appointed.

**everis** has a Board of Directors Regulation whose purpose is to determine, in accordance with the principles of transparency and good corporate governance, the rules of organisation and operation of the Board of Directors of **everis** Spain, S.L.U.

The members in office during FY20 are listed below.

Position	Appointments and Remuneration	Audit and Compliance
<b>Chairman</b>	Pilar Zulueta de Oya	Alejandro Ferreiro Yazigi
<b>Members</b>	Pedro Luis Uriarte Santamarina	Pilar Zulueta de Oya
	Monica de Oriol Icaza	Chieri Kimura
	Chieri Kimura	Kei Anzai
	Kei Anzai	Miyuki Ide
	Miyuki Ide	
<b>Secretary</b>	Antonio Gómez Jarillo	Antonio Gómez Jarillo

## 3.2 ANTI-CORRUPTION AND BRIBERY MEASURES



In FY20, the **everis** Group suffered no events in the development of its activity that might be associated with possible conduct linked to corruption and/or bribery and, therefore, there have been no repercussions on the financial statements. In accordance with its corporate governance regime and within the framework of its global Compliance Programme, the Group continues to develop initiatives to prevent this type of conduct.

No complaint or communication involving possible conduct related to corruption or bribery or allegedly irregular conduct in this area has been received through the Group's global Whistleblowing System in the FY. However, in FY20, the Group received 20 complaints through this channel, 15 of which were anonymous (where the complainants preferred not to identify themselves). Most of these communications were associated with the People (Labour) area, as they refer to cases involving incidents in the sphere of people management, and are not specifically related to Compliance. In these cases, communications have been redirected internally, through the appropriate channels, to the relevant HR units for investigation and management. This channel allows any Group employee or professional, and any third party who is related to the Group or may act on its behalf, to make complaints confidentially and anonymously. The information communicated is kept encrypted and under appropriate security measures.

Within the corporate risk-management framework implemented by the Group's Chief Risk Officer (CRO), no material risk related to corruption or bribery has been identified at global level in this FY, making any procedures in this area and the consequent adoption of appropriate prevention or mitigation measures unnecessary.

Consequently, it was not necessary for the CRO to report any such event to the Group's Audit & Compliance Committee (the body to which the Board of Directors delegates the specific functions of supervising Compliance and Risk Management activities). In this regard, the Chief Compliance Officer (CCO) and the global Compliance area have not reported any risks of this type to the Global Compliance & Risk Management Committee or to the above-mentioned Commission.

In this FY there is some open litigation involving the Group, although it is not material and does not involve corruption or bribery.

Also, at the date of drafting the statement of non-financial information, it should be noted that **everis** Spain, S.L.U. has filed an appeal against the resolution (not final or definitive) of the National Markets and Competition Commission (CNMC), for alleged liability, mitigated and incidental, in alleged anti-competitive practices and which was reported in the last FY, is still pending ruling by the competent court (Audiencia Nacional). It should be noted that in this litigation **everis** Spain, S.L.U. has filed a new brief in the framework of the appeal filed in court before the Audiencia Nacional against the CNMC's decision. In this brief, it invokes the doctrine of a recent ruling of the Court of Justice of the European Union (CJEU), reinforcing the arguments and grounds originally put forward in the appeal by the aforementioned entity.

**everis** Spain, S.L.U. continues to reinforce its global Compliance Programme to prevent allegedly anti-competitive conduct, which involves regularly updating it and adopting measures and actions linked to awareness raising/training, improving internal procedures and consequently reviewing them under the supervision by the Internal Audit area.

During FY20, the **everis** Group launched an updated version of the global Compliance course, reinforcing the guidelines in certain especially sensitive areas linked to the Company's activity, such as crime prevention, intellectual property, labour relations, competition, in line with NTT Group tax and personal data-protection guidelines.

The **everis** Group continues to promote a culture of zero tolerance of crime in the organisation, including corruption, and continues to strengthen preventive initiatives. In this regard, as in the previous FY, the Group continues to carry out awareness-raising and training actions on internal anti-corruption policies and procedures, and has global training for the entire organisation, covering all levels and job categories. In particular, in FY20, the **everis** Group maintained training and awareness-raising actions on the following aspects and areas:

### Code of Ethics and Professional Conduct

(includes NTT DATA's Global Compliance Policy)

The **everis** Group's Code of Ethics and Professional Conduct, the framework for the Global Compliance Programme, promotes regulatory compliance in all jurisdictions in which the Group operates and fosters ethics, as well as the principles of integrity and transparency.

The Code also sets out the fundamental guidelines to be followed by all the Group's professionals and third parties with whom it interacts and who are included in its scope of application, including the prohibition of corruption and bribery, directly or indirectly, in both the private and public sectors.

Violation of the rules contained in this Code may constitute a breach of these internal rules of the organisation and, depending on the analysis of the event, may result in sanctions and/or the corresponding legal actions. The Code is public and is accessible on the corporate website ([www.everis.com](http://www.everis.com)) and for employees on the global intranet.

### Global Gift & Hospitality Policy

This applies to all **everis** Group professionals and includes specific guidelines to be followed in relations with the public and private sectors, and within the organisation. Regarding the public sector, it is expressly forbidden to directly or indirectly give or offer any gift or hospitality expense to a public official, regardless of the amount or value, or if a tender is in progress in which **everis** may eventually be awarded the contract, to avoid any irregular conduct aimed at obtaining influence or favourable treatment. The Policy restricts gifts and hospitality expenses in the organisation to proportionate need, justifiable actions, record-keeping and full compliance with local customary business practices and applicable regulations.

### Specific awareness-raising, training and communication actions

To prevent criminal risks, in FY20 the **everis** Group continued to provide training in anti-corruption, anti-bribery and anti-money laundering through various face-to-face awareness-raising activities and the general global training contained in the Compliance Course, which is compulsory for all employees.

## Global Anti-Corruption Policy

The Global Anti-Corruption Policy has been updated as part of the periodic review of the implemented Global Compliance Programme and in line with NTT DATA Group Compliance criteria. In coordination with its overseas subsidiaries located outside Japan, the parent company of the NTT DATA Group has developed two Global Policies common to those subsidiaries that have a key impact on the prevention of any risk of corruption or bribery. These are the NTT DATA Group Procurement Policy and the NTT DATA Group Third-Party Due Diligence Policy on Anti-Corruption and Bribery. Accordingly, the **everis** Group has aligned the content of its Procurement and Anti-Corruption Policies with these common global policies.

All areas of the organisation, and especially the Business areas, must be very aware of these Policies, in their new versions, and must apply them and comply with them in full.

The Global Anti-Corruption Policy promotes zero tolerance of corruption in any form and provides guidelines to be followed in this area, with particular reference to compliance with US and UK anti-corruption regulations, specifically the US Foreign Corrupt Practices Act ("FCPA") and the UK Bribery Act ("UKBA"), as well as Anti-Bribery and Money Laundering regulations that may be applicable at any given time, whether international, European or national.

Finally, the **everis** Group encourages the use of the Anti-Bribery Clauses developed by the TRACE International Association (Anti-Bribery Compliance Solutions) in all international contracts entered into by the company that affect these areas.

## Global Compliance Course

At the express request of NTT DATA this course is mandatory for all Group employees and it is monitored annually by the Global Chief Compliance Officer and the global Compliance area, together with other areas of the organisation involved. The course includes a wide range of training, including Anti-Corruption/Anti-Bribery.

This year, through the updated course version, the Group continued to reinforce compliance by all Group professionals with the Global Criminal Policy and reminded them of the existence of the global Whistleblower Channel for reporting any alleged breach of regulations, including possible corruption offences. This global Criminal Policy and the Catalogue of Criminal Risks that accompanies it as an Annex describes the types of offences for which the legal entity may be criminally liable in Spain in accordance with the Criminal Code in force –because the Group's parent company is established in Spain and, therefore, this legislation is directly applicable to it– is available to all employees in a prominent place on the global corporate Intranet.

Moreover, other areas in which compliance is required have been updated, such as tax, labour, intellectual property, competition and privacy and personal data protection.

This new version of the course, available to all employees from 3 February 2020, had been taken by 25,635 professionals (globally) by the end of the financial year on 31 March.



### Global Compliance Risk Matrix

Identifies suspected breaches of regulations and/or offences, associated with corruption, bribery or money laundering, as well as specific measures for their prevention.

This Matrix identifies the criminal risks that may be directly linked to the Group's activity, based on the probability of occurrence and their impact. In FY20, the priority levels of crimes that may be associated with this activity and the risk categories according to a scale of 1 to 5, from Low (1), Low/Medium (2), Medium (3), Medium/High (4) and High (5), were maintained. In this Matrix, no High-category criminal risks were identified and, in the Medium/High category, the following were detected, which correspond to the types of criminal offences typified by the Criminal Code in force and which could result in criminal liability for the Company: Industrial and Intellectual Property, Business Corruption, Discovery and Disclosure of Secrets, Damages, Bribery and Influence Peddling. To manage and adapt it to the local legislation applicable in each of the jurisdictions, the Risk Matrix has been transferred through the roll out phase in the countries where the **everis** Group is present and to which reference will be made below, .

### Control, corrective, monitoring and audit actions

They are carried out by the Global Chief Compliance Officer, the global Compliance area and the global Internal Audit area. They aim to implement effective measures to detect, monitor and correct non-compliant conduct involving offences or compliance risks in the organisation, that are linked to corruption and related conduct.

### Anti-Corruption Commitment

The **everis** Group continues to include this Commitment in all contracts to be signed with external advisers and commercial intermediaries (commission agents, agents, representatives and distributors). This commitment seeks to ensure compliance with all anti-corruption regulations applicable to third parties with whom the Group interacts.

To reinforce this, it is analysed in each case and when dealing with an international contract, the TRACE Anti-Bribery clauses mentioned above in the "Global Anti-Corruption Policy" section is included.

### Whistleblowing Channels and Systems

The **everis** Group has a global, confidential and anonymous (if so desired by the whistleblower) Whistleblowing System, enabled on the **everis** corporate website ([www.everis.com](http://www.everis.com)) for all Group employees and any other third parties (customers, suppliers, etc.) who act on behalf of **everis** or who, in any way, interact or collaborate with the Group. In this FY, the Internal Procedure governing the operation of this channel were updated by bringing it into line with Directive (EU) 2019/1937 on the protection of persons reporting breaches of Union law. This internal procedure is available to all Group employees on the global corporate intranet in the "Compliance" section.

It is also worth highlighting the objectivity of this channel, which uses an outsourced operation that is managed by a prestigious law firm and resides on an advanced external technological platform in Germany, maintaining its characteristics as a confidential and anonymous channel, in accordance with the pertinent privacy and security parameters:

- Information on the Group's internal anti-corruption policies and procedures has been shared with members of the Board of Directors.
- The Group's internal anti-corruption policies and procedures have been communicated to the organisation's employees and are available to them in a prominent place on the global corporate intranet. On this point, it should be noted that a new global intranet was created for the Group in this FY, reserving a space where the aforementioned internal policies and procedures are located visibly and prominently.
- Anti-corruption policies and procedures are internal, but their main content is communicated to all business partners with whom the Group interacts.
- Information on anti-corruption awareness and training actions has been shared with the members of the Board of Directors.
- Group employees have received anti-corruption training.

# 3.3 ANTI-MONEY LAUNDERING MEASURES



The anti-money laundering measures, contributions to foundations and non-profit organisations that apply to **everis** are summarised below:

- Compliance: Updated version of the Global Anti-Corruption Policy.
- Compliance: Global Gift & Hospitality 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 or eEGAM.

There have been no material contributions to foundations or non-profit organisations linked to the Company's pro bono activities (these are dealt with in section 4.2 of this Report), which, in any case, would be controlled by the measures indicated above. Notwithstanding this, in view of the COVID-19 pandemic situation, and for the benefit of entities or people affected by it, the Group's entities have carried out some pro bono projects, on a one-off and temporary basis, within the framework of the CSR initiatives led and managed by the global Corporate Social Responsibility area, after analysis and validation.



# 3.4 RISK MANAGEMENT



The **everis** Group, in accordance with its principles of good governance and internal control, has a global Risk & Insurance Management area, led and managed at Group level by the Chief Risk Officer ("CRO"). Within the Risk Management function, the CRO, in coordination with the Regulatory Compliance & Risk Management Committee, has prepared a global risk matrix that includes all risks related to the **everis** Group's activities.

This Matrix contains the risks according to a specific methodology that takes into account three categories (risks associated with the external environment, with the business and with Compliance), as well as their consequences and probability of occurrence. Each risk is quantified. The three categories are:

- **Risks that may affect the Company's Model** (referring mainly to the maintenance of the Quality and Generosity Model) and its growth.
- **Business-related risks**, such as exogenous or market risks, the responsibility for which is assigned by the Audit Committee to **everis'** executive management.
- **Operational risks**, whose analysis and assessment is carried out by the Internal Audit Department and the results are shown in the studies and reports and in each Audit Unit's detailed and complete Risk Matrix, after review.

Operational risks are environmental, social and economic risks and their repercussions.

The Matrix also includes the measures and action plans for the proper avoidance and prevention of risks for each FY, with a special focus on those risks that are considered as material for the organisation.

This Matrix was reviewed again by the CRO in FY20, with the participation of the other areas in the organisation involved to check whether it needs to be adjusted as the Group's activity evolves and new external factors or circumstances that affect it appear.

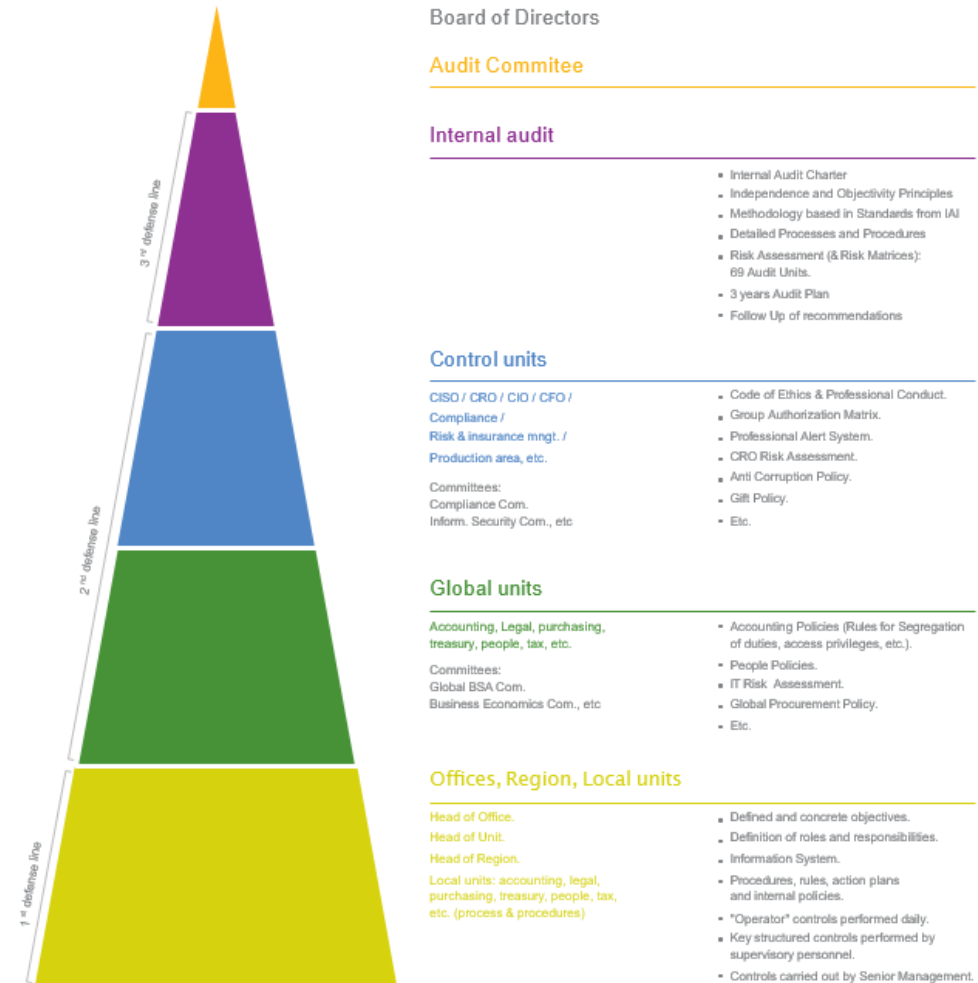
In view of the global pandemic, the **everis** Group has considered this risk in its Risk assessment activity, which is managed and coordinated by the Chief Risk Officer, and has included it in the aforementioned Matrix. As relevant measures to prevent and mitigate this risk, the **everis** Group has taken into consideration the guidelines/criteria provided by the NTT DATA Group, government guidelines through the recommendations that the Ministries of Health and Labour in each country have issued for companies and employees, and finally, the guidelines of the World Health Organization (WHO).

## Risk-control methods

Each financial year, the CRO reports to the Audit & Compliance Committee on its global risk assessment (Annual Risk Assessment), in coordination with the other Company areas involved, in three phases:

- **Phase 1: At the beginning of the financial year**, the Global Risk Matrix identifies the material or most critical risks, anticipating some of the measures considered suitable for the financial year ahead, with the aim of preventing or reducing, mitigating the risks or transferring the coverage of their impact through the corresponding insurance policies during the financial year.
- **Phase 2: At mid-year**, the specific measures adopted by the Group to prevent or mitigate each of the material risks identified are reported, as are the number of incidents that may have occurred, the status of the measures (planned or unplanned) and their evaluation, together with any occurrences that may have been detected by the Internal Audit area.
- **Phase 3:** At the year end, a final assessment of the identified material risks is presented, including the total number of incidents, the degree of implementation of the measures taken to prevent or mitigate them, and the measures to be continued or adopted, as appropriate, in the next financial year.

The following illustration summarises the company's internal risk-control system.



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As a continuation of the release of the Compliance Programme that the Company launched in the previous FY, in FY20, actions and measures derived from the internal global project (Compliance Gap Analysis) were taken to improve and complement this Programme, mainly from the criminal point of view.

Therefore, in a second phase of the overall internal project referred to above, the second phase of the global internal project is currently underway to roll out these actions in the other **everis** Group's subsidiaries, reinforcing their level of compliance.

This roll out phase also means that the obligation to appoint a local Compliance Officer and/or a local committee in charge of ensuring regulatory compliance in these countries is being updated or studied at local level, where this has not been done before. Taking into account local legislation, updating the Matrix means that certain types of offences that are specific to each jurisdiction are incorporated.

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On the other hand, the **everis** Group will evaluate the future international compliance standard ISO 37301, on Compliance Management Systems, in order to materialise suitable risk prevention in the next FY, once it is published. It is international in scope and will replace the first international compliance standard, ISO 19600 (on Compliance Management Systems). This future standard will provide recommendations and requirements for implementing an adequate Compliance Management System in organisations. It will apply to entities of all types, regardless of their nature, activity or structure, in both the public and private sectors, and to non-profit organisations.

Unlike ISO 19600, which did not allow it, the company may have its Compliance Programme certified by an independent third party under this ISO 37301 standard, if it deems it appropriate, even if said Programme is transversal and covers compliance with several main regulatory blocks that have been identified as the most relevant to the organisation.



## Cybersecurity

During FY20, no security breach resulting in loss or damage to personal data in the scope of customer relationships as data processors that might affect data protection (GDPR) was discovered.

The **everis** data protection office is working on continuous improvement projects on GDPR, implementing procedures and technologies that improve efficiency of data protection, awareness and it provides continuous training on privacy and security of personal data.






In the cybersecurity field, we continue to improve the tools and capabilities of our teams to be prepared for an increasingly demanding and regulated environment, where the number and sophistication of cyber-attacks increase significantly every year.

There are several specific courses on privacy and security and we send out monthly pills with hot topics at any given time. These include project-incident management, how to be aware that I am processing with personal data, how to delete personal data in the context of the project, etc.







## Physical security and responsible use of corporate equipment

Corporate equipment is our main work tool and often stores confidential company information follow these guidelines to ensure safe and responsible use of corporate equipment.

### Physical security

-  Use of a padlock when leaving our workstation or when working in unusual places (e.g. friends' or relatives' homes, coffee shops, customers offices, etc.)
-  In offices always wear your ID badge in a visible place to make it easier to identify unauthorised access.  
Use screen savers to prevent shoulder surfing.
-  Use immediate screen savers (Windows key + L) when leaving your workstation.
-  Change your default bitlocker password.
-  Limit the use of flash memory and ensure encryption of any removable devices to protect information in case of theft.

### Responsible use

-  Do not lend our corporate PCs to other people.
-  Take special care when leaving our corporate PCs in public places (underground, restaurants, lockers)
-  Avoid consuming food or drinks near our PCs.
-  Avoid writing down our passwords in any visible place (notebooks, notes on screen, etc.)
-  Avoid using personal details or company name to set our passwords.
-  You are not allowed to remove or modify the manufacturer's everis security mechanisms on the device without authorisation.

### Report physical security incidents

Contact the premises to resolve any performance issues or deterioration you may perceive in your equipment. In the event that you suffer a loss or theft, call the CAU or report it via Click security.

Security → Physical security incidents → "Report a theft or loss"

**everis** has been certified within the framework of a corporate Information Security Management System (ISMS) based on the ISO27001:2013 and ENS (National Security Scheme) medium level standards and with the following objectives:

- Classified and controlled information: Guarantee the availability, confidentiality and integrity of the information managed by **everis**.
- Managed Risks: Demonstrate that the risks associated with the services provided by **everis** are identified, evaluated and managed in a way that guarantees access to information according to the strategies defined by **everis** and its customers.
- Awareness-raising: Provide internal awareness on Information Security issues to ensure that the actors involved know how to avoid incidents or how to act when one is detected.
- Commitment: Demonstrate the organisation's commitment to Information Security, especially when managing customer information.
- Prioritised investments: Prioritise investments in security controls according to the value they bring to the service and the level of security customers require.

For these services:

- Hosting Infrastructure services Housing, Systems engineering, Operation and Monitoring; and in the services previously provided in the cloud.
- Application development and maintenance services.
- Business Process Outsourcing.

ISO27001: 2013	ENS Medium Level
Novus Building Av. Fuente de la Mora, 1,28050 Madrid	Novus Building Av. Fuente de la Mora, 1,28050 Madrid
Av. Diagonal, 605 - 4ª planta, 08028 Barcelona	Av. Diagonal, 605 - 4ª planta, 08028 Barcelona
Calle Berlín 38 – 48, 08029 Barcelona	Ronda de Toledo, 19, 13005 Ciudad Real
Ronda de Toledo, 19, 13005 Ciudad Real	C/Britania 36-38 esquina C/ Escultor José Gutierrez 2-4, 03540 Playa San Juan, Alicante
Avenida Oscar Esplá, 37, 03007 Alicante	C/ Gonzalo Jiménez de Quesada, 2 Edificio Torre Sevilla, 41092 Sevilla
C/Britania 36-38 esquina C/ Escultor José Gutierrez 2-4, 03540 Playa San Juan, Alicante	Avda. Américo Vespucio, 5.2.C Edificio Cartuja, 41092 Sevilla
C/ Gonzalo Jiménez de Quesada, 2 Edificio Torre Sevilla, 41092 Sevilla	Avda. Juan Carlos I, s/n - planta baja, Edificio Torre Cristal, 30100 Espinardo– Murcia
Avda. Américo Vespucio, 5.2.C Edificio Cartuja, 41092 Sevilla	
Avda. Juan Carlos I, s/n - planta baja, Edificio Torre Cristal, 30100 Espinardo– Murcia	
Av. Javier Prado Oeste 2501, piso 12, Magdalena del Mar, 15076 Lima (Peru)	

# 3.5 HUMAN RIGHTS



### Implementation of human rights due-diligence procedures

At the request of NTT DATA, the **everis** Group has made available to all employees the document called "NTT Group's Human Rights Charter", on the new corporate Global Intranet.

**everis** UK has a specific internal policy called "Slavery and Human Trafficking Statement" to comply with the UK's Modern Slavery Act, which develops preventive and punitive measures in the fight against modern forms of slavery, forced labour, including minors and vulnerable people, human trafficking and sexual and other forms of exploitation.



## Prevention of risk of human rights violations

The **everis** Group has always promoted and complied all legislative provisions related to respect for freedom of association and the right to collective bargaining and the regulations contained in International Treaties and Conventions (ILO convention), Community Provisions, the Spanish Constitution, the Workers' Statute, Organic Law 11/1985, of August 2, 1985, on Trade Union Freedom and Organic Law 1/2002, of March 22, 2002, regulating the Right of Association.

Moreover, the **everis** Group is a global company, governed by the values of responsible freedom, demanding generosity, creative energy, coherence and transparency, concerned not only with the integral development of its employees, but also the communities in which it is present.

As an essential and basic compliance instrument, the **everis** Group has its Code of Ethics and Professional Conduct (including the NTT DATA Global Compliance Policy), as well as protocols and policies that ensure compliance and respect for Human Rights in the Company. These include the Corporate Protocol against sexual and moral harassment, the Equality Plans, the various work-life balance policies, etc. During FY20, 5 complaints involving two workers have been reported. One of them has been considered inadmissible and archived, as it is foreign to the Company, and in the other 4 cases redirected corresponding internal preventive measures have been adopted, following the applicable protocols in the organization, to redirect the situation.

The **everis** Group considers that all professionals must be treated with respect and dignity, avoiding any discrimination based on race, gender, ideology, nationality, religion, sexual orientation, disability or any condition. By virtue of these rights, **everis** is committed to maintaining and protecting a work environment that respects dignity and fundamental labour rights.

The **everis** Group contributes to the employment of people with disabilities, complying with the provisions of the applicable labour regulations (General Disability Act in Spain) and applying the alternative measures in force to ensure gainful employment, as well as the personal and social adjustments and adaptations required by workers with disabilities.

The **everis** Group also has the everislife programme, which currently brings together compliance with legal measures in the area of Human Rights and complements them with **everis**' own existing measures. Although it is understood that the consulting sector in Spain is not a field of activity in which this type of serious violations occur, the **everis** Group strongly condemns forced labour and child labour.

Similarly, the **everis** Group respects all applicable regulations regarding the minimum age for access to work, both in Spain and in the other countries in which it operates, and urges its subcontractors, suppliers and other business partners to combat child labour.

### Commitment to Responsible Artificial Intelligence to contribute to the Sustainable Development Goals

The extraordinary effect of Artificial Intelligence in all economic sectors generates new ethical challenges for technology and business professionals and experts.

**everis** shares the guidelines defined by the European Union for an ethical approach to Artificial Intelligence: legality and alignment with all applicable laws and regulations, adherence to ethical principles and values, and robustness, both from technological and social points of view, to ensure Artificial Intelligence has positive consequences for communities and people.

With the SERES Foundation, it has created a Lab to develop frameworks to help researchers, executives and Spanish citizens in general understand and address in a practical way the ethical and social issues associated with AI.

As a major milestone, Common Principles for the responsible and inclusive use of AI in companies have been defined through 12 statements that are aligned with the ethical guidelines established by the European Commission for dependable Artificial Intelligence.



## 3.6 PREVENTION OF HARASSMENT



### Internal action protocol on the prevention of, action on and penalisation of harassment in the workplace

Through the People and Personnel Administration areas, **everis** has a specific internal action protocol on the prevention, action and penalisation of workplace harassment, both moral and sexist, with the aim of resolving discriminatory situations and minimising its consequences, guaranteeing the rights of individuals, with the corresponding management procedures and the collaboration of the mediator and the control and prevention committee. To this end, **everis** provides professionals and third parties with reporting and whistleblowing channels through the Whistleblowing System, for the anonymous communication of this type of cases. This System and its internal procedure are available on the global corporate intranet and on the corporate website:

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

While all countries abide by the principles of the company's code of ethics, some additionally incorporate specific harassment protocols and policies. Some specific measures for the prevention of harassment are shown in the table below.

Country	Specific Measures for the Prevention of Harassment
Benelux	Labour Regulation
Brazil	N/A - Workshops for leaders and executives run by our Employment Lawyer
Colombia	Coexistence Committee for the period 2020-2022
Spain	Protocol against Sexual and Moral Harassment
Mexico	NOM 035 - mechanisms to identify psychosocial risks to identify and channel them appropriately
Peru	Corporate Protocol Against Sexual and Moral Harassment + Implementation of a procedure and evaluation committee for cases of labour and sexual harassment
Portugal	Code of Ethics - "13. Respeito pelos princípios da não-discriminação e igualdade de oportunidades, assim como um ambiente laboral seguro"
United Kingdom	ACAS (Advisory, Conciliation and Arbitration Service) code monitoring
USA	Measures in the Employee Handbook



# 3.7 RESPONSIBLE TAXATION



The **everis group** is aware of the importance of transparency and good governance in the management of tax affairs.

in FY18, **everis'** Board of Directors approved the Group's Tax Strategy, which sets out the principles and guidelines for managing **everis'** tax affairs in all territories where it is present.

The principles that govern the management of **everis'** tax affairs are:

- **Proactivity.**
- **Transparency.**
- **Good governance.**

The priority guidelines for action in tax management matters are:

- Compliance with tax obligations in accordance with the legislation, making a reasonable interpretation of it while preserving the right to go to court when the company considers that an erroneous interpretation of the legislation has been made.
- Managing tax risks diligently and proactively.
- Information to the Board of Directors on all significant transactions in accordance with the provisions of the Spanish Companies Act.
- Maintain a professional and transparent relationship, with the Tax Administrations of the territories where **everis** is present.

To manage tax risk, **everis** has defined the Tax Control Framework Standard, which defines the main roles and responsibilities for managing and controlling the Group's tax risks, taking the three lines of defence model as a reference.

This model consists of:

- **First line of defence:** **everis'** internal support areas directly involved in tax processes. They execute the controls and escalate to the second line of defence any situations that may represent an area of fiscal uncertainty.
- **Second line of defence:** **everis'** tax department, as the area responsible for the tax control framework, and the Corporate Risk Manager. Their role is to promote the establishment and updating of controls of areas of fiscal uncertainty and to define measures to mitigate them.
- **Third line of defence:** Internal Auditing, whose responsibility is to verify the proper functioning of the fiscal control framework.

The Fiscal Control Framework Standard articulates the Fiscal Risk Management and Control Cycle, the stages of which are: identification, assessment, response, monitoring and reporting.

As a result of the aforementioned Cycle, **everis'** Tax area prepares the annual report for the Audit and Compliance Committee and the Board of Directors on the management of tax matters for the year.


















During FY20, the Audit Committee took note of and approved the activities of the tax function for FY19 included in the above-mentioned Annual Report, as well as the following milestones related to the implementation process of the Tax Risk Management and Control Cycle.

## Profits obtained by country

Profit before tax was negative in this fiscal year as in the previous year. A more detailed explanation of these issues is provided in the financial management report.

The following table shows the profit before and after tax for each country.


















Andorra and South Africa have not recorded any activity this year, but there is residual data affecting taxation.

Country	Profits before tax FY20 (€)	Profit after tax FY20 (€)	Profits before tax FY19 (€)	Profit after tax FY19 (€)	Profits before tax FY18 (€)	Profit after tax FY18 (€)
<b>Europe</b>						
Andorra	207.121	207.121	-478.684	-478.684	-1.436.927	-1.436.927
 Belgium	12.845.348	10.101.487	3.306.667	3.288.803	*	*
 Spain	-154.642.198	-151.622.904	-141.418.553	-127.092.255	24.939.548	20.484.334
 France	-1.712.732	-1.709.675	306.090	228.429	*	*
 Holland	21.897.194	20.849.279	1.482.422	1.448.297	*	*
 Luxembourg	-1.002.690	-1.002.690	717.486	537.699	*	*
 Italy	17.773.435	15.656.875	1.341.460	993.250	2.963.384	1.901.910
 Portugal	651.173	-768.225	2.214.100	1.383.801	2.584.126	1.892.045
 United Kingdom	-190	5.632.864	-4.476.360	-3.610.454	1.491.339	-51.161
 Switzerland	4.984.643	6.335.059	-892.390	-784.150	1.351.272	1.053.966
<b>America</b>						
 Argentina	-5.118.606	-2.768.191	-3.923.352	-3.878.235	-2.651.077	-1.916.020
 Brasil	12.087.387	10.904.669	-5.198.251	-5.303.720	-4.259.840	-4.266.516
 Chile	-20.697.580	-15.472.846	5.604.618	4.713.531	2.088.635	1.170.783
 Colombia	-418.006	-788.786	86.989	-329.124	169.093	764.431
 Mexico	2.838.899	1.500.284	2.947.380	2.415.668	1.459.211	1.075.854
 Peru	6.786.121	1.261.398	13.974.623	9.346.644	12.467.255	7.186.520
 USA	11.054.659	10.446.909	5.936.490	4.362.929	-123.406	-179.211
<b>Africa</b>						
 Morocco	-3.876.256	-3.876.256	-121.541	-121.541	-644.885	-644.885
South Africa	6.335.487	-190	-4.845	-4.845		
<b>Global</b>	-90.006.792	-95.113.817	-118.595.652	-108.589.943	39.046.565	24.677.560

### Taxes on profits paid


















The following table shows the payments for taxes on profits and public subsidies received.

This fiscal year includes information on refunds (in some cases from previous fiscal years).

Country	Taxes paid on profits FY20 (€)	Refunds of tax on profits FY20 (€)	Taxes paid on profits FY19 (€)	Taxes paid on profits FY18 (€)
<b>Europe</b>				
 Belgium	693.424	-100.000	0	
 Spain	74.604		0	162.720
 France	808.383		270.430	
 Holland	408.843		9.680	
 Luxembourg	2.277.636	-3.424.436	6.437.514	5.780.130
 Italy	0		77.720	1.285.968
 Portugal	755.586		917.774	934.632
 United Kingdom	256.089	-861.663	0	0
 Switzerland	35.126		0	0
<b>America</b>				
 Argentina	0		0	0
 Brasil	41.923		37.762	347.177
 Chile	910.417		99.679	1.241.459
 Colombia	354.699	-4.310.927	0	0
 Mexico	1.310.448		2.082.254	376.481
 Peru	5.319.335		7.073.564	1.979.766
 USA	2.165.035	-12.911	1.536	0
<b>Africa</b>				
 Morocco	0		0	0
<b>Global</b>				
	15.411.554	-8.709.936	17.007.913	12.108.333

### Public subsidies received

The first column of the table below shows the public subsidies received and the second, the refunds related to these subsidies.

Country	Public subsidies received FY20 (€)	Returns (€)	Public subsidies received FY19 (€)	Public subsidies received FY18 (€)
<b>Europe</b>				
 Belgium	623.603	100.000,00	594.796	0
 Spain	1.643.139	3.424.436	1.988.188	2.029.351
 France	0		0	
 Holland	0		0	0
 Luxembourg	0		0	
 Italy	0		0	
 Portugal	0		0	0
 United Kingdom	0	861.663	0	0
 Switzerland	0		0	0
<b>America</b>				
 Argentina	0		0	0
 Brasil	0		0	0
 Chile	0		0	0
 Colombia	0	4.310.927	0	0
 México	0		0	0
 Peru	0		0	0
 USA	0	12.911	0	0
<b>Africa</b>				
 Morocco	0		0	0
<b>Global</b>				
	2.266.743	8.709.936	2.995.934	2.473.907

# 04 SOCIAL



<Coffee 5:43  
SS 1.4 km  
Café Différance  
8.9 Café  
SSSS 1.4 km  
DAVIDSTEA  
8.1 Tea Room  
SSSS 1.2 km

With an international workforce of over **30,000 professionals**, **everis** believes in people above all else, in their integral development and in the talent they represent.

The main objective is to achieve high professional performance by creating a context of responsible freedom. It sees talent, technology and innovation as the key to success as a company. According to **everis'** vision, being a lever for transformation and change means placing people at the centre. It is about putting technology at the service of people, not the other way around.

This commitment to transformation and innovation focused on people forces **everis** to work to develop talent, not only in the workforce, but in all those agents that make up the business ecosystem (University, Public Administration, entrepreneurs, companies, among others). From this synergy comes an integrative innovation that not only makes **everis** grow, but also all those who trust in **everis**.

However, the digital boom is in turn giving rise to increasing global competition for technology talent, which is in short supply, making attracting and retaining it difficult.



# 4.1 PEOPLE



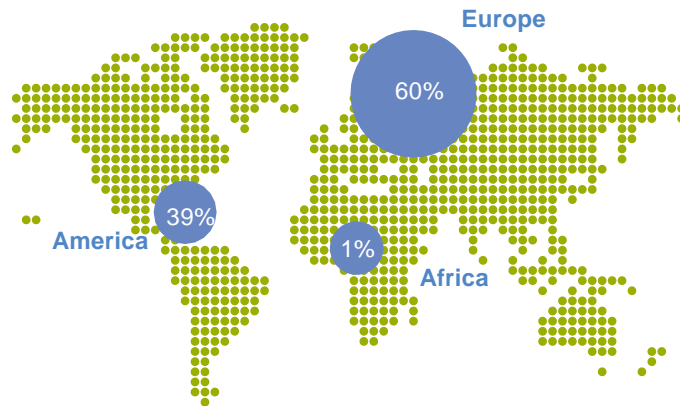


## Total number of employees and distribution

At the end of FY20, the total number of employees in all countries where **everis** conducts business was 30,349. Of particular note are the centres in Spain, which together account for 15,697 employees, representing 52% of the total, and 8.4% more than in FY2019.

Despite the Covid\_19 crisis, there has seen a growth of more than 3,000 people in the last 6 months.

Distribution of employees by continent



**Indicator 1 in Annex 3** shows the total number of employees broken down by gender, age, country and occupational classification

Staff distribution by country and company

Country	Women	Men	Total 2020	Total 2019	Total 2018
<b>Europa</b>					
Belgium	59	110	169	148	134
Spain	4.476	11.221	15.697	14.483	13.237
France	5	13	18	18	12
Holland	272	664	936	880	747
Luxembourg	8	60	68	64	58
Italy	22	30	52	38	23
Portugal	428	672	1.100	967	843
United Kingdom	102	214	316	327	315
Switzerland	0	8	8	5	0
<b>América</b>					
Argentina	144	330	474	501	580
Brasil	933	2.700	3.633	2.525	2.440
Chile	374	1.385	1.759	1.731	1.739
Colombia	361	614	975	981	1.194
México	438	782	1.220	858	653
Peru	996	2.637	3.633	3.470	2.865
USA	24	61	85	142	136
<b>Africa</b>					
Morocco	95	111	206	139	118
<b>Total</b>	<b>8.737</b>	<b>21.612</b>	<b>30.349</b>	<b>27.291</b>	<b>25.119</b>

## Average board member remuneration

The remuneration policy of the Board of Directors differentiates between the remuneration of the Proprietary Directors appointed by NTT DATA and the remuneration of the Board of Directors.

Regarding independent Board Members, this policy includes a fixed annual amount and allowances for attending meetings and travelling, where appropriate, as well as for sitting on its committees, either as chairman or as a member.

Regarding executive directors –Chairman and CEO– both have a fixed amount and a variable amount linked to the bonus or variable remuneration applicable to the group's executives. The relationship of the Chief Executive Officer is regulated by a commercial contract, in accordance with the requirements of Article 249 of the Capital Companies Act.

The fixed amounts and annual items of remuneration for the Board, which were approved by the General Meeting for FY19, remained unchanged for FY20.

The following tables show the average remuneration of Board Members, senior management and corporate management, including fixed and variable remuneration, allowances and indemnities.

Average board member remuneration*	Women FY20	Men FY20	Women FY19	Men FY19	Women FY18	Men FY18
Executive Directors		€ 733,889		€ 969,208		€ 897,690
Independent board members	€ 97,500	€ 89,000	€ 116,500	€ 113,000	€ 103,500	€ 101,000
Average board member remuneration	€ 306,796		€ 399,569		€ 367,396	

\*The proprietary directors of the NTT DATA Group have not been considered as they are not remunerated by everis.

\*Executive Directors : Includes the Chairman of the Board and the Chief Executive Officer.

Remuneration of top level managers	FY20	FY19	FY18
Average remuneration	€ 567,838	€ 649,833	€ 680,814
Average remuneration men	€ 591,210	€ 663,584	€ 680,814
Average remuneration women	€ 404,230	€ 553,574	
Remuneration Corporate Management			
Average remuneration	333,671	€ 400,719	€ 320,360
Average remuneration men	333,031	€ 422,689	€ 323,329
Average remuneration women	335,591	€ 334,809	€ 311,452

Remuneration of top-level managers: Includes total remuneration (fixed salary, bonus and expatriation allowances) of Top Executives (CEO Europe, CEO Americas, CEO Evin and country managers).

Remuneration of Corporate Management: Includes total remuneration (fixed salary, bonus and expatriation allowances) of Corporate Management (Chief Financial Officer CFO, Chief BSA Officer CSO, Chief Legal Officer and Chief People Officer CPO).

## Total number of employees and distribution

**everis** has a remuneration policy for each professional category. A training catalogue is available to all employees to ensure continuous learning. The staffing process includes the guarantee to get to know new sectors and new customers, to explore other areas and to continue to develop through rotation in projects.

The following table shows the average salary remuneration in all the countries where the group does business, by professional category.

Category	Female	Male	Total FY20	Total FY19	Total FY18
Partner	119.721 €	138.039 €	136.073 €	137.889 €	146.555 €
Executive Director	97.284 €	99.595 €	99.009 €	98.875 €	97.762 €
Director	80.798 €	87.747 €	86.625 €	89.382 €	92.042 €
Manager	58.156 €	59.793 €	59.334 €	60.485 €	61.609 €
Leader	37.378 €	39.110 €	38.602 €	40.264 €	40.399 €
Staff	18.406 €	19.279 €	19.025 €	20.066 €	20.386 €
<b>General total</b>	<b>24.602 €</b>	<b>27.133 €</b>	<b>26.405 €</b>	<b>27.611 €</b>	<b>28,096 €</b>

Pay by gender, age, occupational classification and country can be found in **Annex 3, Indicator 5**.

## Wage gap

**everis'** remuneration policy guarantees equity without making any distinction regarding gender or any other diversity variable. Pay is the same for both men and women of the same professional category.

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

The effectiveness of the measures implemented to reduce this gap is being monitored.

Calculation based on the FY2019 formula widely used by companies; the result of the median is given in the following table.

In the case of women with reduced working hours, 100% of the gross annual salary was divided by the reduced hours, which has reduced the pay gap in favour of women.

(A-B)/A \* 100 where,  
A is the hourly wage of men  
B the hourly wage of women

Gender gap	
FY20	FY19
3,4%	3,2%

During this fiscal year, the formula has been corrected by dividing the gross annual salary by the number of full-time hours. As the table below shows, the gender gap has increased from 4.3% to 4.5%.

Gender gap	
FY20	FY19
4,5%	4,3%

### Total number of employees and distribution

Regarding the total number and distribution of the company's contract types, the table below shows the average annual percentage of each type of contract, more than 90% of which are open-ended.

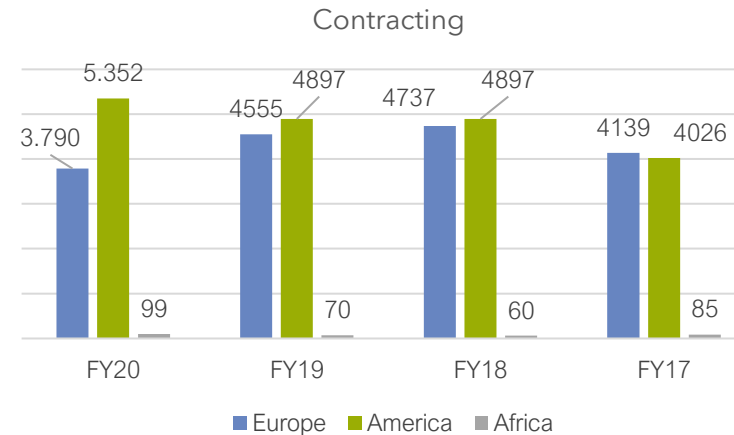
Type of contract	% Contracts FY2020	% Contracts FY2019	% Contracts FY2018
Open-ended	93,82%	94,30%	99,92%
Temporary and part-time	6,18%	5,70%	0,08%

Open-ended contracts are slightly down on the previous year. This is due to legislation in Spain, where young people are recruited on a trainee contract, which is subsequently converted into an open-ended contract.

The complete data on contract modalities can be found in **Indicator 2 of Annex 3**.

In this financial year, despite the COVID-19 situation, a total of 9.241 new contracts were signed. This is only 3% less than in FY19, when there were 9,522 new hires.

The following graph shows the evolution of recruitment by continent.



**Indicator 3 in Annex 3** shows the total number of employees broken down by gender, age, country and occupational classification.

## People leaving

In the current fiscal year, a total of 1,521 terminations were recorded, bringing the number of employees at the end of FY20 to 30,349. The percentage of terminations decreased by 4% compared to the previous year, with Spain being the country with the highest number, some 35% of the total.

Terminations occur because of dismissal with cause, unfair dismissal (without just cause), mutual agreement, not exceeding the probationary period and subrogation. (desired).

The figures by gender, age, occupational classification and country can be found in Annex 3, Indicator 4.1.

## Retirements

The average age of **everis** employees is currently 34; 0.6% of employees are over 60 years old. During FY20 there were only 8 retirements, 2 in Chile and 6 in Spain corresponding to 3 women and 3 men.

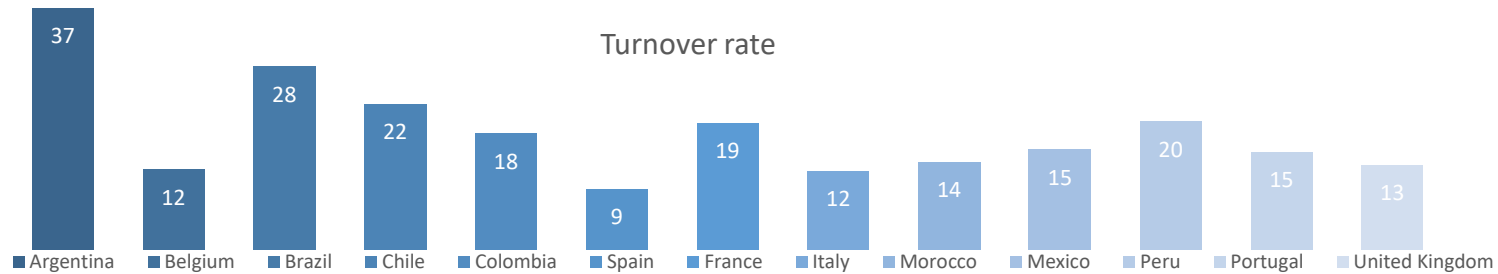


## Staff turnover

The total turnover rate has improved for the second year in a row at 15%, 5.4% lower than the previous year, where the female turnover rate is slightly lower (11.1%) than the male rate (16.3%).

The graph below shows the turnover rate of the countries.

Turnover data are obtained from the voluntary leave and absence (unwanted).



The total number and turnover rate of staff during FY20, broken down by age group, gender and region, are in **Indicator 4.2 in Annex 3**.

## Percentage of employees covered by collective bargaining agreements by country

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

## Review of collective agreements, particularly in the field of health and safety at work

It should also be noted that most of the countries where **everis** does business do not apply a specific collective bargaining agreement in the field of health and safety, as the activity is not unionised. However, countries such as Italy, Spain, Portugal and Brazil, where there is a national agreement, do.


The only countries with trade unions are Mexico, called Sindicato blanco or Sindicato de protección (Federación Obrera Sindical -FOS-), the United Kingdom, Union and prospect and Chile.

### Employees covered by collective bargaining agreements (%)

#### Europe

	Spain	100%
	Italy	100%

#### America

	Brasil	100%
	Mexico	100%

## Security and prevention

everis has promoted Teleworking as a general model to protect the health of all company professionals as much as possible.

Within Occupational Health and Safety, everis has made available to employees a Special Coronavirus medical care service to help and advise on COVID-19.

## Security and prevention

### #Road2NextNormal.

- Guidance for action on exceptions to teleworking.
- Safety is in your hands. Covid safety recommendations.
- ehCOS Remote Health



#connectedbeyondtechnology. Information and counselling on coronavirus.

Free counselling : isalud, affor, savia and CentroTap



Caring for yourself is caring for others. Guidelines for visiting the customer.

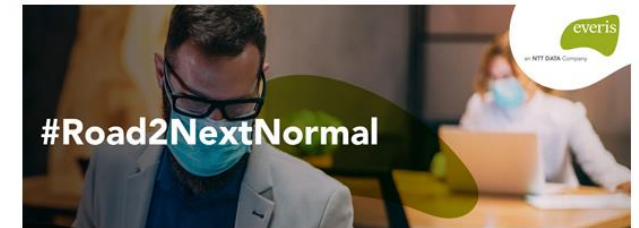
Recommendations for the workplace. Use of masks

Recommendations for fitting out the workspace at home.

Mandatory training on Covid-19 security protocols



Solicita tu certificado de desplazamiento a través de la nueva aplicación Mobility Certificate Spain



Juntos protegemos nuestra salud y seguridad, y la de los nuestros.

everis has been working to improve the lives of patients with chronic diseases for over 10 years. We created the ehCOS Remote Health platform for them, which has improved the quality of life and provided security to over 20,000 people in 5 countries. During the pandemic period, following WHO guidelines, everis developed an additional application that was donated to hospitals to help them track patients with COVID-19. Through a simple questionnaire you can self-assess and monitor your health status. We would now like to make this special module available to all of us.

Co-responsibility is essential in the current context, it is a vital time to take care and to take care of ourselves.



## Security and prevention

**everis** has monitored the repercussions of Covid-19 on professionals throughout this fiscal year, where 1,550 people were infected, of which 1,471 have recovered satisfactorily and 72 were still affected at the end of the year. Regrettably, 7 people are reported to have died from the pandemic, 5 in Peru, 1 in Spain and 1 in Brazil.

Professionals affected by Covid-19 in FY20

Country	Covid-19 At closure	Medical Discharges	Covid-19 Totals
Argentina	2	35	37
Benelux	0	2	2
Brazil	9	152	162
Chile	5	48	53
Colombia	6	79	85
Spain	17	733	751
France	1	0	1
Italy	0	1	1
Mexico	0	70	70
Peru	32	314	351
Portugal	0	26	26
UK	0	1	1
USA	0	10	10
<b>TOTAL</b>	<b>72</b>	<b>1471</b>	<b>1550</b>



## Number of accidents

The number of accidents at work fell considerably this year as all companies are teleworking.

An accident at work is considered to be any event that causes an injury to a person and occurs in connection with the performance of a work activity during working time. That is to say, an event that causes harm to the employee, occurs during the exercise of his or her work activity and generates sick leave, such as falls, slips, cuts, etc.

Accidents on the way to work, common illnesses (influenza, Covid-19, operations, etc.), maternity/paternity/breastfeeding leave, as well as incidents that do not result in sick leave (minor cuts, minor falls, etc.) are not included.

Country	Accidents FY20	Accidents FY19	Accidents FY18
<b>Europe</b>			
Belgium	0	1	*
Spain	4	10	17
France	0	0	*
Italy	0	6	3
Luxembourg	0	0	*
The Netherlands	0	0	*
Portugal	1	4	4
United Kingdom	0	1	0
Switzerland	0	0	*
<b>America</b>			
Argentina	0	7	4
Brazil	2	1	3
Chile	1	6	2
Colombia	0	2	0
Mexico	0	0	1
Peru	0	0	2
USA	0	0	0
<b>Africa</b>			
Morocco	-	0	-
<b>Global</b>	<b>8</b>	<b>38</b>	<b>40</b>

\*Benelux: 4

**Indicator 7 in Annex 3** shows occupational accidents and diseases broken down by country and gender.

## 4.2 ORGANIZATION OF WORK



### Organization of work

Throughout the year, the company has promoted tools to adapt work-time management to business needs and employees' demands, with the aim of improving business competitiveness and the well-being of its workforce, enabling it to generate a results-oriented company culture.

**everis** also facilitates flexible working hours and work-life balance measures according to each project's and employee's needs, taking into account their life cycles.

Given the exceptional pandemic situation of 2020, teleworking and flexitime policies were favoured, with 98% of the staff teleworking and employee welfare where 98% of the staff has been teleworking 5 days a week, so it has not been possible to quantify the teleworking requests.



## Work schedule and absenteeism

In all the countries where **everis** acts it does so in accordance with the local legislation. Continuing with our Smart Working philosophy in those countries where it is possible, **everis** has a flexible schedule, except in some countries such as Italy, United Kingdom, Chile, Colombia, Mexico and Peru where there is a fixed schedule.

Some countries, such as Spain, Portugal, Argentina and Morocco, have specific summer timetables with intensive 7-hour working hours to allow employees to better reconcile their free time. Moreover, in Morocco, during the month of Ramadan and in summer, the working week is 35 hours, the rest of the year the working week is 43 hours.



Argentina	40 h/wk.
Belgium	40 h/wk.
Spain	40 h/wk.
France	35 h/wk.
The Netherlands	40 h/wk.
Italy	40 h/wk.
Mexico	40 h/wk.
Portugal	40 h/wk.
United Kingdom	40 h/wk.

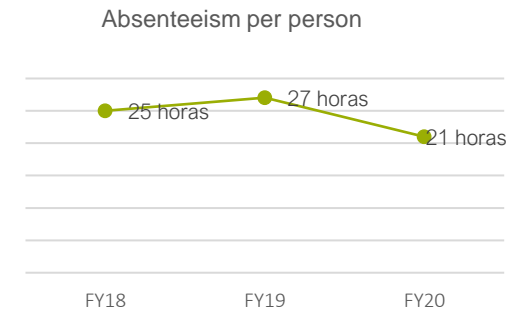


Luxembourg	40 h/wk.
Switzerland	40 h/wk.
Brazil	40 h/wk.
Chile	45 h/wk.
Colombia	46 h/wk.
Peru	48 h/wk.
USA	40 h/wk.
Morocco	35- 43 h/wk.

Absenteeism is not significant in **everis** given that the work and performance of our professionals is based on objectives, allowing them flexibility in the performance of their work.

Within the framework of the law, absenteeism in fiscal year 2020, was 639,949 hours. Given that **everis** has 30,349 employees, the absenteeism per employee per year corresponds to an average of 21 hours, compared to the previous year's average of 27 hours.

For calculating absenteeism, the hours that were charged by employees directly in the **everis** working time management system to "Sickness" (absence due to illness without justified medical leave) are not included, and therefore leaves of absence, justified medical leave, maternity and paternity leave, among others, or holidays and hours of free time are not included either.



## Regulation of time keeping

Since publication in Spain of Royal Decree 8/2019 of 8 March on urgent measures for social protection and to prevent job insecurity, which came into force on 12 May 2019, **everis** has been working to build several teams, of professionals from the areas of development and talent, Labour Relations, and systems, with the aim of creating a tool that respects talent's value proposition, which is securely founded on trustworthy leadership, based on management by objectives.

In this sense, **everis**' objective has always been to apply the regulations, maintaining its commitment to responsible freedom, evidenced in flexible working hours and teleworking measures that form part of its value offer.

Work has been carried out in 4 areas:

- **Tool:** A tool is available in OneERP, which is still being developed and improved.
- **Communication and change management:** Focus on accompanying the executive team. Convey the key messages to incorporate the daily log, while maintaining the value proposition.
- **Policies and procedures:** Documenting and updating legislative matters and how to comply with them at everis.
- **Follow-up and monitoring:** Internal monitoring of the register. External monitoring of the evolution of consequences and solutions on competitors and customers.

The aim is to get professionals to incorporate the “mechanical” habit of recording their daily working day, as established by law, without changing trust-based leadership, management by objectives and the commitment to flexible working hours and teleworking measures that form part of the talent value proposition.

To this end, a pilot was conducted in 2019, involving 290 employees from all offices and companies, to test the tool and improve both the tool itself and the communication and supporting documentation.

During 2020, a second small pilot was carried out, whose purpose was to perfect and optimise the tool so that it could offer much more refined results than those obtained in the initial pilot and, on the basis of these, introduce the necessary improvements.

This second pilot was completed and the tool was implemented in one of the workplaces with almost 1,000 employees and is now fully operational.

Switzerland has a legal requirement to record the working day, including the time of arrival and departure and the breaks. To respond to this requirement, a portal has been implemented where employees and expatriates must register these hours as well as their holiday days.

## Regulation of digital disconnection

**everis** is fully aware of the need to protect workers' health, and guarantees their "rest time, leave and holidays", and protects workers' "personal and family privacy".

A policy is being developed to ensure this protection, in line with recent legislative changes in the legal system, including measures on telecommuting, to determine the content and modalities of exercising the right to digital disconnection, which can be extended to all workplaces. Specifically, this Policy on the Use of Digital Devices and Telematic Code of Conduct, which is currently in the internal consensus phase, contains a specific section on digital disconnection, which includes measures such as training and awareness-raising for all employees on this matter, especially those who lead teams and units, and whose specific objective is to ensure a reasonable method of work organisation and use of technological tools that guarantees digital disconnection within the company.

A series of internal actions are being carried out in some teams and business units to establish rules to limit the use of professional communication channels in certain time slots. The company is also encouraging flexible and asynchronous working, with the sole aim of enabling employees to organise their work.

Globally, the following digital disconnection phrase has been made available so that all employees can include it in their signatures:

- At **everis** we work flexible: I don't expect you to review this email outside of your regular hours. Thank you!

Country	FY20 Initiatives
Mexico	Our teleworking policy includes important provisions on digital disconnection. Section 4.3: "Respecting the right to disconnect at the end of the working day" Section 5.1 Description of the rules for the employee in the implementation of the programme: "Employees must comply with their normal working hours, respecting everis Mexico's break and/or meal times" "Maintain an active connection to the network, Teams and e-mail, as well as their availability on contact telephones (mobile and landline) only and exclusively during their working day.
Spain	<b>Política de Uso de Dispositivos Digitales y Código de Conducta Telemático (en desarrollo)</b>
Italy	Policy to point 4.3. that establishes "Right to disconnect": The worker has the right to disconnect from technological equipment and IT work platforms in accordance with the agreed objectives and the relative methods to carry out the work, as well as the availability ranges, without these requirements. To this end, the technical and organizational measures necessary to guarantee the disconnection of the worker from the technological work team are the following: - disable the connection to Skype for Business / "not available" status setting; - Faculty not to answer emails and phone calls in the time interval between 20 and 7 the next day, without incurring disciplinary calls.
Brasil	"Equilibra" programme aiming at quality of life and disconnection from digital media.
Chile	We work on the basis of the #YoPracticoUnHomeOfficeEfectivo campaign which consists of a communication plan of good practices for employee teleworking and disconnection.

## 4.3

# RECONCILIATION, COMPENSATION AND BENEFITS





## Parental reconciliation

The aim is also to improve the compatibility of work and parenthood, promoting co-responsibility and trying to improve the legal requirements of each country. The table on the right shows the improvements implemented in FY2020:

Country	FY20 maternity and paternity initiatives
España	Paternity benefit, a national right, has been extended to 16 weeks like maternity. Therefore, from January 2021, everis employees who become fathers, enjoy 16 weeks of paternity leave.
Peru	Policy for protecting pregnant and breastfeeding employees.
Italy	Parental leave increases to 10 days of compulsory leave + 1 day of optional leave (if not used by the mother).

The overall information on employees who have taken parental leave, by gender, is shown below:

Parental leave*	Men	Women	Total
Total number of employees who have taken parental leave	576	345	921
Total number of employees who have returned to work in the reporting period after the end of parental leave	396	519	915
Total number of employees who have returned to work after the end of parental leave and who were still employed 12 months after returning to work	270	163	433
Return to work rates of employees on parental leave.	69%	150%	

\*For the calculation, the data corresponding to FY19 and FY20 were taken into account as these are permits with a very long return period. Excluding Morocco and USA

**everis** promotes the wellbeing of its employees with initiatives and programmes to care for their emotional, mental and physical health through social and Wellbeing initiatives. **everis** is particularly concerned about the work-life balance in all areas of employees' lives.

With the pandemic, the type of measures taken during FY20 has changed. With the changes in the way we work, health and work-life balance, as well as combating employee vulnerability, have become more important.

#### Global campaign: #ENERGY: FEEL YOUR BEAT. EXPAND THE WAVE

It is time to stop, feel and connect with our energy and that of the people around us. Finding the balance between personal and professional life, promoting new, more flexible dynamics with a culture of collaboration and efficient communication. #energy will be the guide that will enable us to evolve our work dynamics by putting emotion at the centre of being lead and of leading.

*Focus on being **WELL PREPARED**, in **SHAPE** and with **ENERGY** for new challenges, for new possibilities. We want you to take care of yourself, so you can take care of others. We want to evolve in order to maintain our **ESSENCE***



#### SENSE OF MOTIVATION

Being motivated, finding a motive, a meaning, a purpose and a reason for what you are doing  
Know your strengths, your staff, your remit

#### MENTAL ORDER

Focusing, evolving your ability to prioritise, being responsive, establishing clarity  
To do: Methodology, objectives, ability to focus, project management



#### EMOTIONAL MANAGEMENT

Use your emotional intelligence, have meaningful conversations  
Empathy, approachability, active listening, written communication

#### PHYSICAL BALANCE

Be healthy, be flexible, be rested, be physically fit, have a balanced diet, be strong.  
Balanced diet, balanced sleep, wellness

### Global campaign: #Road2NextNormal

"The key was how we would guarantee the totality of the business with 100% of the firm teleworking. We decided to channel the people who had been freed up to provide initiatives to contribute to mitigate the effects of the pandemic by leveraging technology, such as adapting technology solutions for healthcare entities, supporting the European Commission in identifying suppliers of covid health supplies around the world, to secure the supply chain. In de-escalation, the priority has been people and health. We have created a team: the road to next normal. We currently have fewer than 200 people on site, we follow up on those employees and offer protection material for people along with testing in relaxing confinement. This is how we wanted to support talent, because keeping it is our greatest social contribution. For this, the company must continue to deliver results. Other measures that have been implemented include a reduction in the remuneration of senior management within the company".

Sergi Biosca CEO of everis Spain



We have monitored potential employee vulnerability, virtual active breaks, communication of health protocols, self-care activities, family benefits and entrepreneurship fair, recommendations for training sessions, sports, etc., everclubs for cooking, English and yoga and celebrations of special dates, mindfulness, Digital Festival of Learning and digital tools workshops.

### Concrete examples from the campaign:

#### United Kingdom

##### Mental Health through happiness

Event with participants from the following universities: University College London, Kings College, Glasgow City College, Royal Holloway, University of West London y Lancaster University

#### Colombia and Chile

##### Campaign #YoPracticoUnHomeOfficeEfectivo

For 3 weeks we ran a campaign and recognition initiative to promote good practices in habits and routines



#### Argentina

##### EverFamily programme

- Extension of paternity and maternity leave
- Progressive return to work, reducing working hours and not wages.
- Prepaid Medicine, assuming the full cost of the prepaid medicine, both during Maternity Leave and Leave of Absence

#### Brasil

##### Equilibra programme

- Intelligent time management: Productive tips for the home office
- Physical and emotional health

#### Chile

##### Programa everis Cares

- Virtual Gym, nutritional talks, Vivir Programme, talks for parents, among others

## Specific programmes

Most **everis** countries have programmes and measures in place that are reinforced every year. The countries with this programme are Benelux, Spain, United Kingdom, Argentina, Brazil, Colombia, Mexico and Peru. In addition to the mental, emotional and physical wellbeing initiatives mentioned above, new initiatives related to the COVID-19 pandemic are:

### Spain

- Possibility to change from 14 to 12 payments for the whole group.
- Necessary resources to achieve objectives autonomously
- No resetting of restaurant tickets until December 2020
- Option to monetise restaurant tickets on the payroll
- Opening of restaurant ticket contracts to the entire group
- Extension of restaurant ticket sales on intensive working days
- On-line health platform employees made available SAVIA psychological support until Dec-20
- 3 months moratorium on the payment of the renting instalment
- Flexibility help tickets in the new concept Flex Help so that the employee can decide where he/she wants to allocate the support
- No monthly resetting and extension of the daily amount of restaurant tickets in the everflex contract (from €9 to €11)
- Nannify platform for family reconciliation made available to employees
- Isalud on-line health platform employees made available until Sep-20

### Italy

- Equip employees with the necessary resources to achieve objectives autonomously.

### United Kingdom

New EX remote strategies to ensure business continuity:

- Talent acquisition: Employer branding (Campaigns and target groups) and recruitment (Virtual candidate experience)
- Onboarding: online/virtual induction
- People development: virtual development processes, Mobile Apps
- Training: e-learning focusing on efficiency and productivity, wellbeing and leadership
- Engagement: team building, wellbeing, flexibility schemes
- Ongoing communications and external campaigns



### Descansa y desconecta

#### Digital Wellbeing Place, yoga.

Continuamos construyendo el reto común porque nuestro principal foco eres tú. Seguimos impulsando entornos de desconexión, descanso y bienestar.

- Conoce las **clases de yoga**.
- Conoce a la **instructora**.

## Specific Wellbeing programmes

### Argentina

- COVID-19 Home Office Internet Home Office Expense Reimbursement Policy
- Reimbursement of Internet Expenses derived from Telework, for \$1500 ARS

### Brasil

- Implementation of funeral assistance

### Colombia

- Salary bands that have not been modified for 5 years are being updated.
- Site inspections
- Virtual regular medical check-up day
- Reinforcement of cleaning and disinfection measures at the headquarters, 1-2 times a month.
- Employees who work on site are periodically issued with PPE (reusable masks, anti-fluid cloth and gloves) and biosafety kits (antibacterial gel, alcohol, wet wipes)

**VIVE sanoseguro**

**¡Cuenta Conmigo!**  
Bienestar emocional

Recuerda que tienes a tu disposición el Programa de soporte emocional Cuenta Conmigo

¡Llama Cuenta Conmigo! 997 028 661

Escríbenos: [cuentaconmigo@postcomunicacion.com](mailto:cuentaconmigo@postcomunicacion.com)

Horario de atención:  
Lunes a Sábado de 9:00 am a 6:00 pm

**La mente en cuarentena**  
Te recomendamos los siguientes tips para combatir las trampas que juega la mente durante la cuarentena

---

**VIVE sanoseguro**

**¡PRÉSTAMO DE CONCENTRADORES DE OXÍGENO**

Everis, pensando en nuestra salud y bienestar ha realizado la compra de 10 concentradores de oxígeno los cuales serán distribuidos entre nuestra sede de Lima y Trujillo.

Si presentas las siguientes condiciones:

- Saturación de 92% a menos.
- Saturación de 95% a más, pero cuentas con resultados de la tomografía que evidencie un compromiso del 30% del pulmón a más por neumonía y resultados de laboratorio con criterio de COVID 19 grave.

Comunícate con nuestros médicos ocupacionales:

- Mario Fernando Mejía Casas  
[mario.fernando.meja.casas@everis.com](mailto:mario.fernando.meja.casas@everis.com)
- Jenner Francisco Aguilar Lovato  
[jenner.francisco.aguilar.lovato@everis.com](mailto:jenner.francisco.aguilar.lovato@everis.com)

Ellos y nuestra área de Bienestar evaluarán y atenderán tu caso de manera inmediata.

**¡IMPORTANTE: Dar lectura al archivo adjunto**

**¡Cuidémonos todos, no bajes la guardia!**

---

**VIVE sanoseguro**

**Entrega de sillas y equipos ergonómicos**

Nos preocupamos por tu salud, por eso continuamos con la entrega de equipos y sillas ergonómicas en cualquiera de estas situaciones:

### Mexico

- We exchange the Restaurant Vouchers for the Next Normal Digital Card, which can be used to cover the costs of supplies and services derived from Teleworking.
- We took out Covid-19 Insurance with Aseguradora Banorte y Seguro de Vida.
- Telework policy: respect the right to disconnect and maintain active connection to the network and to the telephone

### Peru

- Wage review and promotion programmes are maintained.
- Distribution of ergonomic equipment to the homes of employees with musculoskeletal problems and critical positions.
- Purchase of oxygen concentrators.
- The INTÉGRATE Programme was launched, focused on recognising that the new normality demands the integration of all roles in a single space and that co-responsibility with the family and work team becomes fundamental in our daily routine. This programme was carried out during the four weeks of October, each week working on a specific theme: timetables, space, communication and health.

## Social dialogue

All **everis Group** companies share the importance of employee participation in the life of the company, both through legally representative bodies and other forms and channels of participation implemented by the Group itself.

Thus, in accordance with the value of transparency that characterises **everis**, Group companies inform and consult with the existing unitary representation and the employees themselves on all issues that may affect them, periodically and exceptionally when circumstances so require, as well as on the company's situation and the related evolution of employment, and always under the terms provided in the applicable legislation in each country where **everis** is present.

**everis** has the One Voice tool. This is an internal employee perception, satisfaction and engagement survey. It is held globally every two years, within all the companies that make up the NTT DATA group. It allows us to measure professionals' level of engagement and commitment, but also a series of key manageable factors to define the company's strategies and action plans in the medium and long term.

Although the One Voice survey of all employees is conducted every two years, as mentioned above, and because this has been a difficult year, a survey was conducted with a sample of 1,500 professionals and the employee satisfaction rate reached 84%.

In July 2020, a new corporate communication channel was made available to employees, the [everisYou](#) application, which allows them to follow company news and access other useful functionalities for day-to-day work



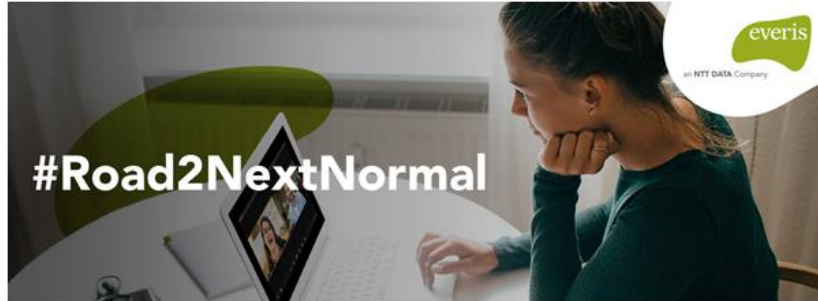
EVA in Teams is a bot that provides answers to all questions that arise related to the new context.

- **Will all everis buildings be available?**
- **How do I know which seats at our venues I can use?**
- **Can I move to other everis offices?**
- **The customer asks us to re-incorporate in person, how should I proceed?**

## Social dialogue

As mentioned above, the Covid-19 crisis led to the emergence of the **Road2NextNormal** programme was set up to inform employees about the current situation in each country.

Several surveys have been launched by this community to find out what employees think about their new teleworking environment. The result of the first survey, carried out in May 2020, shows the evaluation of **everis**' productivity, communication and support with percentages of 80% and 90% satisfaction.



Muchas gracias a los que habéis participado en la **encuesta de Xperienceveris** que lanzamos hace unos días. Vuestro feedback es fundamental ya que nos permite ejecutar acciones dirigidas a mitigar vuestras preocupaciones en el contexto actual.

Hoy queremos compartir con todos los **resultados** obtenidos. **Porque ahora toca estar más conectados que nunca... #WeAreOneNet**



## Accessibility

**everis** works to determine the universal accessibility of its work centres, enabling it to carry out inclusion processes for a significant number of professionals with disabilities. Thus, the Madrid Novus building headquarters complies with all the requirements for universal accessibility in buildings.

In Italy, Colombia, Mexico and Peru, there are access ramps and lifts, doors, toilets and tables adapted for wheelchairs, lifts with Braille buttons.

In Brazil, in addition to being adapted for disabled employees, they have a specific floor adapted for visually impaired employees.

In Chile, the central offices were refurbished to comply with universal accessibility regulations and are now partially accessible.

Among the measures implemented by **everis** Spain for workers with disabilities is to offer parking spaces, adapt the workplace, offer teleworking and provide support with specialised personnel for people with disabilities when the professional requests it.

However, during the fiscal year and due to the fact that 98% of the employees have been teleworking, no new accessibility measures were taken.





## 4.4 TRAINING



## Investment in training

During FY20, **everis** invested over €19 million in training the company's internal talent, which is €1 million more than in the previous year, with 719,507 hours by internal staff and 399 hours by external staff. In Spain, the investment was 13.7 million with 446,700 hours.

Covid-19 transformed our way of working and of training, with the courses during this fiscal year being held online, which allowed a significant increase compared to previous years.

All professional categories undertook a training course during the year, with an average of 5.3 courses taken. This is a key indicator of commitment to SDG 4 on quality education and an improvement on last year's figure of 4.69 courses per person.

The most requested training programmes are those related to self-knowledge, as well as personal and professional development, especially competences and skills in leadership, communication, innovation and creativity. These are #Beteam, Classroom Training English, Positive Communication, Entry Course and Present & Engage.

### Training hours

Country	FY20	FY19	FY18
<b>Europe</b>			
Belgium	2.722	1.254	-
Spain	446.700	390.380	409.894
France	196	44	90
Italy	19.575	7.140	15.487
Luxembourg	194	115	82
The Netherlands	925	161	375
Portugal	15.996	17.583	22.299
United Kingdom	3.222	4.455	3.134
Switzerland	82	654	2
<b>America</b>			
Argentina	8.758	3.862	7.523
Brazil	106.554	54.950	62.574
Chile	38.878	4.455	11.172
Colombia	12.197	24.756	15.307
Mexico	15.966	3.121	11.986
Peru	46.383	50.158	26.700
USA	395	0	0
<b>Africa</b>			
Morocco	764	-	269
<b>Global</b>	<b>719.906</b>	<b>563.652</b>	<b>587.124</b>

**Indicator 6 in Annex 3** shows the number of training hours by occupational category, country and gender.

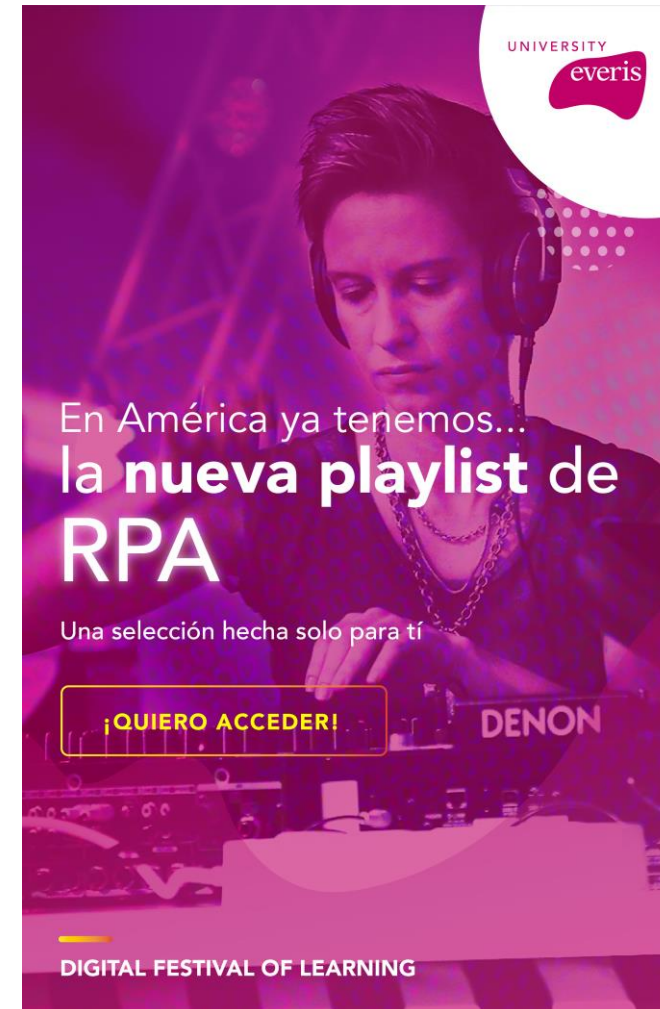
## everis University

**everis** promotes people's integral development through a personalized and connected learning culture, inside and outside of **everis**. It drives professional performance through continuous learning and new challenges, creating an environment where people can develop their full potential.

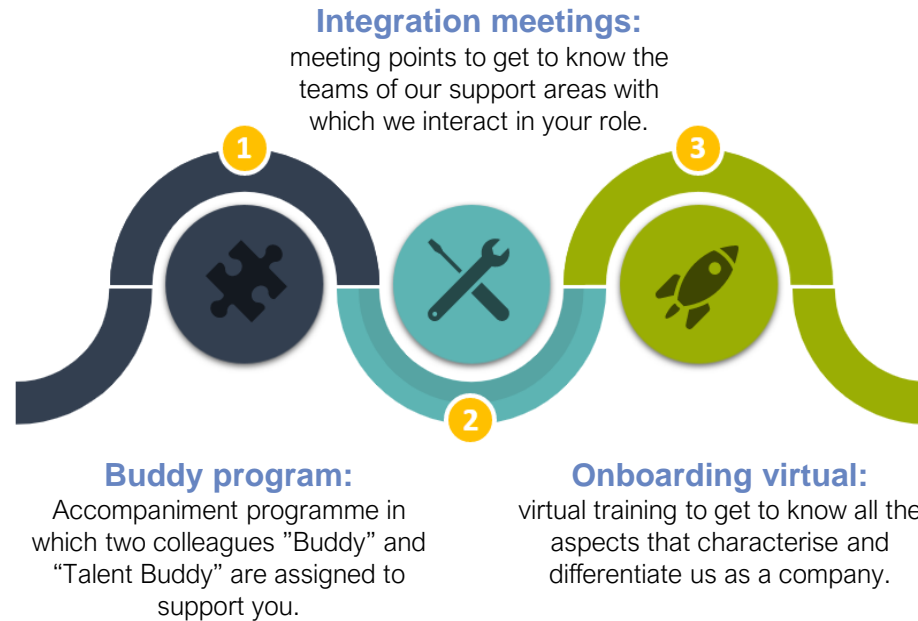
To this end, **everis** University designs general training plans aligned with its career model (Functions, knowledge and competences) to train all professionals in all locations and units, called Digital Festival of Learning (DFoL).

DFoL has a comprehensive training offer in 100% e-Learning format e-Learning under a renewed and attractive platform, which allows us to enhance and facilitate learning, as well to continuously develop competencies and with a clear objective of generating a unique and personalised experience for our professionals.

This year the Digital Festival of Learning project was launched as an important part of **everis** University's deployment in the Americas region. It is a plan specially designed for professionals and aims to propose a training itinerary adapted to their needs, preferences and development objectives.



**everis** knows the integration of its employees is very important and develops support mechanisms and training programmes from the beginning and during their career in the company:



## Executive Team

Several training plans have been designed for the executive team:

- 1. everis executive School** comprises 5 areas of knowledge:
  - Business Management to ensure that customers can count on **everis**.
  - Evolving People: for satisfied and highly committed teams.
  - Communication: to act on and influence the environment.
  - Creativity & Innovation: to maintain our differential in the market.
  - Strategic Vision: to execute the strategy in an aligned way.
  - MBA incentive: to encourage growth in professional training by preparing them to work on projects with high-level profile requirements.
- 2. First-Year Plan for Managers.** It transmits to the Executive Team the basic concepts for project management in **everis**, and on which they will subsequently have to build based on the training plans established for their category.
- 3. Continuous feedback:** Training path where feedback is used as a development tool.



## Leaders

**everis'** University Spain has designed training plans that cover competence and management needs:

- **Empowerment Leaders:** Training path aimed at empowering the company's leaders.
- **Leaders of reference:** Experiential training programme aimed at further empowering the company's most senior leaders and working on influencing their environments. The blocks and sessions are: Learning by doing (Asynchronous team and leading from uncertainty); Networking (Networking with heart); New digital skills (Win and convince); Offshore team management (Leading offshore teams); Diversity (Inclusive leadership).
- **GPS:** Training plan aimed at the company's leadership team with the objective of strengthening the company's type of leadership, as well as developing management skills in the people who have this role.
- **Continuous feedback:** Training path where feedback is used as a motivational and professional development tool.
- **Global Leaderships Program:** The number of participants was 262 students in 24 countries. Its aim is to develop leaders with a clear vision and who are able to think and act with a team mentality.



## Staff

**everis'** University Spain has designed training plans that cover competence and staff productivity needs:

- **League of Learning:** Training plan aimed at young, inexperienced talent with a view to promoting the profession of consultant.
- **Univerflix:** Training plan oriented to young talent with experience oriented to further develop their professional career based on their growth expectations.
- **Young Talent/ Future Leaders:** Experiential training programme where, through various blocks, they are given tools and knowledge that help them to develop and evolve as professionals within the company. The established blocks and their sessions are:
  - Learning by doing (the great adventure and the strategy game).
  - Networking (Networking with heart).
  - New Digital Skills (communication in new digital environments and from imagination to creation).
  - Diversity (introduction to diversity).

## Certifications

The programme offered by **everis** University is fully aligned with business needs and is guaranteed by our Production department. The certifications covered by **everis** University are:

- Project Management Professional (PMP)
- Professional Scrum Master I (PSM-I)
- ITIL Foundation 4
- PRINCE 2 Foundation
- Scaled Agile Framework (SAFe)
- Devops Foundation
- Team Kanban Practitioner (TKP)
- Kanban System Design (KMP1)
- Management 3.0
- Six Sigma Green belt
- Lean Change Management



## Languages

The Language Area of the **everis** University Spain offers a wide range of services to improve language skills. The following courses in English are offered in the language area:

- **Streaming Sessions:** four-monthly sessions with a teacher adapted to the different levels (from B1 to C1). In small groups and in streaming format, depending on the level, either 8 or 4 hours per month, approximately.
- **Intensives:** More compact format, for levels B1 to C1. These sessions take place in mid-September, February and July.
- **E-learning training licences:** There are currently two types of licences:
  - EF Premium: 400 licences with quarterly registrations and cancellations. Including levels A1-C2. With quarterly objectives and speaking sessions .
  - EF Digital- Licenses available to all company employees, to advance at their own pace. Levels A2-C1.
- **Workshops:** one-day courses to practise specific skills.
- **EEC:** English Executive training. Aimed at the executive layer (directors and partners), individual sessions on a quarterly rotation.
- **Linguistic Advice:** Service in which students are advised and helped to improve their language skills in their proposals, presentations, emails, specific topics, etc.
- **Other initiatives:** Podcasts on different topics to promote language learning in a different way and different initiatives for the same purpose in self-study format.

Similarly, in non-Spanish-speaking countries, Spanish language programmes are promoted to improve integration in the company, as in the case of the Netherlands, which offers Spanish and Dutch courses.

# 4.5

## DIVERSITY AND INCLUSION



Founded on the belief that each employee is 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 company's two main objectives in this regard are to increase the number of women at executive level, to balance the ratio of women across the organisation and to promote the inclusion of disabled people.

Furthermore, it is in our interest to nurture an inclusive mentality among all workers and learn to interact with each other and incorporate both invisible and visible diversity in all aspects. Consequently, in addition to the aforementioned priority groups, actions are taken in the following areas of diversity: Cultural, Generational, LGBTI+ and professional profile.



The global action framework comprises the following work streams:

- 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.
- Increasing visibility of and supporting local and targeted actions for stakeholders: inclusion plan for the disabled, under-represented gender (mentoring, parenthood, diversity awareness, ReDMA), people with cultural differences (racial awareness, multicultural workshops).
- Fostering of “people circles” (groups self-managed by staff on themes of shared interest to learn from one another and have a support network): The Parenthood Experience, Women’s Circle in offices such as Barcelona or Santiago de Chile, GirlsGonna, Young Talent, Diversity Talk).

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



At the end of the fiscal year FY20, **28.8% of the workforce were women**, while 71.2% were men, and no discrimination cases occurred during this time. The distribution of women in the workforce by professional category is the following:

Category	% women in the workforce (FY20)	% women in the workforce (FY19)	% women in the workforce (FY18)
Partner	10,73%	11,43%	9,59%
Executive Director	25,35%	16,07%	34,65%
Director	16,15%	16,56%	16,21%
Manager	28,09%	25,96%	24,89%
Leader	29,31%	29,84%	28,33%
Staff	29,13%	28,23%	28,16%

**Indicator 1 of annex 3** shows the distribution of the workforce by country, professional category, sex, age range.

Furthermore, OneVoice monitors the diversity indicator.

In 2019, 82% of our staff were satisfied with how **everis** manages diversity.

Category	FY20	FY19	FY18
Women in employment force	<b>28,8%</b>	28%	28%
Top Executive Women	14,5%	12,4%	10,7%
Disabled employees	213	169	144

The Board of Directors is 27% women and 73% men. All members are over 50 years of age, except two people who are between 30-50 years old.

Despite this year's difficulties, everis improved the ratio of top executive women and held almost 200 events



building a  
great future together



## Equal opportunities plan

**everis** promotes equal treatment of men and women in relation to access to employment, to training, to promotions and to working conditions. All **everis** employees have the equal right to a safe working environment, free from 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 such situations from recurring.

To this end, **everis** strives to be a benchmark in the area of equal opportunities, maintaining the gender balance throughout the workforce and guaranteeing non-discrimination due to sex.

In Spain and in response to Organic Law 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 2020, **everis** Spain SL's 2020-2025 equal opportunities plan had objectives in the following areas: including women in the workforce via recruiting, development, training, work-life balance, communication, pay and prevention of sexual or gender harassment.

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



### Recruiting

- Employer branding
- Personalise and diversify access processes and hiring processes



### Development

- Introduce gender perspective and inclusion at key points in the professional development processes



### Training

- Awareness-raising and training for key cohorts
- Review and adapt 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



### Recruiting

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



### Harassment prevention

Update and distribute current harassment protocol

## Diversity initiatives to reduce the gender gap

**everis** is strongly committed to working to make female talent go far. As a tech company, **everis** wants to boost women's presence in all areas.

The organisation has developed several initiatives to provide training and ensure that women have equal opportunities from school through to their professional careers. This encourages more talent, which can help improve our society and our planet.

### Support at school



#### 4 ESO Programme with the Community of Madrid

Initiative in collaboration with the Community of Madrid to help 14 to 15-year-olds with their career choices.



#### Girlsgonna

Initiative to reduce the gender gap in technology and transform the world through science, technology and innovation.

### support during teenage years



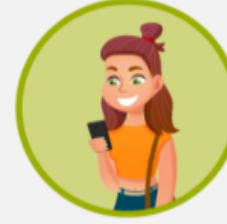
#### Technovation 2020

International competition that promotes STEM talent among girls through developing apps with a social purpose. This year 11 teams participated with everis Mentors.

#### Púlsar

Individualised mentoring programme through the everis Foundation, where women who are leaders in different fields act as professional role models, so, as a team, the girls can discover and/or enhance their talent and continue their training pathway (higher education) hand in hand with technology.

### Support at university



#### Matesella with EJE&CON

Project that promotes science and business-related professions among female STEM under- or postgraduates..

#### Parenthood

Project that boosts science and business professions among female STEM under- and postgraduates

#### Uniqa

Training pilot for female university students of STEM degrees, promoting self-awareness and professional development.

#### WomeNTToguetheer

Initiative to support women's growth in top-tier roles and combat gender barriers and biases.

### Support in life



#### Reinventa-Tech with Oracle

Initiative that improves the employability of women in STEM fields.

#### Diversophy

Training pathway for all everis professionals that discusses diversity, using philosophy as a central theme.

## Diversity and inclusion initiatives

**everis** has adopted measures in different countries to nurture inclusion and diversity regarding cultural and generational matters, supporting the presence of women in all positions. The organisation has also introduced measures for professional profiles and measures that nurture the inclusion of the LGTBI+ community in all offices and positions.

This year, some countries like Spain and Chile have adhered to the Good Practice Code for talent management and improving the company's competitiveness, developed by REDMAD (Network for Women in Top-Level Management) and the Spanish Association of Executives and Directors (EJE&CON).

### International Women's Day in **everis**.

A global action was launched to reach all women in the world and commemorate the uniqueness of every woman. Furthermore, local actions were carried out to commemorate International Women's Day to raise awareness of the current and perpetual issues that limit women's growth in society and the workplace, and the initiatives that provide recognition to our women.

### Gender diversity

- **Women's month/day:** a large amount of activities that acknowledge women in different roles, making gender inequality more visible.
- **Hackademy Itaú:** the organisation participated in the first female hackademy with the purpose of bringing together people training and building solutions for certain areas.
- **Women and tech:** events to empower girls and women with technology.

### Cultural diversity

- **12 months, 12 nationalities:** an initiative during which each country's culture and notable events are showcased.
- Workshops and initiatives to promote inclusion of the Black community and reduce racism.

### LGTBI+ diversity

- **everis** is committed to improving business management practices respecting everyone and fighting against workplace discrimination.



## Spain

### Technovation 2020

- We participated one more year in the international competition, Technovation, with 11 teams. This competition is for girls aged 9 to 16 who have to build an app to solve a social problem.
- everis professionals mentor the teams and help them via training and video tutorials, allowing the girls to learn new IT tools, which help them with their projects.

### International Day of Women and Girls in Science

This event took place in February 2021 via streaming and was promoted by Santiago de Compostela City Council in collaboration with Talentia Summit and CEXTEC for Galician schools to promote STEM careers.

### Adherence to the REDMAD Code of Good Practices

On 26 November the Code of Good Practice was launched for talent management and improving the company's competitiveness. The Code was developed by REDMAD (Network for Women in Top-Level Management) and the Spanish Association of Executives and Directors (EJE&CON) within the context of the collaboration agreement. The code's objective is to encourage companies to commit to taking specific measures that promote women's access to top-level roles. During the event, which was streamed simultaneously to Chile and Spain, seven other organisations confirmed adherence in Spain, where 69 companies already adhere, including Banco Santander, Enagás and Ikea.

## Brazil

### Educafro

This initiative's mission is to promote the inclusion of the Black population (specifically) and poor communities (generally) in public and private universities. Outcomes obtained: 26 professionals hired.

### Black Awareness month

Black Awareness Month: Workshop on concepts used in the debate on structural, institutional and individual racism, whiteness, colourism, privilege, racial literacy and how to develop an anti-racist stance.

### Adherence to the LGBTIQ+ Business and Rights Forum

The company is formally committed to working towards the agenda's 10 commitments. Through this initiative, we endeavour to improve business management practices, respecting everyone and the fight against discrimination in our company.

### 2020 - 28 June – LGBTQIA+ Pride Day

The company is formally committed to working towards the agenda's 10 commitments. Through this initiative, we endeavour to improve business management practices, respecting everyone and the fight against discrimination in our company.

### Adherence to the LGBTIQ+ Business and Rights Forum

Online event where inclusive culture was shared, recognising and valuing diversity.

### Talent Academy

Free scholarships:

The "everis fullstack developer" bootcamp was launched on the Digital Innovation One (DIO) platform created to democratise knowledge on software development and exponential technologies. 16,773 people signed up and 194 graduates (25 women).

## Belgium

### 12 months, 12 nationalities

A different country's events and traditions are showcased every month.

### Webinar: Road to an Equal Future (Benelux):

On the reality of women in the workplace

### Online Challenge: #ChooseToChallenge (Benelux):

Photos on Instagram and webinar



## 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).
- **Reviewing and adapting** 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, third-party agreements, workstation / system adaptation, etc.

In 2021, the project **Hidden Talents** will be launched by Global, with more impact in Spain, so **everis** can reaffirm its commitment to disabled people.

The project will evolve gradually:

### Accountability

Ensure that everyone involved in the process is aware of the objective's importance.

Accountability by BU in KPI follow-up.

### Talent market and associations

Make connections to identify the most suitable candidates for **everis**.

### Staffing

Provide the committee with the tools it needs to make the correct recruitment decisions.

### Project

Set suitable support for projects to accompany the assessment and development model.

### Disability recognition

Help those people who have a disability get recognition/certification.

This project intends to position **everis** in the talent market as a company that is committed to disabilities and create a psychologically safe environment that welcomes more disabled people.

## Disability inclusion initiatives

**everis** carries out different initiatives to help improve disability inclusion in its work centres. In countries like Chile, vacancies are posted on social media and support is given throughout their work. In Italy, there is an initiative for people with Asperger syndrome.



**LinkedIn:** 7 job slots that are on rotation. A total of 25 offers a month. 341 candidates.



**Computrabajo:** 148 posts a month. 1090 candidates.



**Somos empleo:** 15 posts with 108 candidates, of which 7 were disabled.



**Get on board:** 32 monthly posts. 128 candidates.



**Specialisterne:** to promote the inclusion of people with Asperger syndrome. This year, free training on salesforce technologies was offered to people with Asperger's.



Organisations with which Spain collaborates to promote the inclusion of disabled people:



FUNDACIÓN ADECCO



PARA LA DISCAPACIDAD INTELECTUAL



## Disability inclusion

**everis** meets the requirements of Royal Decree 1/2013 of 29 November 2013 and its method of compliance. The **everis** companies in Spain that have this obligation are shown in the following table:

Spain* Companies	No. of employees	Disabled employees	2% quota:	Difference in absolute value	Quota compliance	Obligatory	Real	Difference in favour SECs**
everis Aragón	378	7	7	0	100%	N/A		
everis BPO	1346	11	26	15	42.31%	290,431.35	€61,437.76 in SEC; €114,496.80 in donations	0.00
everis Spain	7676	48	153	105	31.37%	2,033,019.45	€1,296,986.26 in SEC; €368,016.60 in donations	0.00
everis Centers	2434	15	48	33	31.25%	638,948.97	217,238.98 SEC; 210,855.00 in donations	0.00
everis inf Engineering	785	7	15	8	46.67%	154,896.72	€77,448.36 in donations	0.00
everis inf Operations	314	4	6	2	66.67%	38,724.18	22,417.95 SEC; 8,153.12 in donations	0.00
everis Engineering	74	2	1	-1	200.00%	N/A		
everis initiatives	77	0	1	1	0.00%	19,362.24	€26,188.27 in SEC	6,826.03
everis Aerospace	214	3	4	-1	75.00%	19,362.09	€26,083.30 in SEC	6,721.21

\*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 disable people and their social inclusion. It states that at least 2% of the workforce in companies with 50 or more employees must be disabled.

\*\*This data shows how everis' commitment goes beyond the legal requirement, indicating the spending by everis that exceeds the established legal obligation. During this year, this spending was for procurement in Special Employment Centres and donations.



## Disability inclusion

Spain* Companies	No. of employees**	Disabled employees	33%-65% disability	33%-65% disability with benefits	Equal to or over 65% disability
everis Aragón	401	7	5	1	1
everis BPO	2032	18	14	1	3
everis Spain	8222	49	36	4	9
everis Centers	3348	27	24	2	1
everis inf Engineering	839	6	5	1	0
everis inf Operations	448	3	3	0	0
everis Engineering	103	3	2	1	0
everis initiatives	0	0	0	0	0
everis Aerospace	122	2	2	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 disabled people and their social inclusion. It states that at least 2% of the workforce in companies with 50 or more employees must be disabled.

\*\*Employees at 31 March 2021 close.

## Disability inclusion

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

France applies the entitled “loi handicap” to companies with more than 20 employees. However, the company only had 18 workers at the FY20 close.

In **Italy**, the specific disability law L.68/1999 applies and 25 of the total workforce are disabled. The requirement is 7%, which equates to 62 employees, so alternative measures are used to offset the quota. Italy has an inclusion plan focusing on hiring disabled technology experts, using partners that specialise in recruiting the right people to fill these roles.

In **Portugal**, companies with 250 or more workers are subject to a quota of 2% of its workforce, where those with 75-249 employees must ensure that at least 1% of its staff are disabled, using the previous calendar year’s average as reference. The law gives companies until 2023 to present their results. Portugal works with several local institutions to recruit disabled people, for example: Associação Salvador and Valor T (created by SCML, which operates as an employment platform for disabled people).

**Brazil** has a law that imposes quotas, Law No. 8213/91 and the Ministry of Employment’s Regulatory Instruction 20/2001, to determine how to calculate the quota for companies. Pursuant to this legislation, the 5% quota equates to 182 people. Currently, Brazil employs 55 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**, Law No. 20422 and Law 21015 imposes a quota of 1%, which equates to 11 workers. We currently employ 6 disabled workers, so alternative measures are in place. Companies with 100-199 workers must comply with the law that encourages including disabled people into the workplace.

**Mexico** has the General Law on the Inclusion of Disabled People. It does not set a minimum number of disabled people that should be hired by a private initiative.

In **Peru**, the General Disability Law, Law 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 states that private companies with over 50 workers must ensure that at least 3% of their total workforce are disabled, which equates to 111 people. We employ 7 disabled people, which is way off complying with the law and specific action plans are being implemented.

The next slide shows the countries where **everis** operates, where there are no legal requirements regarding a disability quota. In these companies, **everis** employed 213 disabled people at FY20 close, equating to 0.7%. Despite having started implementing disability inclusion measures, it proved difficult this year with Covid-19, as we worked remotely.

## Disability inclusion

Country	Numerical quota percentage	Numerical quota of disabled employees that must be hired	No. disabled employees FY20	No. disabled employees FY19	No. disabled employees FY18
<b>Europe</b>					
 Spain	Broken down by company		115	87	72
 Italy	7%	62	25	23	-
 Portugal	2%	22	3	4	-
<b>America</b>					
 Argentina	N/A	N/A	2	1	3
 Brazil	5%	182	55	31	27
 Chile	1%	11	6	10	4
 Colombia	N/A	N/A	0	3	1
 Peru	3%	111	7	10	11

## 4.6 SOCIETY



The company has included in its strategic plan a work stream designed to contribute to a better society.

Despite the unprecedented situation we all found ourselves in this year, **everis** has remained committed to reducing social inequalities with several initiatives in the countries where it operates.

Furthermore, it has supported social initiatives through **everis** Foundation, boosting people talent through several projects with many **everis** employees participating as volunteers.



# 4.7

## SOCIAL COMMITMENT REDUCED INEQUALITIES



## Social responsibility and Covid-19

**everis** is currently facing an important challenge to navigate the “new normal” resulting from the Covid-19 pandemic. Consequently, each country has implemented a series of initiatives that are reported in this section. Currently, each country has adapted as far as possible with its employees’ needs in mind, trying to adapt teams to remote work and ensuring the company’s financial stability. These initiatives are underpinned by the principles of social commitment, transparency, resilience and collaboration, and aim to gain and nurture trust among **everis** stakeholders.



\* Social projects that the organisation does not invoice, carried out by people from the organisation

**everis** aims to channel its attention to positive learning during this financial and health crisis, which will act as a point of reflection towards developing more sustainable business operations.

Since early FY20, all Covid-related matters have been handled. The company has focused on carrying out pro-bono\* projects in health and education with people who were not assigned projects and try to give visibility to and support our own employees’ social impact initiatives.

**everis**’ strategy to help mitigate the effects of the Covid-19 crisis:

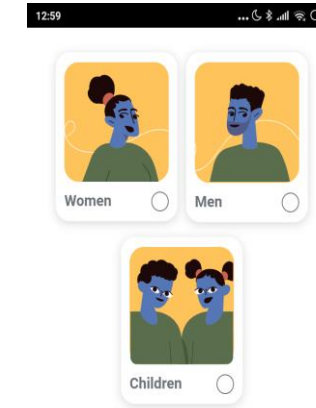
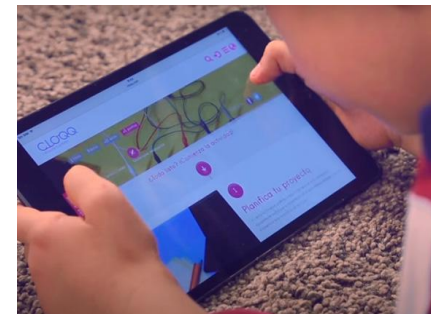
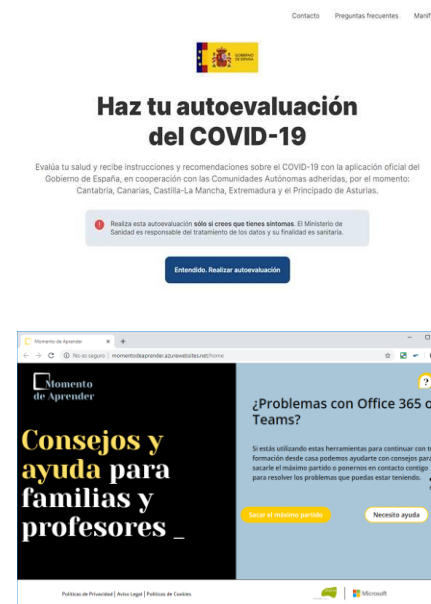
- Pro-bono projects for our customers and other entities needing help, provided by staff not on projects. These projects have a social impact during the crisis and are all technology related.
- Share and circulate assets / platforms available at **everis** to help third parties in partnership with other organisations. In this sense, **everis** and **everis** Foundation teaching resources have already been shared with various organisations.
- Raise awareness of initiatives being run by third parties with the involvement of **everis** staff.

## Social responsibility and Covid-19

- Third-party collaborations
- Covid-19 Family Assistance
- Covid-19 Entrepreneurship Awards
- Donation of tablets
- Hackathon and Hackcovit
- Design and 3D printing of health supplies through the community of makers.
- Production of visors for healthcare staff, also using 3D printing.
- “Teaming” donations to collaborate with UNICEF in supplying medical materials.
- Arranging and distributing letters to people isolated in hospitals and residential homes.
- Providing reliable information on Covid-19 via the Google Data Studio platform.

<https://datastudio.google.com/u/0/reporting/d9e404d5-e65e-4cd4-a455-c06fd11546c7/page/hxDIB>

For more information, consult the following page:  
<https://covid19responsehub.everis.com/>



Pick a target

Any person can get cancer and cancer shows differently for each person

Next





## Social responsibility and Covid-19

### Pro-bono projects

- ehCOS Remote Health: an easy-to-use, scalable digital health platform, focused on patients and population health to implement a new healthcare model.
- Training for SMEs using Red.es. Through Red.es, **everis** provides training to SMEs on a portal with content that allow them to continue operating in the current situation.
- Big Data on medical suppliers.
- Senior Citizens Care Homes Portal.
- Sifacil: a management app for the self-employed and small companies that cannot afford their own accountancy department. <https://www.siifacil.es/>
- Covid-19 help app: the government's official app to facilitate cooperation between communities.
- Educational portal for parents and teachers with Microsoft. This portal helps companies, educational centres and public entities implement remote working solutions. <https://www.todosdesdecasa.es>
- Cybersecurity training: **everis**' cybersecurity department prepared a short course on how to safely work from home, including best practices and information on the most common threats.
- Cloqq at the Spanish Ministry of Education. Cloqq is an initiative for children that encourages them to use their imaginations and create what they want.
- Computer set-up.
- David 19.
- São João de Deus Foundation – Portugal. This religious foundation helps people who are sick and in need. **everis** Portugal adopted a solution based on Salesforce technology, The Non-Profit Success Pack (NPSP), so that the Foundation could raise money and interact with donors more easily.
- Just a Chance: a non-profit association that builds homes for people in need in Portugal. **everis** Portugal developed a pro-bono consultancy project to support Just a Change in developing a social impact measurement framework that assesses the outcomes of its involvement among beneficiaries.
- Mais Impacto: It aims to support four non-profit associations in Portugal. Its objective is to empower these associations by implementing and/or optimising the Salesforce Non-Profit Success Pack, which in turn, would empower the non-profit teams to fund and complete their mission with an integrated platform.
- Hackathon OutSystems: **everis** created a mobile app that would help raise Covid-19 awareness among disadvantaged communities and help them face the virus in the best way possible.
- Pro-bono initiative to identify Covid-19: A pro-bono initiative to support international actions that protect people's health and safety during the Covid-19 outbreak.
- Grocery in a Box (GIAB): A platform that allows customers to book and build a box with non-perishable products that would be handed out in Central Europe and Asia.
- Say Hi to Faster Pay: **everis** UK is working with Hi55, an innovative financial tech company, to take Hi's Pay Asset Finance proposal to market. Hi's innovative solution focuses on payroll and giving employees access to their salaries.

Social responsibility and Covid-19



Covid-19 help app with Telefónica



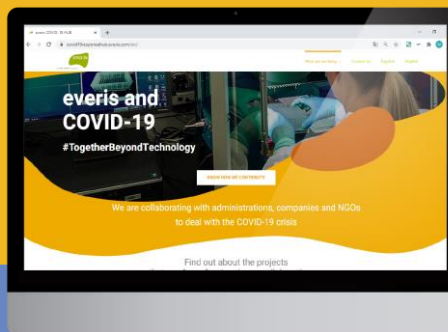
David-19 platform

Covid-19 initiatives



Red Cross app

Pro-bono projects



Education



Computers donated



+ 2,000 everis volunteers



Educational portal for everis families CLOQQ



ehCOS Remote Health



+ 3,000 people in workshops

## Reduced inequalities

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

Two main campaigns were organised. One was Christmas 2020: a portal was developed where best wishes could be sent for the coming year and each positive message was converted into kilos of food for the chosen country. The other campaign was called Technology for things that really matter and it tackled the impact of Covid-19 from different perspectives in business models, consulting with experts and collaborating with public administrations, companies and NGOs to face the crisis.



[https://www.youtube.com/watch?v=5vmCnHO8iEk&ab\\_channel=everislatam](https://www.youtube.com/watch?v=5vmCnHO8iEk&ab_channel=everislatam)

## Christmas campaigns





Christmas is the time when most local initiatives take place:

- **Spain:**
  - Reyes Magos de Verdad España (the real three kings) for children, the elderly and disabled people at risk of social exclusion who do not have family or have been abandoned by their families.
  - Charities in Alicante supported vulnerable families.
  - Gifts were donated to Red Cross in Murcia.
- **Italy:**
  - Donations made to non-profit organisation Onlus Medici Senza Frontiere against Covid-19.
- **Portugal:**
  - Participation in the advent calendar and donations to six NGOs.
- **Chile:**
  - “Navidad con sentido”: almost 400 gifts were collected for children in Bajos de Mena in the commune Puente Alto. In addition to the toys, more than 370 boxes with merchandise were donated.
- **Peru:**
  - A donation made on behalf of the company.




## Reduced inequalities




### Covid-19 initiatives with disadvantaged people

-  **Spain**
  - *Llibres desconfinars*, Sant Jordi 2020: Initiative to provide hospital patients the books that we enjoyed us during lockdown.
-  **Brazil**
  - Donation of face masks.
  - Donation of basic food boxes.
  - Donation of meals.
  - Donation of aluminium seals and plastic lids (18 kilos of plastic lids / 2.7 aluminium seals).
-  **Chile**
  - Charity boxes: Participation as judges and donation of 500 pesos for those who have had a difficult time due to the pandemic. This grant was given to **everis** staff or employees' relatives.
-  **Peru**
  - ADRA: Donation of basic food boxes for 10 days.
  - OLI Foundation: Donation of personal protection kits for doctors.
  - Juguete pendiente: Donation of food kits for two weeks.

### Other initiatives

-  **Spain**

Via the open educational platform CLOQQ, **everis** offers its knowledge and experience to teach families, educators and children about digital skills.

  - As a patron of the Amtega digital volunteer programme, **everis** Galicia donated nine computers to the Álvaro Cunqueiro neighbourhood association in Vista Alegre, which were given to children who did not have the means to continue their online classes.
  - **everis** Alicante donated 10 laptops to the Inmaculada Jesuitas school and three laptops to APSA so that children could participate in an **everis** Foundation robotics workshop.
  - NTT DATA Living Lab Barcelona: Two online Living Lab Makers workshops with CLOQQ for customers with their children. Participants discovered creative technologies and Artificial Intelligence while playing with a Machine Learning app and training their own AI model.
-  **Mexico**
  - Charity lids: Plastic lids were collected for a lid bank that sells them to pay for children's cancer treatment.
-  **Peru**
  - Teletón foundation: A donation was made on behalf of the company to the non-profit organisation that helps disabled children and supports children at the San Juan de Dios home.
-  **Morocco**
  - Ramadan campaign: Thirty-eight volunteers and 100 families benefited from the campaign that raised funds with the local association, ECDH, to help disadvantaged families by collecting food boxes.

## Reduced inequalities

### Chile

- Digital education and mentoring with the University of Santiago de Chile.
- **everis** employees provided students with voluntary support in their career choices.
- 2020 Software Fair sponsors
  - IT department students from Casa Central and Santiago Campus from the Federico Santa María Technical University presented their knowledge to the community.
  - Project themes included artificial intelligence and data science, digital and social transformation. There were a total of 20 projects in the competition, and a specialist team from **everis** participated as judges and helped choose a winning team.
- About everis' university liaisons during FY20
  - 25 activities were carried out in **everis** Chile's interest. Some of the outcomes and impacts:
    - + 550 students participated in talks and panels head by **everis** Chile employees.
    - + 500 applications made to the **everis**' internal training programme.
    - + 180 students wish to continue receiving information from our company.
    - 14 employees hired thanks to university liaisons.

Value for  
the society



### Teaming.net

Crowdfunding platform managed by the Teaming Foundation, which **everis** founded and provided the technological side. The platform works with monthly donations of €1, all of which goes to a non-profit cause.

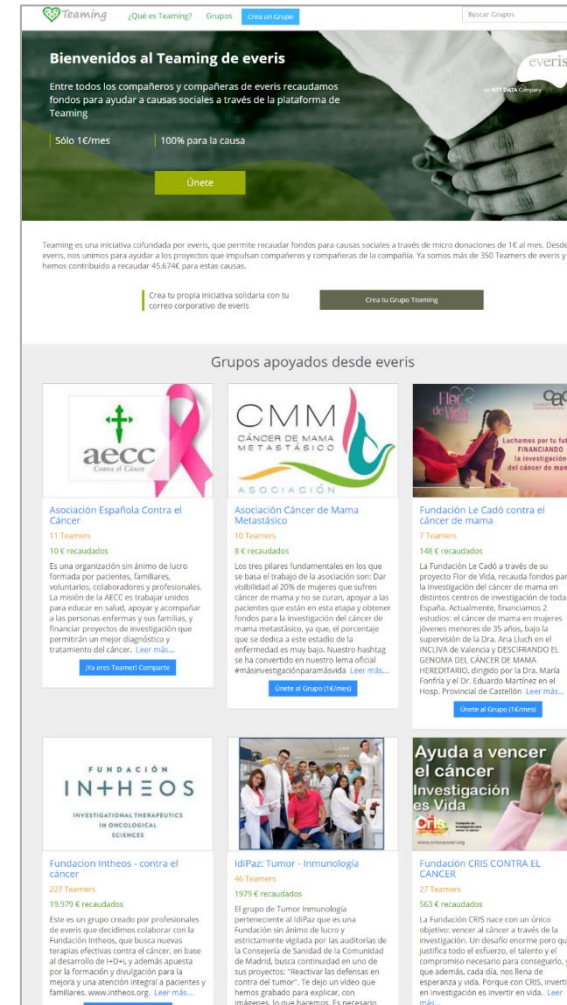
- 401,246 people participated, donating €1 per month to help others.
- raising a total of: €6,295,562.
- In 2020, 97,103 new Teamers joined.

**everis'** impact in figures:

- 14 active buddy groups.
- 346 Teamers.
- 857 Teamers in total in Groups promoted by everis.
- €51,436 raised by all Groups.

Teaming actions within **everis** during 2020

- Corporate help Group created for Unicef's health materials.
- Corporate Group created for Breast Cancer Awareness Day.
- Exclusive communication on Breast Cancer Awareness Day with direct link to the landing page. We promoted the landing page and not the Group, aware that we would have fewer conversions.



The screenshot shows the Teaming.net website interface. At the top, there's a navigation bar with 'Teaming', '¿Qué es Teaming?', 'Grupos', 'Crear un grupo', and 'Buscar Grupos'. Below the navigation, a banner reads 'Bienvenidos al Teaming de everis' and 'Entre todos los compañeros y compañeras de everis recaudamos fondos para ayudar a causas sociales a través de la plataforma de Teaming'. It also states 'Sólo 1€/mes' and '100% para la causa' with a 'Únete' button.

Below the banner, there's a section titled 'Grupos apoyados desde everis' with a grid of group cards. Each card includes the group's logo, name, and key statistics:

- Asociación Española Contra el Cáncer (aecc):** 11 Teamers, 10 € recaudados. Description: 'Es una organización sin ánimo de lucro formada por pacientes, familiares, voluntarios, colaboradores y profesionales. La misión de la AECC es trabajar unidos para educar en salud, apoyar y acompañar a las personas enfermas y sus familias, y financiar proyectos de investigación que permitan un mejor diagnóstico y tratamiento del cáncer. Leer más...'
- Asociación Cáncer de Mama Metastásico (CMM):** 10 Teamers, 8 € recaudados. Description: 'Los tres pilares fundamentales en los que se basa el trabajo de la asociación son: Dar visibilidad al 20% de mujeres que sufren cáncer de mama y no se curan, apoyar a las pacientes que están en esta etapa y obtener fondos para la investigación del cáncer de mama metastásico, ya que, el porcentaje que se dedica a este estadio de la enfermedad es muy bajo. Nuestro hashtag se ha convertido en nuestra lema oficial: #masinvestigaciónparami vida. Leer más...'
- Fundación Le Cadó contra el cáncer de mama:** 7 Teamers, 148 € recaudados. Description: 'La Fundación Le Cadó a través de su proyecto Flor de Vida, recauda fondos para la investigación del cáncer de mama en distintos centros de investigación de toda España. Actualmente, financiamos 2 estudios: el cáncer de mama en mujeres jóvenes menores de 30 años, bajo la supervisión de la Dra. Ana Llach en el INCLIVA de Valencia y DESCIFRANDO EL GENOMA DEL CÁNCER DE MAMA HEREDITARIO, dirigido por la Dra. María Fornto y el Dr. Eduardo Martínez en el Hosp. Provincial de Castellón. Leer más...'
- Fundación Intheos - contra el Cáncer:** 227 Teamers, 19.979 € recaudados. Description: 'Este es un grupo creado por profesionales de everis que decidimos colaborar con la Fundación Intheos, que busca nuevos terapias efectivas contra el cáncer, en base al desarrollo de I+D+i, y además, apuesta por la formación y divulgación para la mejora y una atención integral a pacientes y familiares. www.intheos.org. Leer más...'
- IdiPaz: Tumor - Inmunología:** 46 Teamers, 1979 € recaudados. Description: 'El grupo de Tumor Inmunología perteneciente al IdiPaz que es una Fundación sin ánimo de lucro y estrictamente vigilada por las auditorías de la Consejería de Sanidad de la Comunidad de Madrid, busca continuidad en uno de sus proyectos: "Reactivar las defensas en contra del tumor". Te dijimos un vídeo que hemos grabado para explicar, con imágenes, lo que hacemos. Es necesario...
- Fundación CRIS CONTRA EL CÁNCER:** 27 Teamers, 563 € recaudados. Description: 'La Fundación CRIS hace con un único objetivo: vencer al cáncer a través de la investigación. Un desafío enorme pero que justifica todo el esfuerzo, el talento y el compromiso necesario para conseguirlo, y que además, cada día, nos llena de esperanza y vida. Porque con CRIS, invertir en investigación es invertir en vida. Leer más...'

## Foundation

The Foundation, fully funded by the company, develops activities that receive a contribution of €559,739 from **everis**. Its goal is to promote entrepreneurship, drive innovation and foster talent, running a host of projects with a large number of **everis** employees acting as volunteers.

With activities that promote entrepreneurship, the Foundation helps reduce the digital gap, support social initiatives of **everis** and NTT DATA employees, promote technological solutions to resolve social issues and encourage retraining in technological careers.

**+2.100**  
everis and external  
volunteers

**27**  
cities

**13**  
countries

everis | FUNDACIÓN  
EVERIS

**The Foundation takes technology  
to those who most need it.**

[www.fundacioneveris.com](http://www.fundacioneveris.com)



The Foundation's projects nurture talent, which through technology, entrepreneurship and innovation, enhance life quality and respect the environment.

## Business projects with a social impact

Social intra-  
entrepreneurship

Entrepreneurship  
eAwards

Púlsar Programme  
Mentoring for teenage girls

Technology for children  
Play and Make it!

Programming  
language school

## Social impact projects

Here are some of our most notable projects in collaboration with customers:

### • Colombia

**Special collaboration agreement between the national learning service (SENA by its acronym in Spanish) and everis Colombia**

everis works with SENA and the Colombian government on an initiative to nurture talent in Cauca (area in Colombia) and prepare more than 100,000 people between 2020 and June 2022.

Backed by a science, technology and innovation centre in SENA's headquarters in Popayán, this initiative acts as a driver of creativity, innovation and professional growth among SENA's apprentices in the Cauca region.



### • Belgium

**EASME | Executive Agency for SMEs**

WeGate platform for businesswomen, which aims to provide an access point for resources and to promote and support entrepreneurship among women in Europe. Budget: approximately €850,000.

**DG Connect (Directorate-General for Communications Networks, Content and Technology)**

Tool that assesses digital abilities and skills throughout the EU, aimed at jobseekers and employed people.

**DG EMPL - DG for Employment**

Develop, implement and continuously improve the new Europass platform, which must be easy to use and free for all users, and accessible for disabled people. Budget: approximately €2 million.

**The Directorate-General for Structural Reform Support (DG REFORM)**

Guarantee access to quality home-based healthcare in residential homes and sheltered housing for people with functional difficulties. Budget: approximately €400,000.

### • Slovenia

**The Directorate-General for Structural Reform Support (DG REFORM) for the Ministry of Health of Slovenia**

Support improving the quality of healthcare and security for patients in Slovenia. Budget: approximately €400,000.

### • Germany

**The Directorate-General for Structural Reform Support (DG REFORM) for the Federal Ministry of Health in Germany**

Structural support for the national genome initiative, genomDE, with the aim of integrating genomic medicine in the German health system.



## Social impact projects

### • Switzerland

#### European Medicines Agency (EMA)

EMA aims to accelerate the approval of Pfizer and Moderna Covid-19 vaccines during the Christmas period, as well as all the vaccines that came after. Thirty people involved in the project.

#### United Nations Framework Convention on Climate Change (UNFCCC).

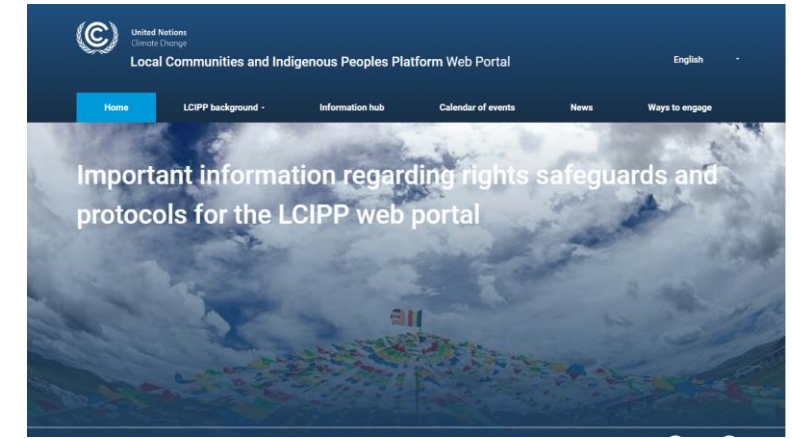
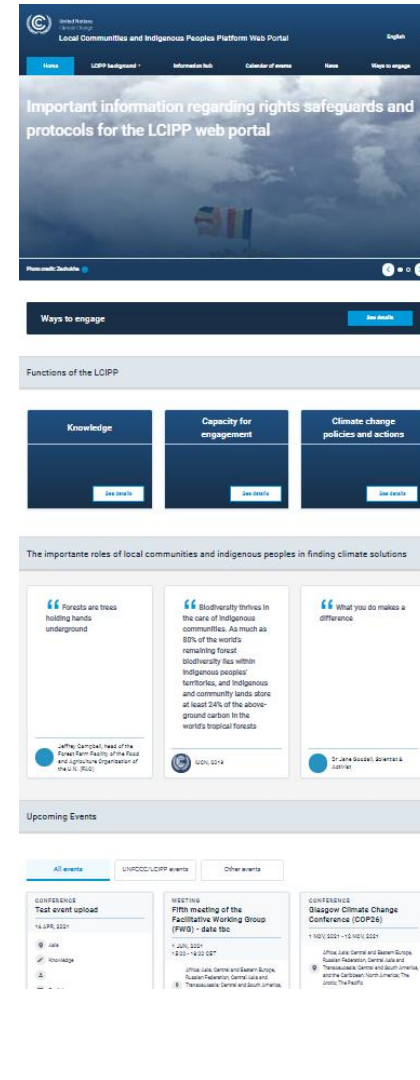
Web portal for the Local Communities and Indigenous Peoples Platform (LCIPP). The platform was created to enhance the knowledge, technologies, practices and efforts of local communities and indigenous peoples with regard to addressing and responding to climate change. Its goal is to facilitate the exchange of experiences and best practices and lessons learned on mitigation and adaptation in a holistic and integrated way so as to improve local communities and indigenous peoples participation in the UNFCCC process. Budget: €150,000.

#### World Health Organization

Market analysis and business plan by the WHO Academy with the objective of offering quality, certified health information to 10 million people throughout the world by 2023. Budget: approximately € 500,000.

#### United Nations World Food Programme (WFP)

Review of institutional supplier management processes. The objective was to review and improve WFP supplier management system so as to increase its efficiency in supplying aid to vulnerable populations. In agreement with the work's scope, consultancy services must focus on five specific areas: due diligence, vendor performance evaluation, central repository, automation of the processes and tools and segregation of duties. Budget: approximately €400,000.



## 4.8 SUPPLIERS




















## Local procurement

### Impact of everis' activity on local employment and development.

**everis** tries to promote the development and sustainability of all the communities in which it operates. It actively cooperates 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.

By purchasing from local suppliers, **everis** contributes to the development and growth of the business in its communities. In 2020, 89% of procurement was through 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. The way this indicator is calculated changed this year, and is now the result of procurement through local suppliers compared with the total number of invoices received from suppliers during the FY. The table refers to FY19 using the same method.

During FY20, procurement was affected by cancelled expenses due to the pandemic. Categories like travel fell almost 85% between FY19 and FY20, and almost all categories were generally lower due to cancellations, reduced expenses due to FIT2020 and savings made from negotiating with suppliers. This meant that the local procurement % has varied slightly without having changed the policy.

Country	% Local procurement FY20	% Local procurement FY19
<b>Europe</b>		
 Belgium	44%	77%
 Spain	87%	88%
 France	100%	N/A
 Italy	88%	94%
 Luxembourg	75%	83%
 The Netherlands	93%	N/A
 Portugal	90%	94%
 United Kingdom	74%	77%
 Switzerland	82%	100%
<b>America</b>		
 Argentina	96%	97%
 Brazil	98%	97%
 Chile	93%	96%
 Colombia	92%	92%
 Mexico	96%	95%
 Peru	91%	88%
 USA	96%	98%
<b>Africa</b>		
 Morocco	100%	100%
<b>Total</b>	<b>89%</b>	<b>90%</b>

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## Procurement policy

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

The Procurement team comprises a group of professionals deployed geographically according to each country's business needs. To this end, these employees can provide support for local, regional or global procurement projects.

**everis** has included environmental issues in its procurement policy and is working to include social and gender equality issues in the short term too.

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## 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 environmental 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 contracted products and services.

**everis** has included environmental scores when evaluating suppliers. It is also working to boost performance vis-à-vis environmental policies, which is an important aspect to consider when approving suppliers. The goal is to include social and gender equality matters in the short term too.

Although these may vary by location, **everis** has established the following overriding criteria when choosing a suppliers:

- **Equal treatment of suppliers.** 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 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.**

Lastly, **everis** always acts with integrity and in compliance with the corresponding laws and regulations applicable to operations involving suppliers and respects the contracts 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
- Approval process
- Regular service assessments

During FY20, a commercial tool was approved and purchased, which will manage supplier relationships.

This tool is called the Supplier Portal under the commercial solution, Ariba (SAP). It will cover supplier management processes, strategic negotiations with suppliers and the procurement of goods and services, as well as managing supplier invoices.

This tool, based on Ariba, will be implemented during FY21 and FY22 in all countries.

#### Subcontractor 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 requesting or offering any type of gift to customers 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 an approval form by which the subcontractor must accept **everis'** environment policy based on the regulation ISO 14001 and the energy policy based on standard ISO 50001:2011.

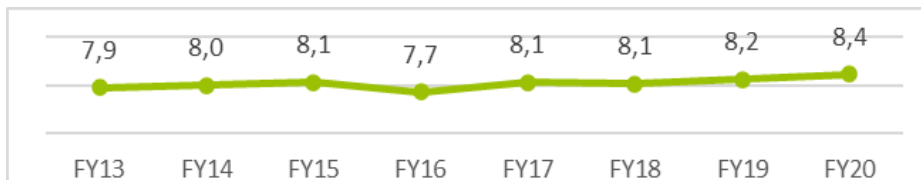
# 4.9 CUSTOMERS



**everis** works with a very clear policy with customers, based on proximity and innovative, integral and high-quality solutions. Each customer is assigned a manager who is 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 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. This survey is aimed at measuring the degree of customer satisfaction with the quality of service in each of its phases based on detailed questions. During FY20, an annual record was obtained with customer satisfaction at 8.4 out of 10, where it had been 7.7 in other years.



- Customer management: as previously mentioned, each customer has a global management structure headed by a Customer Manager, whose tasks include directly addressing any worries or concerns the customer may have and leading the associated action plan to resolve potential contingencies.

- Claims management: **everis**' legal area is responsible for this process. In FY20 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 is sent to 598 contacts about 503 projects (some contacts are the same for several projects), which represents 8% of all project accounts with works completed throughout the year.

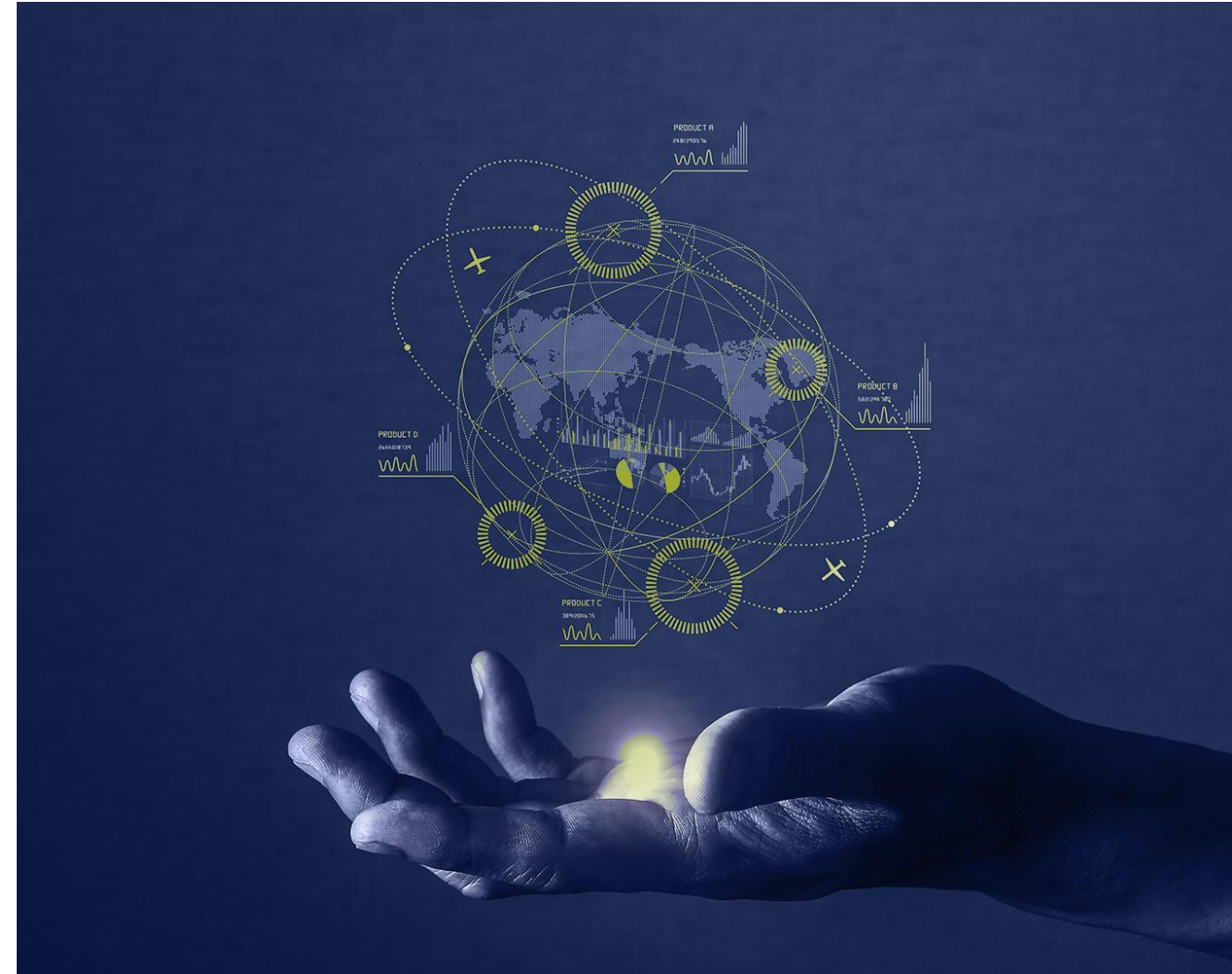
The aspects most highly valued by customers are "Responsibility and commitment" (18%), followed by "Flexibility" (8%). The main areas for improvement are, in addition to "Responsibility and commitment" (4%), and "Delivery quality" (3%) and "Turnover" (2%).

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 commitments to confidentiality, **everis** manages customer information in compliance 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: conferences and meetings
- Satisfaction surveys
- Annual sustainability report





everis has launched more than 200 events with the attendance of more than 15,000 people

1 april 2020 – 31 march 2021

**252 events\***

everis speakers

**232**

Hybrid

**6**

Face to face

**1**

**201**

Customers

**24**

Recruiting

**236**

External

**7**

Others

Customers Attendees

**15.200**

Webinar









**205**

\*Scope: Spain, Europe & LATAM

# 4.10 AWARDS AND RECOGNITIONS



### everis has received recognitions all over the world...

	Winner of Global Partner of the Year (2020).		Award in the Winner of Most relevant Service Cloud Project category.		Sapiens 2019 Award in the Project category to the Inter-institutional Registry of Delegated Acts in Spain.
	Spain Partner of the Year Award (2020). Partner for Social Impact Award (2020). Spain Partner of the Year in AI Award (2019).		Outstanding - Catalyst Communications Global (DWTS2020).		Grand Award at the NTT DATA Awards in the Sales Process Award category with the everis Station POS Consolidation project (Mexico, 2021)
	Top Employer Certification in Spain and Brazil (2020).		Liferay Multinational Platinum Partner.		Best internship program of the Repubblica degli Stagisti in Italy.
	LinkedIn Talent Awards Spain Award in the Employer Brand category (2020).		GTI Partner of the Year (2019).		Partner Award the Appian.
	SAP Cloud Platform Challenge 2019 Award, with the everis Smart Factory Gate project (Italy).		Adobe Digital Experience Partner of the Year in Southern Europe (2020).		Best & Good Practice IFMA HabitatEnerTIC Awards 2020 .
	The University of Sciences of Tetouan Abdelmalek Assadi (Morocco) recognizes the effort and commitment of everis with the youth of Morocco (2019).		'Specialized Partner of the year' award, in the Human Capital Management category (2019).		Gold Award Winner in Step Two Awards Amadeus @ TOGO.

## Social Impact



Excellence in innovation and impact on society everis,  
awarded by Microsoft Corp. for its Social Impact at  
Microsoft Inspire 2020

## Education and diversity



#girlsgonna change the world

Autelsi awards everis for GirlsGonna.  
Best Social Initiative



LinkedIn Talent Awards

Every year, NTT DATA **gives recognition to the most notable projects** in line with several criteria: volume of revenue or profits, social contribution and exemplary deployment or sales strategy during the delivery stage. This year, **everis** was recognised in all categories with seven projects.

These are the awards received:

**NTT DATA Award** for the **eu-LISA** & Frontex project / TEF (Transversal Engineering Framework) for the volume of revenue and profits it generated.

**Sales Process Award** for **Shell Mexico / everis Station POS Consolidation** for its sales strategy.









**System Engineering Process Award** recognised **project Profuturo AFORE**, Pension's Core design, development and implementation solution for its advanced delivery stage.

Lastly, the **Contribution Award** awarded **several everis initiatives** that have contributed to society: ehCOS Remote Health, a remote clinical follow-up app, Blockchangel Challenge, which looks for blockchain solutions to prevent, mitigate and control violence, the Spanish government's official self-assessment app "asistencia.covid19.gob.es", and "UHG Brasil", the remote medicine platform.

## Seven award-winning projects

everis won awards in all categories at the NTT DATA Awards 2021



Categories	Winners
 <b>NTT Data award</b> Proyectos que se destacan por su volumen de ingresos/ beneficios	 eu-LISA & Frontex / TEF (Transversal Engineering Framework), Lot 3
 <b>System engineering (SE) process award</b> Dirigido a proyectos que se han destacado durante su fase de delivery	 <b>Shell Mexico / everis Station POS Consolidation (*Grand Award)</b>
 <b>Sales process award</b> Para aquellos proyectos que se han destacado en su estrategia de venta	 <b>Profuturo AFORE / to designing, developing and implementing Pension's Core</b>
 <b>Contribution award</b> Centrada en aquellas actividades que hayan contribuido a la sociedad	 ehCOS Remote Health for COVID19 Contribution to BLOCKCHANGEL CHALLENGE Testing of asistencia.covid19.gob.es App in Spain Telemedicine UHG Brazil

We are part of **NTT DATA**  
Trusted Global Innovator

### ... and analysts' support

#### Gartner

Identified as a success story and best practice in Innovation.

#### Forrester

Leaders in Insights-Driven Business Process Outsourcing.

#### Everest Group

Leaders in Open Banking IT Service Providers, BFS Risk and Compliance IT Services.

#### HFS

4th position in Top 10 Healthcare Sector Service Providers.

#### Avasant

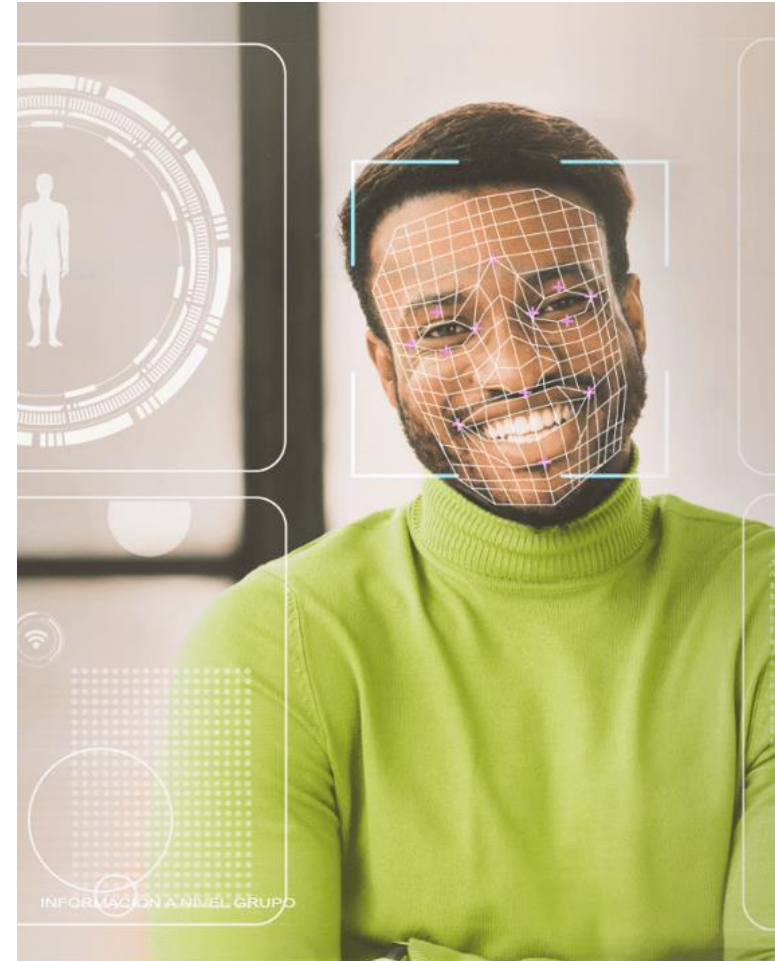
Leaders in Blockchain services.

#### IDX

3rd company in Fintech ranking.

#### NelsonHall

Leaders in Digital Experience Consulting, Healthcare Operational Analytics Services - Payer & Provider, Cloud Infrastructure Brokerage, Orchestration & Management, Salesforce Services NEAT, SAP Cloud Migration Services.





05

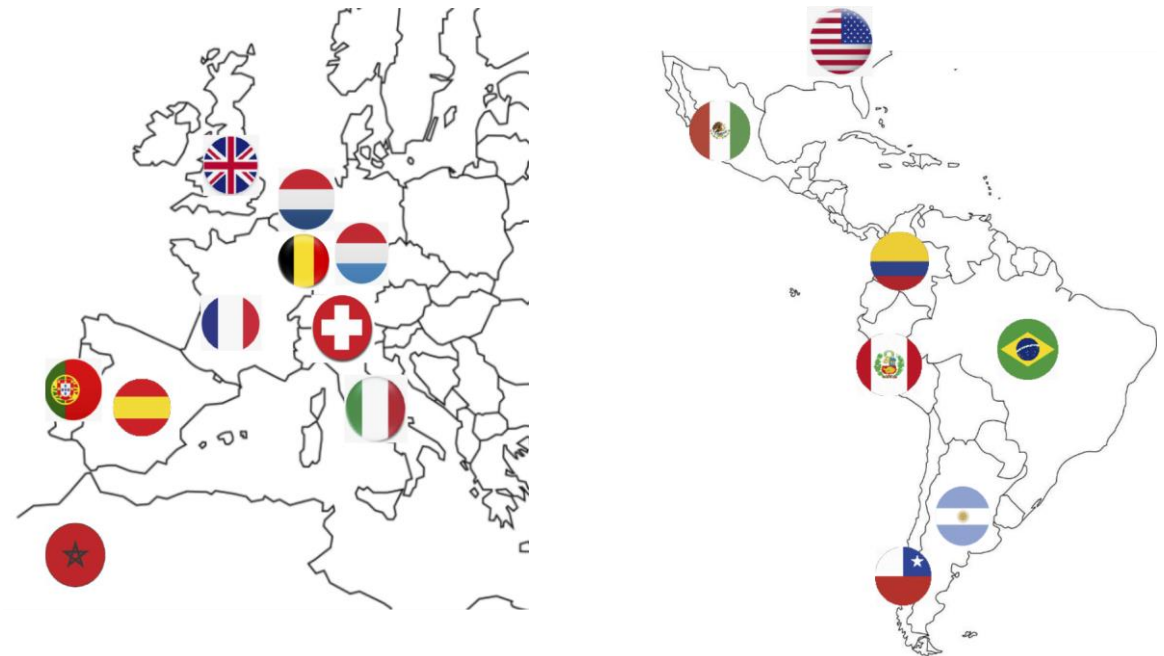
ENVIRONMENT  
AND ENERGY

Protecting and preserving environmental capital is one of **everis's** maxims, and that is why its environmental commitment has become one of the entity's main strategic lines.

**everis** is committed to a more effective, efficient, sustainable and technologically advanced company model. To do this, it works together with all of its locations throughout the world in order to help them better manage energy, use water efficiently, optimise transport efficiency and safety, protect environmental capital and fight against climate change, with a global and integrated approach.

**everis** has a wide range of services and certifications aimed at solving any environmental issue that may be required, through technological solutions and environmental management.

**everis** is working on improving its environmental performance and transparency, further promoting its commitment in environmental matters throughout the offices in each of the countries. This year, the capture of environmental information has been extended to the offices in Europe, America and Africa, working on compiling the rest of the data in the countries where **everis** has a presence for subsequent years.



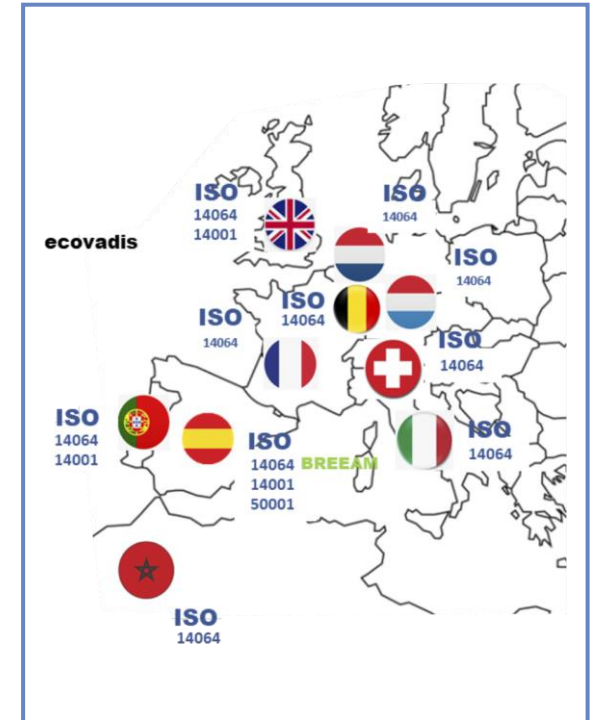


# 5.1 EVERIS CERTIFICATIONS



Within its certifications, **everis** remains aligned with its process, business and strategies in such a way that the expansion system of its certifications is homogeneous throughout the entire company.

**everis** is working on improving environmental performance and transparency, further promoting its commitment in environmental matters throughout the offices in each of the countries. This year, the capture of environmental information has been extended to the offices in Europe, America and Africa, working on compiling the rest of the data in the countries where **everis** has a presence for subsequent years.



Always seeking continuous improvement, **everis** has the following certifications by **country and work centre**, as shown in the following table:

Environmental management system		ISO 14001
Country	City	
Spain	Madrid	
	Seville	
	Segovia	
	Ciudad Real	
	Huesca	
Portugal	Lisbon	
United Kingdom	London	

Energy management system		ISO 50001
Country	City	
Spain	Madrid	

Commercial and in use		BREEAM
Country	City	
Spain	Madrid	

Everis Spain Group Level		ECOVADIS
--------------------------	--	----------

Carbon footprint		ISO 14064
Country	City	
Spain	Bruselas	
	Alicante	
	Barcelona	
	Sant Cugat del Vallès	
	Bilbao	
	Guecho	
	Ciudad Real	
	A Coruña	
	Madrid	
	Murcia	
	Salamanca	
	Seville	
	Valencia	
	Valladolid	
Zaragoza		
France	Strasbourg	
Italy	Milan	
	Rome	
Luxembourg	Luxembourg	
Netherlands	Amsterdam	
Portugal	Lisbon	
United Kingdom	London	
	Glasgow	
Switzerland	Geneva	

Country	City
Argentina	Buenos Aires
	Mendoza
Brasil	Sao Paulo
	Uberlandia
	Rio de Janeiro
Chile	Santiago de Chile
Colombia	Bogota
Mexico	Ciudad de México
Peru	Lima
	Trujillo
USA	Arlington
Morocco	Tetouan


To foster supply chain sustainability, **everis** partnered with EcoVadis, leveraging the influence of spending as a positive force to drive business partners beyond simple compliance.

EcoVadis permanently evaluates and monitors companies' Corporate Social Responsibility management and scope while offering tools to improve it.

The EcoVadis rating methodology is based on Corporate Social Responsibility criteria structured in four main categories: Environment, Labour and Human Rights Practices, Ethics and Sustainable Procurement. These criteria follow international standards in Social Responsibility such as those contained in the agreements of the International Labour Organisation, the Global Reporting Initiative Standard and ISO 26000.

**everis** has been distinguished for its commitment to sustainability and Corporate Social Responsibility with the "Silver" medal from EcoVadis. This distinction recognises the work of the company on four levels: Environment, Labour Practices and Human Rights, Ethics and Sustainable Procurement.

# ecovadis



# 5.2

## ENVIRONMENT AND ENERGY POLICY



**As part of the 2020 objectives, everis has reviewed and aligned the Environmental Policy and Energy Policy commitments into a single document. This was approved in May 2020, by Fritz Hoderlein, Global CEO, and published on the everis website.**

*As a sign of **everis'** strong commitment to the environment and efficient energy management of our facilities, we have decided to implement an Environmental and Energy Policy, as a common framework to guarantee protection and respect for the environment in all our activities and processes, and to promote the sustainable use of natural resources and the fight against climate change.*

*We are a consulting, outsourcing and technology company, positioned in all sectors and present in Europe, the USA, Africa and Latin America. With our unique and singular company model, which is passionately committed to talent within a context of responsible freedom, we seek to achieve high levels of professional performance.*

*Everybody at **everis** is committed to improving our environmental and energy performance and we have adopted the following commitments:*

- *Work in an environmentally friendly way and promote this responsibility among our employees, customers, suppliers, and other stakeholders.*
- *Comply with current international, state, regional and local environmental and energy legislation, extending it wherever possible; comply with other requirements subscribed by **everis** related to our environmental issues, as well as our energy uses and consumptions*
- *Identify environmental impacts derived from the activities, products and services developed by the company and establish plans to eliminate them, integrating those factors related to the environment in our processes.*
- *Prevent contamination, by minimizing our consumption of natural resources, disposing of our waste responsibly, and recycling the materials we use.*
- *Support the acquisition of environmentally friendly and energy efficient products and services and promote design activities that take into account energy savings to improve energy and environmental performance.*
- *Establish and review our environmental and energy goals to ensure that they are suitable and feasible and ensure the availability of information and resources necessary to achieve the proposed objectives.*
- *Direct the environmental and energy activities, as well as the implemented Environmental and Energy Management Systems, towards savings, optimization of resources and consumption, efficiency, and continuous improvement.*

***everis'** management approves and supports this policy and we will provide the necessary resources for its development and monitoring.*

May 2020  
Fritz Hoderlein  
Global CEO

5.3

# ENVIRONMENTAL MANAGEMENT SYSTEM



**everis** has implemented an Environmental Management System (EMS) based on the ISO 14001:2015 international standard in which the following environmental commitments are acquired:

Comply with current applicable environmental legislation

Control environmental aspects and associated impacts derived from activities and services

Environmental training and awareness among all employees

Prevent pollution by adopting good environmental practices

As an important milestone to highlight during Fiscal Year 2020, the scope of the Environmental Management System has been extended to the AUNAV factory in Huesca, the nucleus of the Robotics Area, responsible for the design, development, manufacture and marketing of robotic solutions with its own technologies that are adapted to the specific needs of **everis's** Spanish and international Security and Defence customers.

### Environmental management system: Scope

The scope of the environmental management system implemented is applicable to all activities carried out in the following offices:

- Madrid: Camino Fuente de la Mora 1 Planta 1 y 4 Madrid (Spain).
- Seville: C/ Gonzalo Jiménez de Quesada, 2 Tower building Seville, 41092 Seville (Spain).
- Ciudad Real: Ronda de Toledo, 19, 13005 Ciudad Real (Spain).
- Huesca: National highway 240 KM 134, 22500, Binéfar. Huesca (Spain).
- Lisbon: Atrium Saldaña, Praça Duque de Saldanha, 1-10º E/F 1050-094 – Lisbon (Portugal).
- London: UK House, 180 Oxford Street, London W1D 1NN.

And that may have an impact on the environment.

**everis**, **everis** Engineering and Operation:

- Consulting on strategy and business processes and information technology.
- Development services, maintenance infrastructure (Hosting, Housing, Cloud, business systems, operations techniques and monitoring)
- Project management, analysis, design, development, testing and implementation of computer systems, as well as technical assistance and maintenance of these systems.

**everis** engineering: technical consulting services.

**everis** aerospace, defence and security systems: consulting, technical assistance, engineering design development, integration adaptation, manufacturing supply installation and maintenance of products and solutions and civil and military systems, hardware, firmware and software.

AUNAV: engineering, design, development, integration, adaptation, manufacturing supply and maintenance of products and solutions and civil and military systems, hardware, firmware and software.



Like the EMS, procedures have been developed to comply with each requirement of the standard. **everis** has identified its environmental aspects, risks and opportunities, always taking the external and internal context into account as well as stakeholders' needs and expectations.

**everis carries out an inventory of risks related** to the factors that could cause deviations in the Environmental Management System processes. **Environmental risks are identified, qualitatively analysed, the strategy to mitigate or accept them is planned and they are monitored, ensuring the application of the precautionary approach.**

The main risks that **everis** has detected for its Environmental Management System are:

Given that **everis** offices are rented, there could be limitations in autonomy for implementing measures to increase energy efficiency.

Emissions into the atmosphere could be produced due to the existence of facilities with air conditioning equipment with fluorinated greenhouse gases.

Due to the health recommendations to combat the Covid-19 pandemic, as social distancing could lead to decreased use of private transport to the detriment of public transport, thus increasing emissions into the atmosphere and fuel consumption in commuting.

There may be outdated or obsolete environmental legislation due to the existence of a large amount of environmental legislation and its modifications.

There could be increased waste generation and/or it may be managed inadequately due to the health recommendations to combat the Covid-19 pandemic, such as more cleaning with gels or using masks and disposable cups.

Scope	Objetives	Status	Observations
EMS	AUNAV incorporated into the EMS	●	
Spain	Launch of actions to reduce the environmental impact of the emergency situation caused by covid-20	●	
Mad/Novus	Adapt Novus facilities to improve organic waste segregation	●	
Mad/Novus	Reduced electricity consumption	●	Temperature setpoints and schedules for the air conditioning systems have not been changed because the centre has been closed since March 2020 due to Covid19, although the objective values have been achieved.
UKH	Reduce the environmental impact caused by office paper consumption	●	Not finalised due to offices closures. Extension to FY21
UK	Launch actions to reduce the environmental impact of the emergency situation caused by covid-19	●	
Madrid/Seville	Reduce the plastic packaging from vending machines	●	Not finalised due to offices closures. Extension to FY21
Seville	Reduce the cardboard waste generation	●	Not finalised due to offices closures. Extension to FY21
Ciudad Real	Reduce electricity consumption per employee by 2% compared to FY19	●	The actions due to the closure of the offices could not be implemented. Although due to the closure, the objective is achieved. Maintained
Ciudad Real	Reduce the environmental impact caused by electricity consumption by contracting green energy	●	
Exeleria/ADS	Increased environmental awareness among staff	●	
Exeleria/ADS	Reduced electricity consumption	●	Temperature setpoints and schedules for the air conditioning systems have not been changed because the centre has been closed since March 2020 due to Covid19. Even so, the target value has been achieved. Maintained
Lisbon	Reduce the installed power for interior lighting in offices	●	Continue in FY21 with the target
AUNAV	Electronic material waste reduction	●	
AUNAV	SGA_ OB_11 Reduce steel material waste and steel scrap	●	

**The objectives are set each fiscal year.**

During FY20 some of the objectives of the environmental management system for the offices where it is implemented were:

- Achieved
- Partially achieved / Pending of evaluation
- Not achieved
- Not relevant

### Next steps:

The proposed for FY21 are listed below, taking significant environmental aspects, legal requirements, other associated requirements and their risks and opportunities into account as well as other relevant factors for the different sites and activities, including the current emergency health situation:

Scope	Objective
SG	Incorporation of Lisbon the certificate, incorporation of Santiago de Chile certificate.
Madrid/Initiatives:	Reduced energy consumption by acting on temperature and air conditioning schedules. Reduced carbon dioxide emissions by contracting green energy.
Madrid	Reduced plastic packaging in vending machines.
Seville:	Reduced cardboard waste generation.
Ciudad Real:	Reduced electricity consumption per employee by 2% by acting on the temperature setpoints.
London	Reduce the environmental impact caused by office paper consumption. Launch actions to reduce the environmental impact due to the emergency situation.
AUNAV:	Reduce chemical product waste.
Lisbon:	Decrease installed power for interior lighting. Reduce of single-use cups.

### Environmental training on the EMS:

In addition to the communication and dissemination actions carried out for all employees, all **everis** employees within the scope of the EMS receive training in environmental matters, on:

Environment and Energy Management System

Environment and Energy Policy

Environmental aspects associated with your job at a general level

Specific training on environmental matters for personnel occupying positions with special characteristics

The mode of delivery of this training is determined by the environmental manager of each office and the following resources are available:



Environment Welcome Pack



Online course on environment and energy management



Environmental information included in onboarding

ISO  
14001



# 5.4 ENERGY MANAGEMENT SYSTEM



**everis** has had an Energy Management System (EMS) implemented and certified since 2016 pursuant to the ISO 50001 Standard, at the Madrid headquarters, Novus building for its Plants 1 and 4. During FY20, the scope of the certification was extended to the entire NOVUS Building and the current version of the ISO 50001:2018 standard was updated. **everis** is currently working on incorporating new group offices into the project that already have energy audits.

Scope 2019	Scope 2020
<p>everis Spain SLU Camino de la Fuente de la Moda nº1, Planta1. 28050, Madrid, Spain</p>	<p>everis Spain SLU everis engineering</p>
<p>everis engineering SLU:Camino de la Fuente de la Moda nº1, Planta1. 28050, Madrid, Spain</p>	<p>everis engineering every Aerospace defence and security systems. everis surface area</p>
<p>Surface area m2: 8.632</p>	<p>Surface area m2: 48.339</p>



### Energy management system: scope

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

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

The activities carried out by the organisation in this location are:

#### **everis Spain SLU:**

- Consultancy in strategy and business processes information technology and outsourcing of services IT and business.
- Project management, analysis, design, development, testing and implementation of IT systems as well as technical assistance and maintenance of such systems.

#### **everis engineering SLU (EXELERIA):**

Comprehensive management of services related to energy and the environment energy sustainability water mobility and transport.

#### **everis aerospace, defence and security systems:**

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

### Expand the scope of the Energy Management System

The Department of Energy has drawn up a plan for 2020-2024 that proposes to expand the scope of the EMS, including all everis buildings that cover 85% of total consumption, and thus cover the 2024 Energy Audits with the EMS energy reviews.



	Buildings	Location
2020	Novus Completo Building	Madrid
2021	Maria de Molina	Valladolid
	Arco de ladrillo	Valladolid
	Plaza Euskadi 5	Bilbao
2022	Crystal Tower	La Coruña
	Central Tower	Murcia
	Crystal Tower	Murcia
	JC1	Murcia
	Britania 36	Alicante
	Géminis Center	Valencia
2023	Cartuja	Seville
	Diagonal 605	Barcelona
	Illa Building	Barcelona
	Pedro y Pons 7	Barcelona
2024	Berlin 38	Barcelona
	Ronda de Toledo 21	Ciudad real
	Tovador	Zaragoza
	Aragonia	Zaragoza
	Carbajosa	Salamanca



### Objectives FY21

Aligned with **SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all** and **SDG 13: Take urgent action to combat climate change and its impacts**, the Department of Energy has proposed the following objectives for FY21:



**ISO**  
**50001**



Install electricity measurement systems per module

Reduce energy consumption by 2% in air conditioning

- Keep the ventilation of the air conditioning system activated two hours after opening the centre and two hours after it closes.
- Maintain the extraction in the toilets 24 hours
- Encourage natural ventilation by opening windows

Purchase energy with Guarantee of Origin Certificate



On the occasion of the update of the certification with the ISO 50001:2018 standard, and within its commitment to continuous improvement and environmental performance, **everis** has developed and imparted **training structured in seven steps, which includes the main changes that the new ISO 50001:2018 standard** brings to the technical staff responsible for energy management, whose main objectives were:



Reinforce knowledge regarding the requirements of ISO 50001:2018

Raise awareness about the main changes of the new version of the ISO 50001:2018 Standard

Address the transition to ISO 50001:2018 from the previous version and incorporate the new management principles

Apply and interpret the requirements related to energy management required by ISO 50001:2018

Learn to integrate the Energy Management System into the Environmental Management System and other management systems of the organisation

Provide information to undertake the design and implementation of the EMS pursuant to the ISO 50001:2018 Standard and thus comply with RD 56/2016

Publicise the new Integrated Environment and Energy Policy

### Communication plan

Regarding the Communication Plan, the external communication of the Integrated Policy has been updated and the communication of the Good Practice Guide through the Novus building monitors has been eliminated.

Other communications that have been made during this period are:

- **BBPP guide:** through a mailing in May 2020, Welcome Pack and Energy Management
- **Energy performance,** through the Corporate Sustainability Report sent to all employees by email and published externally on the web.

For the following period, it is proposed to communicate about responsible energy use through the weekly **everis** newsletter.



### Procurement and design

Regarding the acquisition of services, products and equipment that may have a significant impact on the use and consumption of energy, no purchases were made during 2020.

The new Integrated Policy has been included in the supplier approval form and a BBPP guide, with tips for reducing energy consumption, which they must commit to follow in order to work with **everis**. A question is also included related to compliance with current legislation on the environment and energy and another question related to the possession of a related certificate. The specifications to be taken into account when making purchases related to the acquisition of products or services related to the energy consumption of the installation have also been defined, to ensure improved energy performance:

#### Electronic equipment:

Energy rating label with minimum category B/A

#### Electricity suppliers:

Ensuring that the energy provided is low carbon

#### Maintenance companies:

Have qualified personnel for the activity to be carried out

# 5.5 CLIMATE CHANGE STRATEGY



Aligned with **SDG 13: Climate Action**, **everis** started a climate change strategy from **Fiscal Year 2017** to verify the calculation of its carbon footprint for Spain with AENOR, preparing for an emissions reduction Plan with ambitious targets for 2021, revised annually, registering both documents with the Ministry of Ecological Transition and Industry.

The next milestone to be highlighted occurred during **Fiscal Year 2019**, where **everis** extended the corporate carbon footprint calculation to headquarters in other countries, expanding the calculation scope to nine countries, verifying its emissions calculation through last year's non-financial report.

Following the strategies of this Emission Reduction Plan for Spain, once the emissions for each of the countries have been calculated, **everis** issues the corresponding emissions report for each country, **which includes a scheme of emission reduction recommendations for each of the countries that participated in the calculation.**

Going one step further in its commitment to the fight against climate change, **everis verified with AENOR the calculation of its emissions worldwide during Fiscal Year 2020, for its headquarters in a total of 17 countries**, distributed by its areas of influence in Europe, Africa and America.



**3.243 tCO<sub>2</sub>**

#### Scope 1:

- Direct emissions from coolant gas leaks
- Direct emissions from the use of boilers



**0,11 tCO<sub>2</sub>/employee**

#### Scope 2:

- Indirect emissions from electricity consumption










**0,02 tCO<sub>2</sub>/m<sup>2</sup>**

#### Scope 3:


















- Emissions derived from employees business trips by road, airplane, and rail.

### Global carbon footprint

Given **everis**'s presence worldwide and its concern in the fight against climate change pursuant to Sustainable Development Goal 13: Climate Action, during Fiscal Year 2020 the scope of **everis** corporate carbon footprint was expanded worldwide adding eight additional countries to the nine that already participated in Fiscal Year 2019, expanding the carbon footprint calculation and reporting to the following countries:

Country
<b>Europe</b>
 Belgium
 France
 Luxemburg
 Netherlands
 Switzerland
<b>America</b>
 Argentina
 USA
<b>África</b>
 Morocco

**Indicator 9 of appendix 3** shows one of the tCO<sub>2</sub>e broken down by scope for each of the countries during FY20.

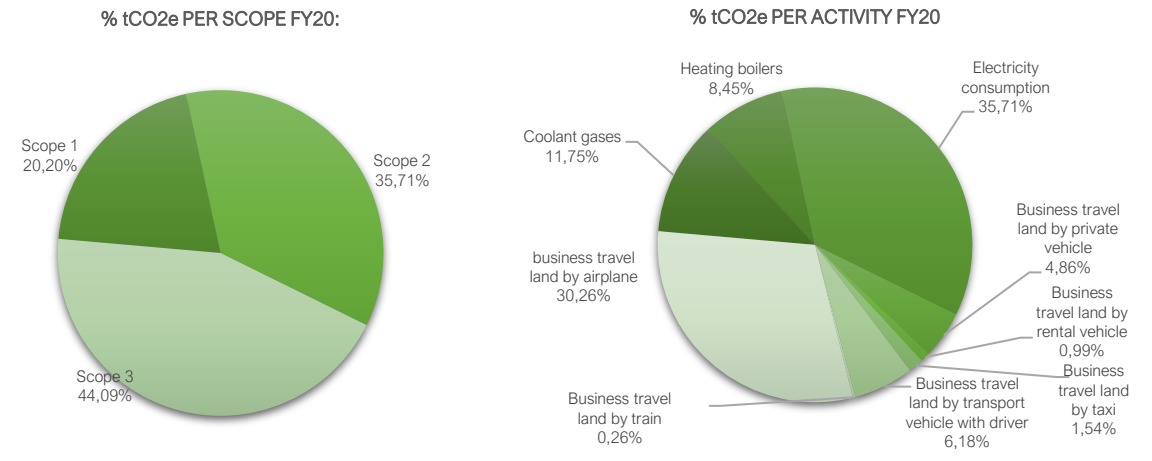
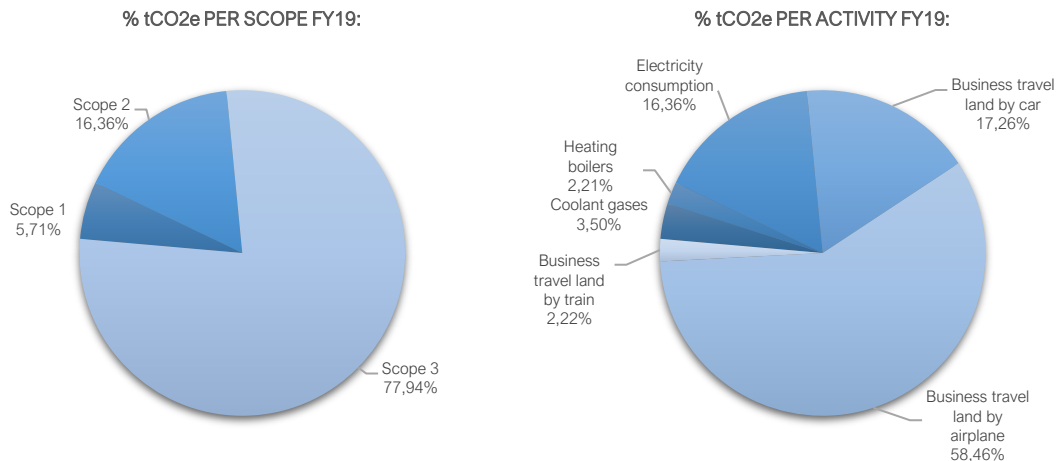
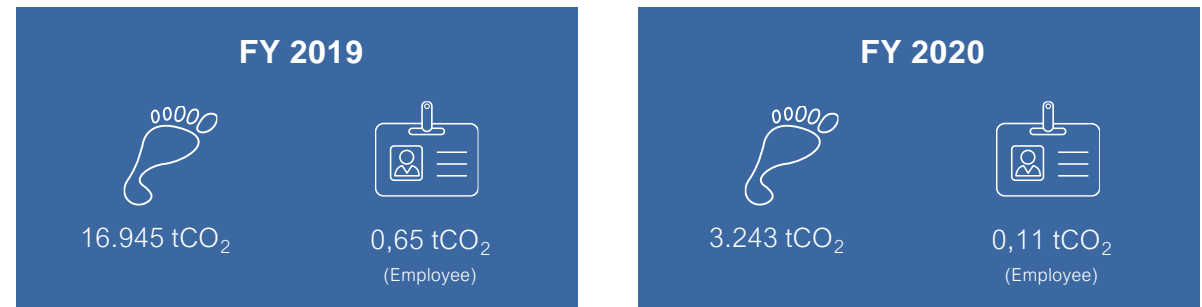
Country	% tCO <sub>2</sub> e	tCO <sub>2</sub> e	tCO <sub>2</sub> e/employee	tCO <sub>2</sub> e/m <sup>2</sup>
<b>Europe</b>				
 Belgium	1,31	42,34	0,25	0,02
 Spain	55,56	1.801,63	0,11	0,02
 France	0,004	0,15	0,01	0,004
 Italy	3,09	100,25	0,11	0,01
 Luxemburg	0,06	1,85	0,03	0,01
 Netherlands	0,11	3,60	0,07	0,02
 Portugal	2,50	81,08	0,07	0,01
 United Kingdom	0,60	19,54	0,06	0,01
 Switzerland	0,001	0,04	0,005	0,002
<b>America</b>				
 Argentina	3,01	97,20	0,21	0,05
 Brazil	5,83	189,05	0,05	0,02
 Chile	2,75	89,31	0,05	0,02
 Colombia	11,86	384,47	0,39	0,12
 Mexico	2,86	92,55	0,08	0,04
 Peru	8,94	289,93	0,08	0,03
 USA	0,90	29,11	0,34	0,06
<b>Africa</b>				
 Morocco	0,61	19,92	0,10	0,01
<b>GLOBAL</b>				
	<b>100</b>	<b>3.242,51</b>	<b>0,11</b>	<b>0,02</b>

### Global carbon footprint

Given the nature of the organisation's activities, the bulk of emissions are in Scope 3; that is, when its employees travel on business trips, and within these, most of the emissions are emitted during air travel.

However, it is worth highlighting the fall in Scope 3 emissions from 77.94% during Fiscal Year 2019 to 44.09% during FY20, due to the exceptional COVID pandemic situation and **everis's** policies and strategies for protecting its employees, minimising business trips, promoting remote working and prioritising virtual meetings and sessions.

Thanks to these policies and strategies, **everis's** total footprint has been reduced worldwide by 81%, despite having increased the reporting scope in eight countries, with a total of 17 countries reported.



### Global carbon footprint

On the occasion of the worldwide emissions calculation made in Fiscal Year 2019, **everis** designed a series of recommendations during Fiscal Year 2020 for reducing emissions, which reported on the countries within the scope of the calculation, and which will be extended to the new countries for Fiscal Year 21.

Always committed to continuous improvement and being able to assess absolute and relative objectives in the company's performance in reducing the Carbon Footprint, **everis** updated its indicators in Fiscal Year 2020, including a new category that includes relativised emissions, depending on the surface area occupied by their work centres, in order to optimise the use of raw materials and resources, for each of the countries within the calculation scope.

Recommendations for reducing emissions:

Implement sustainability criteria in buildings

Substitute equipment for more respectful equipment

Improve management and maintenance procedures

Implement the ISO 50.001 Standard

Renewable electricity supply contracting

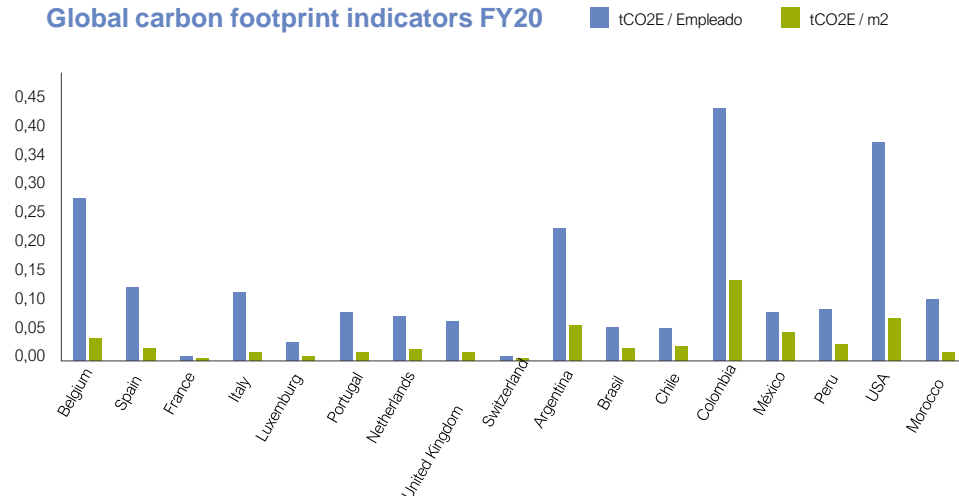
Reduce travel

Promote remote working and videoconferencing

Reduce domestic flights by using the train instead

Contract more sustainable service providers

Global carbon footprint indicators FY20



## everis Carbon Footprint in Spain

**everis** Spain's Carbon Footprint accounts for 55.56% of its total footprint worldwide. The scope of the calculation of the carbon footprint for Spain calculated by all the companies that are consolidated in **everis** Spain S.L.U. and that operate in Spain.

It should be noted that the data corresponding to the calculation of the carbon footprint for Fiscal Year 2020, mentioned below, have been verified by an independent third party, although at the time of writing this report the administrative process for including the footprint has not yet been completed for corporate carbon in the Ministry for Ecological Transition Carbon Footprint Registry.

Through this calculation and its subsequent verification, the organisation knows the emissions for which it is responsible, and this document therefore sets out and defines the possible measures that can be taken to reduce them, in the case of **everis** Spain.

	CTCO <sub>2</sub> e
<b>Scope 1</b>	
Coolant gases	63,00
Heating boilers	217,89
<b>Total</b>	<b>280,89</b>
<b>Scope 2</b>	
Electricity consumption	672,04
<b>Total</b>	<b>672,04</b>
<b>Scope 3</b>	
Business trips made by private vehicle	120,15
Business trips made by rental vehicles	32,10
Business trips made by taxi	11,30
Business trips made by train	7,91
Business trips made by plane	677,25
<b>Total</b>	<b>848,70</b>
<b>Global emissions</b>	<b>1.801,63</b>



## everis Carbon Footprint in Spain

The objective acquired by **everis** Spain S.L.U. is to reduce the KPI by 20% for FY21, compared to FY17.

As can be seen, the KPI for the Carbon Footprint for FY17 is practically identical to the KPI for FY18, although a reduction was already observed in the KPI of FY19 to 0.73 tCO<sub>2</sub>e/employee due to implementing some of the measures in the Corporate Carbon Footprint Reduction Plan.

Despite having achieved the reduction target in FY20, and as it is considered to have been inevitably linked to the conjunctural pandemic situation, the proposed reduction measures have been maintained and progress has been made on them.

	tCO <sub>2</sub> e	Employees	tCO <sub>2</sub> e/employee
FY 2017	9.250	11.529	<b>0,80</b>
FY 2018	10.526	13.093	<b>0,80</b>
FY 2019	10.508	14.483	<b>0,73</b>
FY 2020	1.802	15.697	<b>0,11</b>
FY 2021	-	-	<b>0,65</b>

The proposed reduction measures are presented below, divided by scope and updated in terms of implementation stage.

It is important to highlight that implementing these measures, in addition to reducing CO<sub>2</sub> emissions, could contribute to reducing costs associated with the consumption of coolants, energy consumption, savings on trips, etc., by optimising the use of the facilities.

Depending on whether these measures have already been implemented, it is expected that they will be of immediate application, or otherwise their application requires even longer development and implementation time, each reduction measure acquires a temporary category according to its application period:

Measures already implemented

Short-term measures (Fiscal Year 20)

Medium-term measures (Fiscal Year 21)

**everis Carbon Footprint in Spain**

Title of measure	Scope	Period of Action		
		Implemented	Implemented In 2020	2021
Contracting electricity from renewable sources.	2			x
Situation of domestic air travel by AVE travel.	3			x
Implementation of low-carbon purchase criteria suppliers.	Others		x	
Implement ISO 50000 in work centres.	2		x	x
Include sustainable purchase criteria of energy to suppliers.	2		x	
Development of corporate campaign.	3	x		
Contract low-carbon taxis.	3			x
Improve management and maintenance procedures refrigeration equipment.	1			x
Implement evaluation criteria refrigeration systems.	1			x

Title of measure	Scope	Period of Action		
		Implemented	Implemented In 2020	2021
Contracting electricity from renewable Contracting electricity from renewable sources.	1	x		
Energy manager.	2	x		
Awareness of efficient energy use.	2	x		
Optimisation of lighting schedules.	2	x		
Optimisation of real-time control by lighting presence.	2	x		
Adjustment of the programming of the air conditioning systems.	2	x		
Verification by an accredited entity of the corporate carbon footprint in FY...	Others	x		
Drafting procedures for the calculation of HC.	Others	x		

## Risks and opportunities arising from climate change: Task Force on Climate – Related Financial Disclosures (TCFD)

**everis**, as a company involved in decarbonisation, aims to analyse the risks and opportunities in FY21 derived from climate change based on the recommendations of the TCFD (*Task Force on Climate Related Financial Disclosures*), published in June 2017, which constitutes a widely recognised frame of reference for providing information on climate risks, as well as the European Commission's non-binding guide (NBG) on climate information reporting: "Guidelines on non-financial reporting: Supplement on climate-related information".

The TCFD reporting framework takes the value information of the company that is affected by climate change into account and is of great interest to investors. It conforms to well-established major "voluntary sustainability" reporting frameworks; some of which are already being used: CDP (formerly the Carbon Disclosure Project); the Climate Disclosure Standards Board (CDSB); the Global Reporting Initiative (GRI); the International Integrated Reporting Council (IIRC); and the Sustainability Accounting Standards Board (SASB).

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

## Governance

**everis**, being committed to climate change, includes within its strategy the roles and responsibilities of senior management, as well as the areas responsible for leading the actions and defining and implementing the associated measurement methodologies.

## Strategy

**everis** describes the risks and opportunities related to the climate and the impact on the company's business, strategy and planning, as well as its resilience in different scenarios.

## Risk Management

The global risk related to climate change will be managed together with the other risks of the company described in section 3.4. Risk Management, as one more aspect within the committees, policies and already existing areas.

## Metrics and Objectives

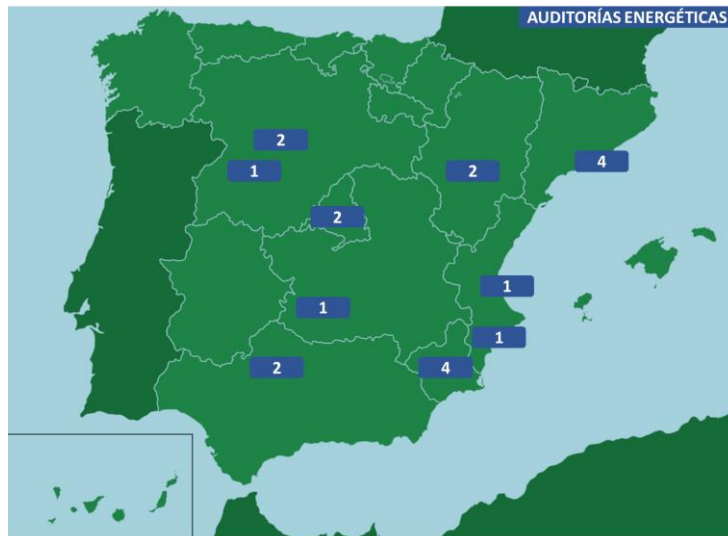
**everis** measures and discloses Scopes 1, 2 and 3 of the Carbon Footprint, 0.11 tCO<sub>2</sub>e per employee, every year, verified by an independent certifying entity and registered in the Carbon Footprint Registry and CO<sub>2</sub> Absorption Projects of the Ministry for the Ecological Transition and the Demographic Challenge, thus contributing to informing the company's emissions in a transparent way to its stakeholders.

The goal for reducing total GHG emissions per employee is 0.65 tCO<sub>2</sub>e in FY21.

# 5.6 CIRCULAR ECONOMY



In order to comply with Royal Decree 56/2016, 12 February, which transposes Directive 2012/27/EU of the European Parliament and of the Council, 25 October 2012, on energy efficiency in relation to energy audits, accreditation of service providers and energy auditors and promotion **of energy supply efficiency, energy audits corresponding to 85% of the consumption of everis buildings in Spain have been carried out in the following work centres:**



(\*) N° of locations by province

CITY/TOWN	BUILDING
ALICANTE	BRITANIA
BARCELONA	LIVINGLAB, BERLÍN, DIAGONAL 605, ILLA
CIUDAD REAL	RONDA DE TOLEDO
MADRID	CASTELLANA, NOVUS
MURCIA	TORRE GODOY, TORRE CRISTAL, TORRE CENTRAL, JC
SALAMANCA	CARBAJOSA
SEVILLE	TORRE PELLI, CARTUJA
VALENCIA	GEMINIS CENTER
VALLADOLID	ARCO DE LADRILLO, MARIA DE MOLINA
ZARAGOZA	ARAGONIA, TROVADOR



















**everis** encourages **the efficient use of resources (water, paper, energy)** and thanks to the operational control process for recycling the waste generated in the offices included within the scope of the EMS, exhaustive control has been implemented and measures undertaken that help to reduce the amount of waste generated. Circular economy measures and improve sustainability have also been implemented.

Water consumption is not currently considered material for **everis**, taking into account the scale of its impact in these areas and the relative importance that stakeholders assign to other issues. However, they **are reviewed periodically, reporting the data from offices for which it has access to such information**, by the owner.

**Energy and raw material consumption:** another of the measures planned in the Environment and Energy Policy entails making all workers aware of the need to get involved in the usual rational water, paper, and energy use practices, as well as in good minimisation practices in the use of natural resources that can be extended to their usual way of life.

In relation to this aspect, **everis** makes the **Environmental Welcome Pack** available to all new hires and its employees, which consists of a trivia course and a series of recommendations for good environmental practices.

### The planet needs us. Habits to construct a more sustainable world.

ENERGY: RESPONSIBLE USE	WATER: A SCARCE COMMODITY
 <p>Turn off your computer if you are not going to use it after more than an hour.</p>  <p>Use hibernate or suspend modes: it preserves the current state of the system and saves energy.</p>  <p>Turn off the lights that you are not going to use.</p>  <p>Avoid using the elevator if you have to go up or down one or two flights.</p>	 <p>Avoid letting the water run unnecessarily. Turn off the faucet when you brush your teeth or wash your lunch box.</p>  <p>Do not use the toilet as a trash can. Do not throw out paper, cotton, handkerchiefs, etc. in the toilet.</p>  <p>If you detect a leak in a tap or WC, please report it to the facilities department.</p>
PROPER USE OF MATERIALS	WASTE: REDUCE, REUSE, RECYCLE
 <p>Use materials until they run out. Avoid printing unnecessary documents.</p>  <p>Before printing, please check for possible errors and improvements in the document and use the print preview.</p>  <p>Use paper on both sides for copying and printing documents, whenever possible.</p>  <p>Print documents as a draft version to prevent wasting ink, whenever possible.</p>  <p>Use OneNote as a digital notebook instead of a paper notebook: information will be more easily located, manageable and backed up.</p>  <p>Use Captio if it is available in your office to report expenses digitally, in a more fast and easy way.</p>	 <p>Reduce generating waste by avoiding using disposable products, and choose products with minimal packaging.</p>  <p>Use digital documents.</p>  <p>Reuse paper that has only been printed on one side to print drafts, write notes, etc.</p>  <p>Use reusable bottles.</p>  <p>Be part in the separation of waste by placing it in its corresponding waste bins.</p>

everis also has a newsletter system through which it communicates and helps employees to be more sustainable and improve their environmental performance.

**CSR**

**How can people save energy working from home?**
**New habits to save at home.**

Homes have become offices, schools, gyms and entertainment venues while people have become chefs and DIY experts. Now that people spend more time at home, their habits have changed and this has affected energy consumption in homes and the cost of the electricity bill.

How the new situation has affected the electricity bill and what can be done to reduce it

**CSR**

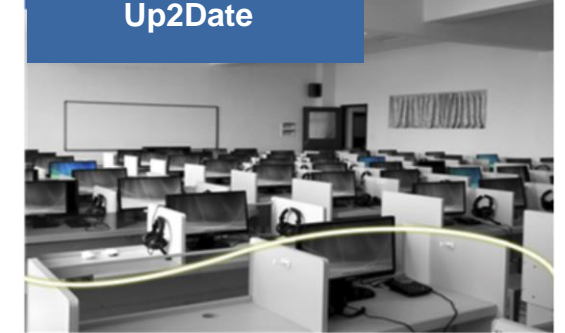
**New year, new proposals**
**12 sustainability proposals for 2021**

The time has come to consider new proposals and projects. What do you think if one related to sustainability and the environment is included in that list? everis proposes simple ideas that will help you lead a much more environmentally-friendly life.

**Up2Date**

**The future of sustainable transport**
**Did you know that one of the main causes of global warming is heavy transport?**

In this article, Pedro Mur, Head of Transport and Logistics at everis, talks about how the "Spain Can" Recovery Plan, together with the green pact, will help to position Spain as a leader in smart and green transport over the coming years.

**Up2Date**

**Everis awarded in the 2020 enerTIC Awards!**
**We'll explain our solution to a safe return to Habitat's office.**

The enerTIC platform recognises everis in the Smart Building category. The solution optimises office spaces to promote energy savings, reducing consumption by up to 20% by using a network of IoT sensors and artificial intelligence algorithms.

CSR

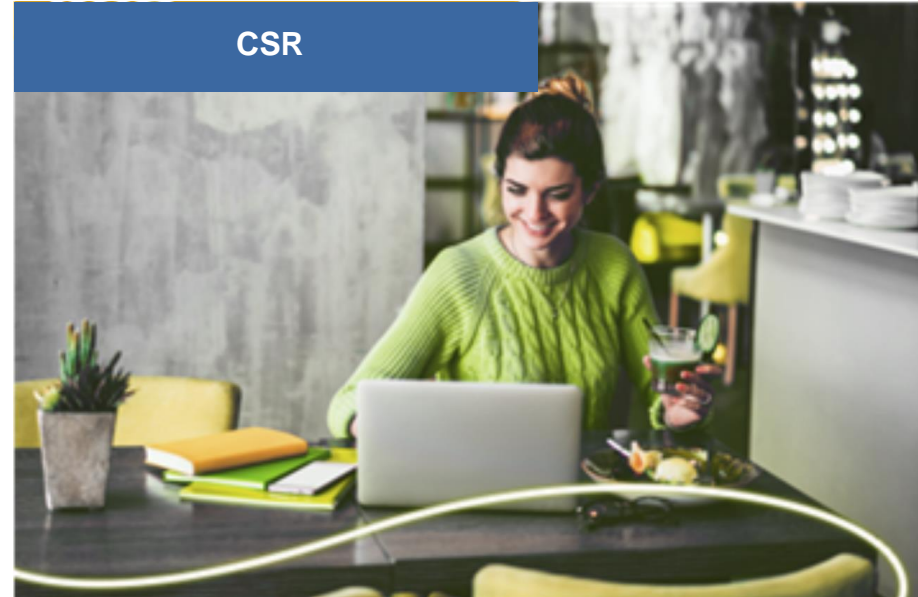


Do you use OneNote? Do you make the most of all its potential?

A digital notepad that automatically saves and syncs your notes as you work. Using OneNote instead of a traditional paper notebook, the information is easily traceable, manageable and backed up. You will also contribute to a more sustainable world by reducing paper use.

It all adds up, and together we can achieve a lot!

CSR



Can you save with your appliances?

Find out about tips on energy consumption.

Home appliances are the major consumers in people's homes. They are responsible for more than 60% of energy consumption.

everis reveals some of the tips that will help you to save by using efficient appliances and the new energy efficiency labelling.



The **enerTIC platform**, dedicated to contributing to developing the transformation potential of Information and Communication Technologies in the field of energy efficiency, **announced the enerTIC Awards 2020, recognising everis for Habitat, its solution for the safe return to the office.**

The 8th Edition of the enerTIC Awards 2020 recognise the most relevant initiatives and career paths in the promotion and application of technology and digitisation to improve energy efficiency and sustainability. Thus, in the Smart Building category, the everis solution for offices, **Habitat**, is distinguished. **It is a solution that seeks to optimise the use of spaces, making structural and energy costs more efficient.**

The project optimises the use of office spaces, seeking to make structural and energy costs more efficient. The objective is to determine the use of everis's spaces, in a detailed way, in order to optimise and make them as efficient as possible.

Internet of things (IoT)

Smart buildings

Sustainability

Premios a la innovación y tecnología para la eficiencia energética  
**VIII edición enerTIC Awards**

**e**  
**enerTIC**

#### Quantification / Estimation of consumption reduction

20% reduced energy consumption in spaces and assets in the office  
20% reduced energy consumption in the building.

#### Quantification / Estimation of CO2 emissions reduction

CO2 has been reduced by 177 tons per year in the Madrid office, of 35,000 square metres.  
As more everis offices are included, the savings will increase.

#### Applied innovation and good practices

everis has developed its own IoT sensor network, seeking a very low cost per workstation and a low-energy communications network to which new sensors can be added in the future.  
For example, temperature, humidity and CO2 can also be monitored in the same network to ensure employees' well-being.

#### Usability of information and communication technologies

Creation of a Mesh network, with wireless Zigbee communications between the occupancy sensors and gateway. Easy to install and low cost.  
It provides the office with an IoT network that can include sensors to collect data and perform actions on certain elements, such as closing blinds, air conditioning, ventilation, etc.

### everis promoting sustainability in buildings

Within the framework of the **World Green Building Week 2020**, which was held around the world on 21 to 25 September, the **everis Engineering Sustainability** division organised the **Green deal webinar: transformation of existing buildings into sustainable assets**.



The digital meeting focused on recovering buildings by adapting them to sustainability parameters and certifications pursuant to new international regulations, as well as the importance of regulated training and the role of accredited professionals. The **first LEED Lab course in Spain was also presented, organised by everis Engineering, with everis Engineering being the first entity in Spain to be approved by the US Green Building Council (USGBC) to launch LEED Lab**. It is the leading course on sustainability in construction developed by the international organisation pursuant to the requirements of the LEED certification, the most used sustainability protocol in the world.



### everis promoting sustainability in cities

**everis Engineering** is the company responsible for heading one of the six consortia selected by the European Bank for Reconstruction and Development (EBRD) within the framework contract Green Cities Action Plan. This plan aims to identify, prioritise and address the environmental challenges of cities through investments into infrastructure and sustainable political measures.

The **everis** Group subsidiary is the only Spanish company to lead one of the consortia, which also includes the Spanish Applus +, Sici Dominus and Typsa, the British Buro Happold and the Danish NTU International. Together they will help the more than 40 cities attached to the programme to develop their green transformation projects by implementing strategies and measures for sustainability, emission reduction and circular economy to become more efficient and environmentally friendly cities.



**To achieve this, they will accompany the cities for two years, during which they will work on developing, implementing and monitoring a strategic action plan that will involve all social stakeholders (civil society, private sector and municipal and national authorities).**

The plan will begin with an analysis of the city's performance to assess environmental assets, resource efficiency and the risks they face as a result of climate change. Once the roadmap has been established, in which the actions in the short, medium and long term will be compiled, possible funding sources for the planned investments will be identified and the most appropriate policy measures to achieve the objectives will be defined. In this context, the EBRD will also support cities by providing them with access to funding on favourable terms.

Finally, to achieve the established objectives, the actions proposed in the roadmap and their impact on the environment will be monitored regularly.

**With this project, the EBRD, the cities and consortia involved demonstrate their commitment to the sustainable advancement of society and contribute to fulfilling the international goals set in the Paris Agreement.**

5.7

# AIR POLLUTION, NOISE AND LIGHT POLLUTION



Noise and light pollution are not currently considered material for **everis**, taking into account the scale of its impact in these areas and the relative importance that stakeholders assign to these issues. Therefore, except as indicated below, the information compiled on these impacts has not been systematised.

However, as mentioned above, **everis** has implemented and certified a Building Sustainability Certificate pursuant to the BREEAM Commercial and BREEAM schemes in use since 2016. This sustainability certificate, which is already implemented in the Manoteras 52 headquarters (BREEAM Commercial) and in the NOVUS building located in Fuente de la Mora 1 (BREEAM IN USE), guarantees significantly better levels of air quality, lighting and noise.



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

- The concentration of external lighting in the appropriate areas
- Minimise upward lighting to reduce light pollution, energy consumption and inconvenience to neighbouring properties that are not strictly necessary.

Another objective is to reduce the possibility that the noise derived from the fixed installations of the new building will affect nearby noise-sensitive buildings.



# 5.8 BIODIVERSITY



This is a non-material issue for the company. The **everis** Group does not possess land that contains habitats of interest or that have any degree of protection or conservation requirement for harbouring endangered species. During Fiscal Year 20 there were no impacts on biodiversity derived from its own, leased, managed or adjacent operating facilities or derived from the company's activities or products.

Therefore, the GRI 304 standard: BIODIVERSITY is not applicable to the activities of the **everis** Group in any of its subsections (304-1).



A woman's face is the central focus, overlaid with a semi-transparent digital interface. The interface includes vertical lines of light and snippets of code. The background is a blurred server room with glowing blue and red lights, and a large blue circular graphic on the left side of the frame.

06

ANNEXES



# 6.1 ANNEX 1 ORGANISATION CHART

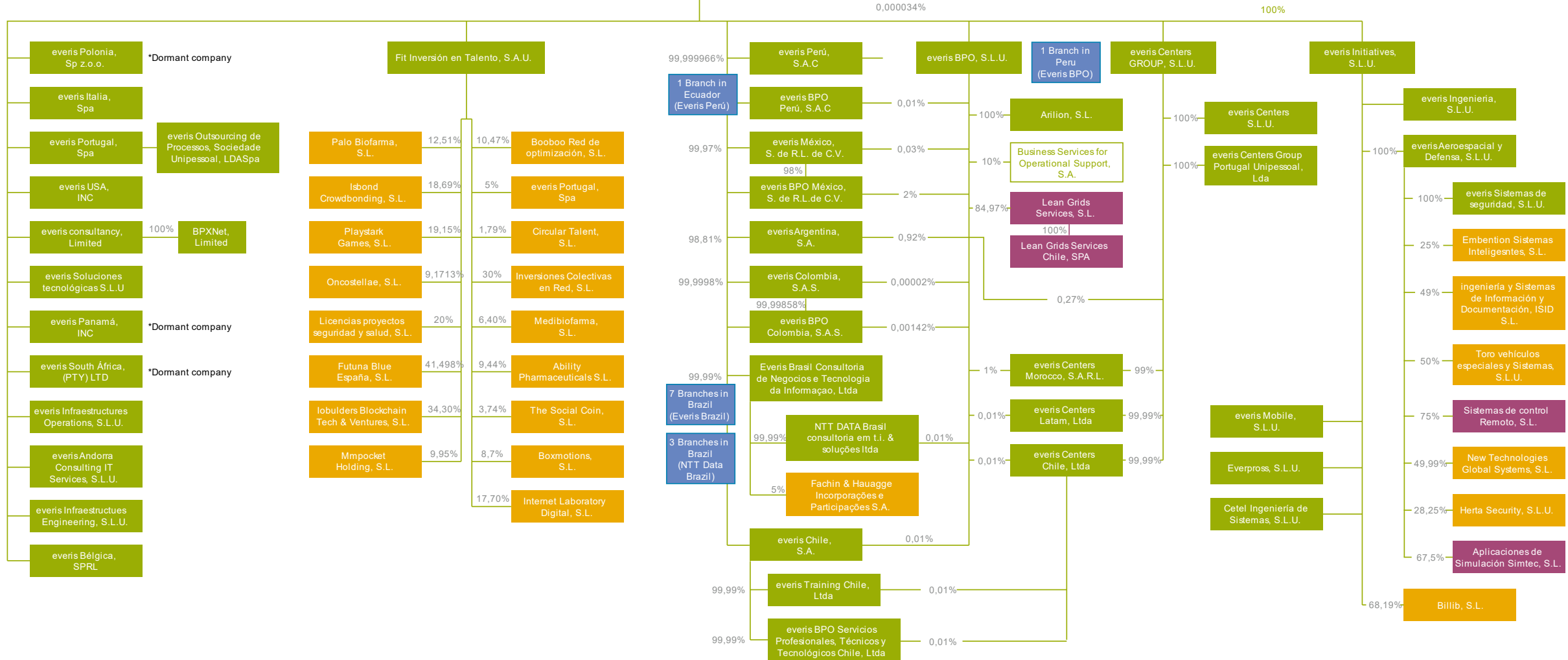
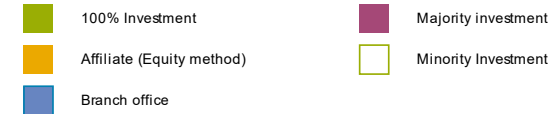


# ANNEX 1

## 6.1 ORGANISATION CHART

**EVERIS GROUP CHART**  
APRIL 2021

1 Branch in Netherlands (Everis Spain)	1 Branch in France (Everis Spain)
1 Branch in Luxembourg (Everis Spain)	1 Branch in Colombia (Everis Spain)
1 Branch in Belgium (Everis Spain)	1 Branch in Switzerland (Everis Spain)



## 6.2 ANNEX 2

# CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)



## Contribution to the Sustainable Development Goals (SDGs)

There is growing public interest in the extent to which the private sector contributes to the Sustainable Development Goals (SDGs). These are 17 goals set by the United Nations in 2015 with the aim of achieving an environmentally, socially and economically sustainable planet. Along with the goals, 169 targets were set for countries to achieve by 2030. The UN called for action by the private sector to work with national governments to achieve these goals.

**everis** has out to an exercise to determine the SDGs to which the company contributes in the economic, social and environmental areas.





The following table also shows the GRI (Global Reporting Initiative) indicators that enable **everis** to measure the results obtained. These indicators are standardised internationally.



# SUSTAINABLE DEVELOPMENT GOALS



Material subjects	GRI indicator	Sustainable Development Goals SDGs		How everis contributes to this SDG
Training and career development plan	404-1, 404-2	ODS 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities		Investment in the development of employees and other groups (school communities, university students, etc.) to enable their continuous professional training and their current and future employability in STEM skills.
Equality	103-2	ODS 5. Equality and Diversity Plan.		The equality plan with concrete measures and objectives is aimed at putting an end to any kind of discrimination against women. Moreover, the company takes into account diversity criteria so that different employee profiles and diversity in recruitment are reflected in the company's practices. The plan aims to guarantee equal access to employment for everybody regardless of age, gender, disability, race, ethnicity, origin, religion, etc.
Job creation	102-8	ODS 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work.		This fiscal year, everis has increased the number of employees from 27,291 in 2019 to 30,349 employees, an annual hiring of 9,522 people. This commitment to creating jobs means economic growth in the Communities where the company is present. Developing projects aimed at improving and professionalising the Third Sector by providing professional services in governing bodies and performing pro-bono work that contributes to increasing the activity's effect.
Economic sustainability	102-35, 102-36			
Remuneration Policy	201-1			
Volunteering and entrepreneurship	102-13	ODS 10. Reducing inequality within and between countries.		Promote corporate volunteering and support for entrepreneurship. This contributes to the creation of decent jobs and entrepreneurship, creativity and innovation and the promotion of micro-enterprises.
		ODS 17. Strengthen the means of implementation and revitalise the global partnership for sustainable development.		Creation of alliances with different organisations.

Material Subjects	GRI Indicator	Sustainable Development Goals (SDGs)	How everis contributes to this SDG
Work-life reconciliation and remote working		ODS 10 Reducing inequality within and between countries.	
Environmental policies and certifications	ISO9.001, ISO14.001, ISO50.001, BREEAM	ODS 13. Take measures to combat climate change and its effects.	
Climate change Carbon footprint.	305-3, 305-5, H.C.		everis is committed to preserving the environment through an Environmental Policy that serves as a reference framework to minimise, reverse or put an end to the possible damage to nature.  To prove with data and facts our environmental commitment to our surroundings, we calculate our Carbon Footprint (C.F.) every year.
Energy management system	ISO 50.001, 302-1	ODS 7. Ensure access to affordable, safe, sustainable and modern energy	
Circular economy	ISO 14.001, ISO 50.001, BREAAAM, Ecovadis. 103-2, 301-1, 301-2, 301-3, 303-3, 306-1, 306-2, 306-3.	ODS 12. Ensuring sustainable consumption and production patterns	
Customer satisfaction	102-43		
Suppliers	103-3, 102-9, 308-1, 308-2, 407-1, 409-1, 414-2		
Transparency of information			
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		

## 6.3 ANNEX 3 BREAKDOWN OF NON-FINANCIAL INDICATORS



# INDICATOR 1:

STAFF DISTRIBUTION BY COUNTRY





TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 **BELGIUM**

Category	Age group	Female	Male	Total
Director	41-50	0	4	4
	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>5</b>	<b>5</b>
Manager	31-40	2	1	3
	41-50	2	7	9
	51-60	0	2	2
<b>Total Managers</b>		<b>4</b>	<b>10</b>	<b>14</b>
Leader	60	0	1	1
	21-30	2	3	5
	31-40	11	8	19
	41-50	2	10	12
	51-60	0	4	4
<b>Total Leaders</b>		<b>15</b>	<b>26</b>	<b>41</b>
Staff	60	0	2	2
	21-30	15	18	33
	31-40	18	24	42
	41-50	6	18	24
	51-60	1	7	8
<b>Total Staff</b>		<b>40</b>	<b>69</b>	<b>109</b>
<b>Total Belgium</b>		<b>59</b>	<b>110</b>	<b>169</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 1: STAFF DISTRIBUTION BY COUNTRY

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.



Category	Age group	Female	Male	Total
Partner	60	1	2	3
	31-40	0	6	6
	41-50	12	90	102
	51-60	5	49	54
<b>Total Partners</b>		<b>18</b>	<b>147</b>	<b>165</b>
Executive Director	31-40	1	0	1
	41-50	10	31	41
	51-60	5	15	20
<b>Total Executive Directors</b>		<b>16</b>	<b>46</b>	<b>62</b>
Director	60	0	2	2
	31-40	2	44	46
	41-50	37	148	185
	51-60	3	28	31
<b>Total Directors</b>		<b>42</b>	<b>222</b>	<b>264</b>
Manager	60	1	2	3
	21-30	0	2	2
	31-40	61	202	263
	41-50	98	208	306
	51-60	13	26	39
<b>Total Managers</b>		<b>173</b>	<b>440</b>	<b>613</b>

Category	Age group	Female	Male	Total
Leader	60	4	4	8
	21-30	81	197	278
	31-40	521	1,240	1,761
	41-50	341	729	1,070
	51-60	54	129	183
<b>Total Leaders</b>		<b>1,001</b>	<b>2,299</b>	<b>3,300</b>
Staff	60	7	20	27
	21-30	1,249	4,304	5,553
	31-40	1,232	2,556	3,788
	41-50	598	972	1,570
	51-60	140	215	355
<b>Total Staff</b>		<b>3,226</b>	<b>8,067</b>	<b>11,293</b>
<b>Total Spain</b>		<b>4,476</b>	<b>11,221</b>	<b>15,697</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 1: STAFF DISTRIBUTION BY COUNTRY

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 FRANCE

Category	Age group	Female	Male	Total
Director	51-60	1	1	2
<b>Total Directors</b>		<b>1</b>	<b>1</b>	<b>2</b>
Leader	31-40	0	2	2
	41-50	1	1	2
	51-60	0	2	2
<b>Total Leaders</b>		<b>1</b>	<b>5</b>	<b>6</b>
Staff	21-30	1	1	2
	31-40	0	4	4
	41-50	0	1	1
	51-60	2	1	3
<b>Total Staff</b>		<b>3</b>	<b>7</b>	<b>10</b>
<b>Total France</b>		<b>5</b>	<b>13</b>	<b>18</b>

 ITALY

Category	Age group	Female	Male	Total
Partner	41-50	0	4	4
<b>Total Partners</b>		<b>0</b>	<b>4</b>	<b>4</b>
Executive Director	51-60	1	0	1
<b>Total Executive Directors</b>		<b>1</b>	<b>0</b>	<b>1</b>
Director	31-40	0	5	5
	41-50	2	10	12
	51-60	1	5	6
<b>Total Directors</b>		<b>3</b>	<b>20</b>	<b>23</b>
Manager	31-40	1	19	20
	41-50	4	13	17
	51-60	0	2	2
<b>Total Managers</b>		<b>5</b>	<b>34</b>	<b>39</b>
Leader	21-30	3	20	23
	31-40	48	126	174
	41-50	22	60	82
	51-60	4	8	12
<b>Total Leaders</b>		<b>77</b>	<b>214</b>	<b>291</b>
Staff	21-30	100	215	315
	31-40	75	152	227
	41-50	7	20	27
	51-60	4	4	8
	+60	0	1	1
<b>Total Staff</b>		<b>186</b>	<b>392</b>	<b>578</b>
<b>Total Italy</b>		<b>272</b>	<b>664</b>	<b>936</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 1: STAFF DISTRIBUTION BY COUNTRY

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 LUXEMBOURG

Category	Age group	Female	Male	Total
Executive Director	50-60	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	41-50	0	1	1
	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Manager	31-40	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	41-50	0	1	1
	51-60	0	1	1
<b>Total Leaders</b>		<b>0</b>	<b>2</b>	<b>2</b>
Staff	21-30	1	2	3
	31-40	1	20	21
	41-50	6	25	31
	51-60	0	4	4
	+60	0	3	3
<b>Total Staff</b>		<b>8</b>	<b>54</b>	<b>62</b>
<b>Total Luxembourg</b>		<b>8</b>	<b>60</b>	<b>68</b>

 THE NETHERLANDS

Category	Age group	Female	Male	Total
Director	51-60	0	2	2
<b>Total Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Manager	41-50	0	2	2
	51-60	0	3	3
<b>Total Managers</b>		<b>0</b>	<b>5</b>	<b>5</b>
Leader	21-30	0	2	2
	31-40	3	4	7
	41-50	6	5	11
	51-60	0	2	2
<b>Total Leaders</b>		<b>9</b>	<b>13</b>	<b>22</b>
Staff	21-30	6	5	11
	31-40	7	3	10
	41-50	0	2	2
<b>Total Staff</b>		<b>13</b>	<b>10</b>	<b>23</b>
<b>Total Netherlands</b>		<b>22</b>	<b>30</b>	<b>52</b>

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.


**PORTUGAL**

Category	Age group	Female	Male	Total
Partner	41-50	1	7	8
<b>Total Partners</b>		<b>1</b>	<b>7</b>	<b>8</b>
Director	31-40	1	9	10
	41-50	5	11	16
	51-60	1	1	2
<b>Total Directors</b>		<b>7</b>	<b>21</b>	<b>28</b>
Manager	31-40	9	18	27
	41-50	7	8	15
<b>Total Managers</b>		<b>16</b>	<b>26</b>	<b>42</b>
Leader	21-30	17	14	31
	31-40	47	107	154
	41-50	18	36	54
	51-60	1	6	7
<b>Total Leaders</b>		<b>83</b>	<b>163</b>	<b>246</b>
Staff	-20	0	1	1
	21-30	236	297	533
	31-40	61	132	193
	41-50	23	22	45
	51-60	1	2	3
	+60	0	1	1
<b>Total Staff</b>		<b>321</b>	<b>455</b>	<b>776</b>
<b>Total Portugal</b>		<b>428</b>	<b>672</b>	<b>1,100</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 1: STAFF DISTRIBUTION BY COUNTRY

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 UNITED KINGDOM

Category	Age group	Female	Male	Total
Partner	41-50	0	5	5
	51-60	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>6</b>	<b>6</b>
Director	31-40	0	1	1
	41-50	1	14	15
	51-60	1	1	2
<b>Total Directors</b>		<b>2</b>	<b>16</b>	<b>18</b>
Manager	31-40	2	11	13
	41-50	3	5	8
<b>Total Managers</b>		<b>5</b>	<b>16</b>	<b>21</b>
Leader	21-30	5	10	15
	31-40	26	49	75
	41-50	8	28	36
	51-60	2	12	14
	+60	0	1	1
<b>Total Leaders</b>		<b>41</b>	<b>100</b>	<b>141</b>
Staff	21-30	19	33	52
	31-40	23	23	46
	41-50	6	6	12
	51-60	5	11	16
	+ 60	1	3	4
<b>Total Staff</b>		<b>54</b>	<b>76</b>	<b>130</b>
<b>Total United Kingdom</b>		<b>102</b>	<b>214</b>	<b>316</b>

 SWITZERLAND

Category	Age group	Female	Male	Total
Partner	41-50	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Executive Director	51-60	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	41-50	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	31-40	0	2	2
<b>Total Leaders</b>		<b>0</b>	<b>2</b>	<b>2</b>
Staff	60	0	1	1
	31-40	0	2	2
<b>Total Staff</b>		<b>0</b>	<b>3</b>	<b>3</b>
<b>Total Switzerland</b>		<b>0</b>	<b>8</b>	<b>8</b>

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.


**ARGENTINA**

Category	Age group	Female	Male	Total
Partner	41-50	1	1	2
	51-60	0	2	2
<b>Total Partners</b>		<b>1</b>	<b>3</b>	<b>4</b>
Executive Director	41-50	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	31-40	0	1	1
	41-50	1	4	5
	51-60	0	1	1
<b>Total Directors</b>		<b>1</b>	<b>6</b>	<b>7</b>
Manager	21-30	0	0	0
	31-40	1	5	6
	41-50	5	6	11
	51-60	1	3	4
<b>Total Managers</b>		<b>7</b>	<b>14</b>	<b>21</b>
Leader	21-30	2	7	9
	31-40	22	30	52
	41-50	12	18	30
	51-60	0	4	4
	+60	0	1	1
<b>Total Leaders</b>		<b>36</b>	<b>60</b>	<b>96</b>
Staff	21-30	40	132	172
	31-40	44	87	131
	41-50	11	21	32
	51-60	4	5	9
	+60	0	1	1
<b>Total Staff</b>		<b>99</b>	<b>246</b>	<b>345</b>
<b>Total Argentina</b>		<b>144</b>	<b>330</b>	<b>474</b>

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 **BRAZIL**

Category	Age group	Female	Male	Total
Partner	31-40	0	1	1
	41-50	0	4	4
	51-60	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>6</b>	<b>6</b>
Executive Director	41-50	0	2	2
	51-60	1	1	2
<b>Total Executive Directors</b>		<b>1</b>	<b>3</b>	<b>4</b>
Director	31-40	3	10	13
	41-50	5	20	25
	51-60	2	6	8
	+60	0	1	1
<b>Total Directors</b>		<b>10</b>	<b>37</b>	<b>47</b>
Manager	31-40	10	37	47
	41-50	15	19	34
	51-60	1	9	10
<b>Total Managers</b>		<b>26</b>	<b>65</b>	<b>91</b>
Leader	21-30	18	61	79
	31-40	70	179	249
	41-50	45	82	127
	51-60	16	23	39
	+60	1	5	6
<b>Total Leaders</b>		<b>150</b>	<b>350</b>	<b>500</b>
Staff	-20	5	19	24
	21-30	351	1,084	1,435
	31-40	246	776	1,022
	41-50	92	213	305
	51-60	44	106	150
	+60	8	41	49
<b>Total Staff</b>		<b>746</b>	<b>2,239</b>	<b>2,985</b>
<b>Total Brazil</b>		<b>933</b>	<b>2,700</b>	<b>3,633</b>



TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 CHILE

Category	Age group	Female	Male	Total
Partner	41-50	0	2	2
	51-60	1	1	2
<b>Total Partners</b>		<b>1</b>	<b>3</b>	<b>4</b>
Executive Director	41-50	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	31-40	1	2	3
	41-50	2	10	12
	51-60		1	1
<b>Total Directors</b>		<b>3</b>	<b>13</b>	<b>16</b>
Manager	31-40	6	16	22
	41-50	7	22	29
	51-60		1	1
<b>Total Managers</b>		<b>13</b>	<b>39</b>	<b>52</b>
Leader	21-30	6	16	22
	31-40	45	169	214
	41-50	24	83	107
	51-60	3	16	19
	+60	0	3	3
<b>Total Leaders</b>		<b>78</b>	<b>287</b>	<b>365</b>
Staff	-20		1	1
	21-30	98	487	585
	31-40	123	424	547
	41-50	48	93	141
	51-60	8	29	37
	+60	2	8	10
<b>Total Staff</b>		<b>279</b>	<b>1,042</b>	<b>1,321</b>
<b>Total Chile</b>		<b>374</b>	<b>1,385</b>	<b>1,759</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 1: STAFF DISTRIBUTION BY COUNTRY

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 COLOMBIA

Category	Age group	Female	Male	Total
Partner	31-40	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	31-40	0	8	8
	41-50	1	7	8
	51-60	1	2	3
<b>Total Directors</b>		<b>2</b>	<b>17</b>	<b>19</b>
Manager	21-30	0	1	1
	31-40	3	15	18
	41-50	9	7	16
	51-60	1	0	1
<b>Total Managers</b>		<b>13</b>	<b>23</b>	<b>36</b>
Leader	21-30	8	10	18
	31-40	40	69	109
	41-50	18	29	47
	51-60	1	6	7
<b>Total Leaders</b>		<b>67</b>	<b>114</b>	<b>181</b>
Staff	-20	0	2	2
	21-30	145	233	378
	31-40	106	174	280
	41-50	21	33	54
	51-60	6	16	22
	+60	1	1	2
<b>Total Staff</b>		<b>279</b>	<b>459</b>	<b>738</b>
<b>Total Colombia</b>		<b>361</b>	<b>614</b>	<b>975</b>

 MEXICO

Category	Age group	Female	Male	Total
Partner	41-50	1	1	2
<b>Total Partners</b>		<b>1</b>	<b>1</b>	<b>2</b>
Director	31-40	0	7	7
	41-50	3	16	19
	51-60	0	1	1
<b>Total Directors</b>		<b>3</b>	<b>24</b>	<b>27</b>
Manager	31-40	7	15	22
	41-50	4	4	8
	51-60	0	1	1
<b>Total Managers</b>		<b>11</b>	<b>20</b>	<b>31</b>
Leader	21-30	13	43	56
	31-40	67	147	214
	41-50	29	58	87
	51-60	3	19	22
	+60	1	3	4
<b>Total Leaders</b>		<b>113</b>	<b>270</b>	<b>383</b>
Staff	21-30	141	289	430
	31-40	128	139	267
	41-50	31	29	60
	51-60	10	10	20
<b>Total Staff</b>		<b>310</b>	<b>467</b>	<b>777</b>
<b>Total Mexico</b>		<b>438</b>	<b>782</b>	<b>1,220</b>

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.

 PERU

Category	Age group	Female	Male	Total
Partner	51-60	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	31-40	1	3	4
	41-50	1	5	6
	51-60	2	6	8
<b>Total Directors</b>		<b>4</b>	<b>14</b>	<b>18</b>
Manager	31-40	9	20	29
	41-50	8	21	29
	51-60	0	6	6
	+60	0	1	1
<b>Total Managers</b>		<b>17</b>	<b>48</b>	<b>65</b>
Leader	21-30	9	62	71
	31-40	73	231	304
	41-50	35	93	128
	51-60	1	6	7
	+60	0	2	2
<b>Total Leaders</b>		<b>118</b>	<b>394</b>	<b>512</b>
Staff	-20	0	1	1
	21-30	507	1180	1687
	31-40	290	805	1095
	41-50	54	169	223
	51-60	5	20	25
	+60	1	5	6
<b>Total Staff</b>		<b>857</b>	<b>2180</b>	<b>3,037</b>
<b>Total Peru</b>		<b>996</b>	<b>2,637</b>	<b>3,633</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 1: STAFF DISTRIBUTION BY COUNTRY

TOTAL NUMBER AND DISTRIBUTION OF EMPLOYEES BY GENDER, AGE, COUNTRY AND OCCUPATIONAL CLASSIFICATION.



USA

Category	Age group	Female	Male	Total
Partner	41-50	0	2	2
	51-60	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>3</b>	<b>3</b>
Director	41-50	0	3	3
	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>4</b>	<b>4</b>
Manager	41-50	1	3	4
<b>Total Managers</b>		<b>1</b>	<b>3</b>	<b>4</b>
Leader	21-30	0	1	1
	31-40	1	11	12
	41-50	3	7	10
	51-60	0	1	1
	+60	0	1	1
<b>Total Leaders</b>		<b>4</b>	<b>21</b>	<b>25</b>
Staff	21-30	5	6	11
	31-40	6	13	19
	41-50	4	6	10
	51-60	3	4	7
	+60	1	1	2
<b>Total Staff</b>		<b>19</b>	<b>30</b>	<b>49</b>
<b>Total USA</b>		<b>24</b>	<b>61</b>	<b>85</b>



MOROCCO

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	21-30	1	0	1
	31-40	0	3	3
	41-50	1	6	7
<b>Total Leaders</b>		<b>2</b>	<b>9</b>	<b>11</b>
Staff	21-30	73	65	138
	31-40	19	33	52
	41-50	1	3	4
<b>Total Staff</b>		<b>93</b>	<b>101</b>	<b>194</b>
<b>Total Morocco</b>		<b>95</b>	<b>111</b>	<b>206</b>

	Female	Male	Total
<b>OVERALL TOTAL</b>	<b>8,737</b>	<b>21,612</b>	<b>30,349</b>

## INDICATOR 2.1:

TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER,  
AGE AND OCCUPATIONAL CLASSIFICATION



## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 BELGIUM

Type of contract	Category	Age group	Female.	Male	Total	
Open-ended	Director	41-50	0	4	4	
		51-60	0	1	1	
	<b>Total Directors</b>			<b>0</b>	<b>5</b>	<b>5</b>
	Manager	31-40	2	1	3	
		41-50	2	7	9	
		51-60	0	2	2	
	<b>Total Managers</b>			<b>4</b>	<b>10</b>	<b>14</b>
	Leader	21-30	2	3	5	
		31-40	11	8	19	
		41-50	2	10	12	
		51-60	0	4	4	
		+60	0	1	1	
	<b>Total Leaders</b>			<b>15</b>	<b>26</b>	<b>41</b>
	Staff	21-30	14	18	32	
		31-40	18	24	42	
41-50		6	18	24		
51-60		1	7	8		
+60		0	2	2		
<b>Total Staff</b>			<b>39</b>	<b>69</b>	<b>108</b>	
<b>Total open-ended</b>			<b>58</b>	<b>110</b>	<b>168</b>	
Temporary	Staff	21-30	1	0	1	
	<b>Total Staff</b>			<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Temporary</b>			<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Belgium</b>			<b>59</b>	<b>110</b>	<b>169</b>	

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION



## SPAIN

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	31-40	0	6	6
		41-50	12	90	102
		51-60	5	49	54
		+60	1	1	2
		<b>Total Partners</b>		<b>18</b>	<b>146</b>
Executive Director		31-40	1	0	1
		41-50	10	31	41
		51-60	5	15	20
		<b>Total Executive Directors</b>		<b>16</b>	<b>46</b>
Director		31-40	2	44	46
		41-50	37	148	185
		51-60	3	28	31
		+60	0	2	2
		<b>Total Directors</b>		<b>42</b>	<b>222</b>

Type of contract	Category	Age group	Female	Male	Total
	Manager	21-30	0	2	2
		31-40	61	202	263
		41-50	98	208	306
		51-60	13	26	39
		+60	1	2	3
	<b>Total Managers</b>		<b>173</b>	<b>440</b>	<b>613</b>
Leader		21-30	81	197	278
		31-40	520	1,240	1,760
		41-50	341	728	1,069
		51-60	54	130	184
		+60	3	4	7
	<b>Total Leaders</b>		<b>999</b>	<b>2,299</b>	<b>3,298</b>
Staff		21-30	1,192	3,728	4,920
		31-40	1,214	2,462	3,676
		41-50	579	942	1,521
		51-60	134	209	343
		+60	7	18	25
	<b>Total Staff</b>		<b>3,126</b>	<b>7,359</b>	<b>10,485</b>
	<b>Total open-ended</b>		<b>4,374</b>	<b>10,512</b>	<b>14,886</b>

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 SPAIN

Type of contract	Category	Age group	Female	Male	Total	
Partial	Partner	+60	0	1	1	
	<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Leader		31-40	1	0	1
			+60	1	0	1
	<b>Total Leaders</b>		<b>2</b>	<b>0</b>	<b>2</b>	
	Staff		21-30	18	41	59
			31-40	13	7	20
			41-50	19	7	26
			51-60	6	2	8
			+60	0	1	1
<b>Total Staff</b>		<b>56</b>	<b>58</b>	<b>114</b>		
<b>Total Partial</b>		<b>58</b>	<b>59</b>	<b>117</b>		
Temporary	Leader	41-50	0	1	1	
	<b>Total Leaders</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Staff		21-30	39	535	574
			31-40	4	87	91
			41-50	1	23	24
			51-60	0	3	3
			+60	0	1	1
<b>Total Staff</b>		<b>44</b>	<b>649</b>	<b>693</b>		
<b>Total Temporary</b>		<b>44</b>	<b>650</b>	<b>694</b>		
<b>Total Spain</b>		<b>4,476</b>	<b>11,221</b>	<b>15,697</b>		

 FRANCE

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Director	51-60	1	1	2	
	<b>Total Directors</b>		<b>1</b>	<b>1</b>	<b>2</b>	
	Leader		31-40	0	2	2
			41-50	1	1	2
			51-60	0	2	2
			<b>Total Leaders</b>		<b>1</b>	<b>5</b>
	Staff		21-30	1	1	2
			31-40	0	4	4
			41-50	0	1	1
			51-60	2	1	3
<b>Total Staff</b>		<b>3</b>	<b>7</b>	<b>10</b>		
<b>Total open-ended</b>		<b>5</b>	<b>13</b>	<b>18</b>		
<b>Total France</b>		<b>5</b>	<b>13</b>	<b>18</b>		



## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 ITALY

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50	0	4	4	
	<b>Total Partners</b>		<b>0</b>	<b>4</b>	<b>4</b>	
	Executive Director	51-60	1	0	1	
	<b>Total Executive Directors</b>		<b>1</b>	<b>0</b>	<b>1</b>	
	Director		31-40	0	5	5
			41-50	2	10	12
			51-60	1	5	6
	<b>Total Directors</b>		<b>3</b>	<b>20</b>	<b>23</b>	
	Manager		31-40	1	19	20
			41-50	4	13	17
			51-60	0	2	2
	<b>Total Managers</b>		<b>5</b>	<b>34</b>	<b>39</b>	
	Leader		21-30	3	20	23
			31-40	48	126	174
			41-50	22	60	82
			51-60	4	8	12
	<b>Total Leaders</b>		<b>77</b>	<b>214</b>	<b>291</b>	
	Staff		21-30	100	215	315
			31-40	75	152	227
			41-50	7	20	27
			51-60	4	4	8
			+60	0	1	1
	<b>Total Staff</b>		<b>186</b>	<b>392</b>	<b>578</b>	
<b>Total open-ended</b>		<b>272</b>	<b>664</b>	<b>936</b>		
<b>Total Italy</b>		<b>272</b>	<b>664</b>	<b>936</b>		

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 LUXEMBOURG

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Executive Director	51-60	0	1	1
	<b>Total E. Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Director	41-50	51-60	0	1	1
			0	1	1
	<b>Total Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Leader	31-40	51-60	0	1	1
			0	1	1
	<b>Total Leaders</b>		<b>0</b>	<b>2</b>	<b>2</b>
Staff	21-30	31-40	1	2	3
			1	20	21
	41-50	51-60	6	25	31
			0	4	4
	51-60	+60	0	3	3
			0	3	3
<b>Total Staff</b>		<b>8</b>	<b>54</b>	<b>62</b>	
Total open-ended			<b>8</b>	<b>60</b>	<b>68</b>
<b>Total Luxembourg</b>			<b>8</b>	<b>60</b>	<b>68</b>

 THE NETHERLANDS

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Director	51-60	0	2	2
	<b>Total Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Manager	41-50	51-60	0	2	2
			0	3	3
	<b>Total Managers</b>		<b>0</b>	<b>5</b>	<b>5</b>
Leader	21-30	31-40	0	2	2
			3	4	7
	41-50	51-60	6	5	11
			0	2	2
	<b>Total Leaders</b>		<b>9</b>	<b>13</b>	<b>22</b>
Staff	21-30	31-40	6	5	11
			7	3	10
	41-50	0	2	2	
<b>Total Staff</b>		<b>13</b>	<b>10</b>	<b>23</b>	
Total open-ended			<b>22</b>	<b>30</b>	<b>52</b>
<b>Total Netherlands</b>			<b>22</b>	<b>30</b>	<b>52</b>

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION


**PORTUGAL**

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50	1	7	8	
	<b>Total Partners</b>		<b>1</b>	<b>7</b>	<b>8</b>	
	Director		31-40	1	9	10
			41-50	5	11	16
			51-60	1	1	2
	<b>Total Directors</b>		<b>7</b>	<b>21</b>	<b>28</b>	
	Manager		31-40	9	18	27
			41-50	7	8	15
	<b>Total Managers</b>		<b>16</b>	<b>26</b>	<b>42</b>	
	Leader		21-30	17	14	31
			31-40	47	107	154
			41-50	17	36	53
			51-60	1	6	7
	<b>Total Leaders</b>		<b>82</b>	<b>163</b>	<b>245</b>	
	Staff		-20	0	1	1
			21-30	236	297	533
			31-40	61	132	193
			41-50	23	22	45
			51-60	1	2	3
			+60	0	1	1
<b>Total Staff</b>		<b>321</b>	<b>455</b>	<b>776</b>		
<b>Total open-ended</b>			<b>427</b>	<b>672</b>	<b>1,099</b>	
Partial	Leader	41-50	1	0	1	
	<b>Total Leaders</b>		<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Partial</b>			<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Portugal</b>			<b>428</b>	<b>672</b>	<b>1,100</b>	

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 UNITED KINGDOM

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50		5	5
		51-60		1	1
<b>Total Partners</b>				<b>6</b>	<b>6</b>
Director		31-40		1	1
		41-50	1	14	15
		51-60	1	1	2
<b>Total Directors</b>			<b>2</b>	<b>16</b>	<b>18</b>
Manager		31-40	2	11	13
		41-50	3	5	8
<b>Total Managers</b>			<b>5</b>	<b>16</b>	<b>21</b>
Leader		21-30	5	10	15
		31-40	26	49	75
		41-50	8	28	36
		51-60	2	12	14
		+60		1	1
<b>Total Leaders</b>			<b>41</b>	<b>100</b>	<b>141</b>
Staff		21-30	19	33	52
		31-40	23	23	46
		41-50	6	6	12
		51-60	5	11	16
		+60	1	3	4
<b>Total Staff</b>			<b>54</b>	<b>76</b>	<b>130</b>
<b>Total open-ended</b>			<b>102</b>	<b>214</b>	<b>316</b>
<b>Total United Kingdom</b>			<b>102</b>	<b>214</b>	<b>316</b>

 SWITZERLAND

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50	0	1	1
<b>Total Partners</b>			<b>0</b>	<b>1</b>	<b>1</b>
Executive Director		51-60	0	1	1
<b>Total E. Directors</b>			<b>0</b>	<b>1</b>	<b>1</b>
Manager		41-50	0	1	1
<b>Total Managers</b>			<b>0</b>	<b>1</b>	<b>1</b>
Leader		31-40	0	2	2
<b>Total Leaders</b>			<b>0</b>	<b>2</b>	<b>2</b>
Staff		31-40	0	2	2
		+60	0	1	1
<b>Total Staff</b>			<b>0</b>	<b>3</b>	<b>3</b>
<b>Total open-ended</b>			<b>0</b>	<b>8</b>	<b>8</b>
<b>Total Switzerland</b>			<b>0</b>	<b>8</b>	<b>8</b>

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 ARGENTINA

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Leader	31-40	1	1	2	
		41-50	0	1	1	
		51-60	0	1	1	
		+60	0	1	1	
	<b>Total Leaders</b>			<b>1</b>	<b>4</b>	<b>5</b>
	Staff	21-30	1	6	7	
		31-40	3	2	5	
		41-50	0	2	2	
		51-60	1	1	2	
		<b>Total Staff</b>			<b>5</b>	<b>11</b>
	<b>Total open-ended</b>			<b>6</b>	<b>15</b>	<b>21</b>

Type of contract	Category	Age group	Female	Male	Total	
Partial	Partner	41-50	1	1	2	
		51-60	0	2	2	
	<b>Total Partners</b>			<b>1</b>	<b>3</b>	<b>4</b>
	Executive Director	51-60	0	1	1	
		<b>Total E. Directors</b>			<b>0</b>	<b>1</b>
	Director	31-40	0	1	1	
		41-50	1	4	5	
		51-60	0	1	1	
	<b>Total Directors</b>			<b>1</b>	<b>6</b>	<b>7</b>
	Manager	31-40	1	5	6	
		41-50	5	6	11	
		51-60	1	3	4	
	<b>Total Managers</b>			<b>7</b>	<b>14</b>	<b>21</b>
	Leader	21-30	2	7	9	
		31-40	21	29	50	
		41-50	12	17	29	
		51-60	0	3	3	
	<b>Total Leaders</b>			<b>35</b>	<b>56</b>	<b>91</b>
	Staff	21-30	39	126	165	
		31-40	41	85	126	
		41-50	11	19	30	
51-60		3	4	7		
+60		0	1	1		
<b>Total Staff</b>			<b>94</b>	<b>235</b>	<b>329</b>	
<b>Total Partial</b>			<b>138</b>	<b>315</b>	<b>453</b>	
<b>Total Argentina</b>			<b>144</b>	<b>330</b>	<b>474</b>	

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 BRAZIL

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	31-40	0	1	1
		41-50	0	4	4
		51-60	0	1	1
<b>Total Partners</b>			<b>0</b>	<b>6</b>	<b>6</b>
Executive Director	Director	41-50	0	2	2
		51-60	1	1	2
<b>Total Executive Directors</b>			<b>1</b>	<b>3</b>	<b>4</b>
Director	Director	31-40	3	10	13
		41-50	5	20	25
		51-60	2	6	8
		+60	0	1	1
<b>Total Directors</b>			<b>10</b>	<b>37</b>	<b>47</b>
Manager	Manager	31-40	10	37	47
		41-50	15	19	34
		51-60	1	9	10
<b>Total Managers</b>			<b>26</b>	<b>65</b>	<b>91</b>
Leader	Leader	21-30	18	61	79
		31-40	70	179	249
		41-50	45	82	127
		51-60	16	23	39
		60	1	5	6
<b>Total Leaders</b>			<b>150</b>	<b>350</b>	<b>500</b>

Type of contract	Category	Age group	Female	Male	Total
Staff	Staff	-20	5	19	24
		21-30	349	1081	1,430
		31-40	246	774	1020
		41-50	92	213	305
		51-60	44	106	150
		60	8	41	49
<b>Total Staff</b>			<b>744</b>	<b>2,234</b>	<b>2,978</b>
<b>Total open-ended</b>			<b>931</b>	<b>2,695</b>	<b>3,626</b>
Temporary	Staff	21-30	2	3	5
		31-40		2	2
<b>Total Staff</b>			<b>2</b>	<b>5</b>	<b>7</b>
<b>Total Temporary</b>			<b>2</b>	<b>5</b>	<b>7</b>
<b>Total Brazil</b>			<b>933</b>	<b>2,700</b>	<b>3,633</b>

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION



CHILE

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50	0	2	2
		51-60	1	1	2
Total Partners			1	3	4
	Executive Director	41-50	0	1	1
Total E. Directors			0	1	1
Director		31-40	1	2	3
		41-50	2	10	12
		51-60	0	1	1
Total Directors			3	13	16
Manager		31-40	6	15	21
		41-50	7	21	28
		51-60	0	1	1
Total Managers			13	37	50
Leader		21-30	6	16	22
		31-40	45	169	214
		41-50	24	83	107
		51-60	3	16	19
		+60	0	2	2
Total Leaders			78	286	364
Staff		-20	0	1	1
		21-30	98	487	585
		31-40	123	424	547
		41-50	48	93	141
		51-60	8	29	37
		+60	2	8	10
Total Staff			279	1,042	1,321
Total open-ended			374	1,382	1,756

Type of contract	Category	Age group	Female	Male	Total
Temporary	Manager	31-40	0	1	1
		41-50	0	1	1
Total Managers			0	2	2
	Leader	+60	0	1	1
Total Leaders			0	1	1
Total Temporary			0	3	3
Total Chile			374	1,385	1,759

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION


**COLOMBIA**

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	31-40	0	1	1	
	<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Director		31-40	0	8	8
			41-50	1	7	8
			51-60	1	2	3
	<b>Total Directors</b>		<b>2</b>	<b>17</b>	<b>19</b>	
	Manager		21-30	0	1	1
			31-40	3	15	18
			41-50	9	7	16
			51-60	1	0	1
	<b>Total Managers</b>		<b>13</b>	<b>23</b>	<b>36</b>	
	Leader		20-30	8	10	18
			31-40	40	69	109
			41-50	18	29	47
			51-60	1	6	7
	<b>Total Leaders</b>		<b>67</b>	<b>114</b>	<b>181</b>	
	Staff		-20	0	2	2
			20-30	145	233	378
			31-40	106	174	280
			41-50	21	33	54
			51-60	6	16	22
			+60	1	1	2
	<b>Total Staff</b>		<b>279</b>	<b>459</b>	<b>738</b>	
<b>Total open-ended</b>			<b>361</b>	<b>614</b>	<b>975</b>	
<b>Total Colombia</b>			<b>361</b>	<b>614</b>	<b>975</b>	



## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 MEXICO

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50	0	1	1	
	<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Director		31-40	0	6	6
			41-50	3	14	17
			51-60	0	1	1
	<b>Total Directors</b>		<b>3</b>	<b>21</b>	<b>24</b>	
	Manager		31-40	7	15	22
			41-50	4	4	8
			51-60	0	1	1
	<b>Total Managers</b>		<b>11</b>	<b>20</b>	<b>31</b>	
	Leader		60	1	1	2
			21-30	7	21	28
			31-40	43	92	135
			41-50	16	28	44
			51-60	1	2	3
	<b>Total Leaders</b>		<b>68</b>	<b>144</b>	<b>212</b>	
	Staff		21-30	69	160	229
			31-40	50	54	104
			41-50	6	8	14
			51-60	3	1	4
<b>Total Staff</b>		<b>128</b>	<b>223</b>	<b>351</b>		
<b>Total open-ended</b>		<b>210</b>	<b>409</b>	<b>619</b>		

Type of contract	Category	Age group	Female	Male	Total	
Partial	Partner	41-50	1	0	1	
	<b>Total Partners</b>		<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Partial</b>			<b>1</b>	<b>0</b>	<b>1</b>	
Temporary	Director	31-40	0	1	1	
		41-50	0	2	2	
		<b>Total Directors</b>	<b>0</b>	<b>3</b>	<b>3</b>	
	Leader		21-30	6	22	28
			31-40	24	55	79
			41-50	13	30	43
			51-60	2	17	19
			+60	0	2	2
	<b>Total Leaders</b>		<b>45</b>	<b>126</b>	<b>171</b>	
	Staff		21-30	72	129	201
			31-40	78	85	163
			41-50	25	21	46
			51-60	7	9	16
<b>Total Staff</b>		<b>182</b>	<b>244</b>	<b>426</b>		
<b>Total Temporary</b>		<b>227</b>	<b>373</b>	<b>600</b>		
<b>Total Mexico</b>		<b>438</b>	<b>782</b>	<b>1220</b>		

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION

 PERU

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	51-60	0	1	1	
	<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Director		31-40	1	3	4
			41-50	1	5	6
			51-60	2	6	8
			<b>Total Directors</b>	<b>4</b>	<b>14</b>	<b>18</b>
	Manager		31-40	9	20	29
			41-50	8	21	29
			51-60	0	6	6
			+60	0	1	1
			<b>Total Managers</b>	<b>17</b>	<b>48</b>	<b>65</b>
	Leader		21-30	9	62	71
			31-40	73	231	304
			41-50	35	93	128
			51-60	1	6	7
			+60	0	2	2
	<b>Total Leaders</b>	<b>118</b>	<b>394</b>	<b>512</b>		
	Staff		-20	0	1	1
			21-30	507	1179	1686
			31-40	290	804	1094
			41-50	54	168	222
51-60			5	20	25	
+60			1	5	6	
<b>Total Staff</b>	<b>857</b>	<b>2,177</b>	<b>3,034</b>			
<b>Total open-ended</b>			<b>996</b>	<b>2,634</b>	<b>3,630</b>	

Type of contract	Category	Age group	Female	Male	Total
Partial	Staff	21-30	0	1	1
		31-40	0	1	1
		<b>Total Staff</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b>Total Partial</b>			<b>0</b>	<b>2</b>	<b>2</b>
Temporary	Staff	41-50	0	1	1
		<b>Total Staff</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Temporary</b>			<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Peru</b>			<b>996</b>	<b>2,637</b>	<b>3,633</b>

## 2.1. TOTAL NUMBER AND TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND OCCUPATIONAL CLASSIFICATION



USA

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50	0	2	2
		51-60	0	1	1
<b>Total Partners</b>			<b>0</b>	<b>3</b>	<b>3</b>
Director	Director	41-50	0	3	3
		51-60	0	1	1
<b>Total Directors</b>			<b>0</b>	<b>4</b>	<b>4</b>
Manager	Manager	41-50	1	3	4
<b>Total Managers</b>			<b>1</b>	<b>3</b>	<b>4</b>
Leader	Leader	21-30	0	1	1
		31-40	1	11	12
		41-50	3	7	10
		51-60	0	1	1
		+60	0	1	1
<b>Total Leaders</b>			<b>4</b>	<b>21</b>	<b>25</b>
Staff	Staff	21-30	5	6	11
		31-40	6	13	19
		41-50	4	6	10
		51-60	3	4	7
		+60	1	1	2
<b>Total Staff</b>			<b>19</b>	<b>30</b>	<b>49</b>
<b>Total open-ended</b>			<b>24</b>	<b>61</b>	<b>85</b>
<b>Total USA</b>			<b>24</b>	<b>61</b>	<b>85</b>



MOROCCO

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Director	51-60	0	1	1
		<b>Total Directors</b>			<b>0</b>
Leader	Leader	21-30	1	0	1
		31-40	0	3	3
		41-50	1	6	7
<b>Total Leaders</b>			<b>2</b>	<b>9</b>	<b>11</b>
Staff	Staff	21-30	73	65	138
		31-40	19	33	52
		41-50	1	3	4
<b>Total Staff</b>			<b>93</b>	<b>101</b>	<b>194</b>
<b>Total open-ended</b>			<b>95</b>	<b>111</b>	<b>206</b>
<b>Total Morocco</b>			<b>95</b>	<b>111</b>	<b>206</b>

	Female	Male	Total
<b>OVERALL TOTAL</b>	<b>8,737</b>	<b>21,612</b>	<b>30,349</b>

## INDICATOR 2.2:

AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION



## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 **BELGIUM**

Type of contract	Category	Age group	Female.	Male	Total	
Open-ended	Director	41-50	0	4	4	
		51-60	0	0	0	
	<b>Total Directors</b>			<b>0</b>	<b>4</b>	<b>5</b>
	Manager	31-40	2	2	4	
		41-50	2	7	9	
		51-60	0	2	2	
	<b>Total Managers</b>			<b>4</b>	<b>11</b>	<b>15</b>
	Leader	21-30	2	3	3	
		31-40	10	8	17	
		41-50	2	10	11	
		51-60	0	4	3	
		+60	0	1	1	
	<b>Total Leaders</b>			<b>14</b>	<b>22</b>	<b>36</b>
	Staff	21-30	13	18	31	
		31-40	20	22	42	
41-50		6	17	23		
51-60		2	7	8		
+60		0	2	2		
<b>Total Staff</b>			<b>40</b>	<b>66</b>	<b>106</b>	
<b>Total open-ended</b>			<b>58</b>	<b>1103</b>	<b>161</b>	
Temporary	Staff	21-30	1	0	1	
	<b>Total Staff</b>			<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Temporary</b>			<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Belgium</b>			<b>59</b>	<b>103</b>	<b>162</b>	

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION



## SPAIN

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	31-40	0	6	6
		41-50	13	92	104
		51-60	6	50	56
		+60	0	1	1
		<b>Total Partners</b>		<b>18</b>	<b>149</b>
Executive Director		31-40	1	0	1
		41-50	9	29	38
		51-60	5	15	20
		<b>Total Executive Directors</b>		<b>14</b>	<b>44</b>
Director		31-40	2	43	45
		41-50	35	147	183
		51-60	3	28	31
		+60	0	3	3
		<b>Total Directors</b>		<b>41</b>	<b>221</b>

Type of contract	Category	Age group	Female	Male	Total
Manager		21-30	0	3	3
		31-40	57	185	243
		41-50	93	211	304
		51-60	13	29	42
		+60	1	3	4
		<b>Total Managers</b>		<b>164</b>	<b>430</b>
Leader		21-30	64	156	221
		31-40	495	1219	1713
		41-50	337	722	1059
		51-60	48	119	167
		+60	3	4	7
<b>Total Leaders</b>		<b>947</b>	<b>2220</b>	<b>3167</b>	
Staff		21-30	1003	3248	4252
		31-40	1128	2437	3564
		41-50	502	892	1394
		51-60	103	197	300
		+60	7	18	25
		<b>Total Staff</b>		<b>2742</b>	<b>6793</b>
<b>Total open-ended</b>		<b>3926</b>	<b>9856</b>	<b>13783</b>	

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 SPAIN

Type of contract	Category	Age group	Female	Male	Total
Partial	Partner	51-60	0	0	0
	<b>Total Partners</b>		<b>0</b>	<b>0</b>	<b>0</b>
	Leader	31-40	0	0	0
		41-50	1	0	1
		51-60	0	0	0
		60+	1	0	1
	<b>Total Leaders</b>				
	Staff	21-30	16	48	64
		31-40	10	8	18
		41-50	15	7	21
		51-60	4	2	6
+60		1	1	2	
<b>Total Staff</b>			<b>45</b>	<b>66</b>	<b>111</b>
<b>Total Partial</b>		<b>47</b>	<b>67</b>	<b>114</b>	
Temporary	Leader	41-50	0	1	1
	<b>Total Leaders</b>		<b>0</b>	<b>1</b>	<b>1</b>
	Staff	21-30	63	591	654
		31-40	13	103	116
		41-50	1	24	25
		51-60	0	0	0
		+60	0	1	1
<b>Total Staff</b>		<b>77</b>	<b>719</b>	<b>796</b>	
<b>Total Temporary</b>		<b>77</b>	<b>719</b>	<b>797</b>	
<b>Total Spain</b>		<b>4050</b>	<b>10643</b>	<b>14693</b>	

 FRANCE

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Director	51-60	1	0	1
	<b>Total Directors</b>		<b>1</b>	<b>0</b>	<b>1</b>
	Leader	31-40	0	2	2
		41-50	1	1	2
		51-60	0	2	2
	<b>Total Leaders</b>		<b>1</b>	<b>5</b>	<b>6</b>
	Staff	21-30	1	1	2
		31-40	0	4	4
		41-50	0	2	2
		51-60	0	0	0
	<b>Total Staff</b>		<b>1</b>	<b>7</b>	<b>8</b>
<b>Total open-ended</b>		<b>3</b>	<b>12</b>	<b>15</b>	
<b>Total France</b>		<b>3</b>	<b>12</b>	<b>15</b>	

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION



Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50	0	4	4	
	<b>Total Partners</b>		<b>0</b>	<b>4</b>	<b>4</b>	
	Executive Director	51-60	1	0	1	
	<b>Total Executive Directors</b>		<b>1</b>	<b>0</b>	<b>1</b>	
	Director		31-40	0	5	5
			41-50	2	11	13
			51-60	1	6	7
	<b>Total Directors</b>		<b>3</b>	<b>21</b>	<b>24</b>	
	Manager		31-40	1	17	18
			41-50	4	13	17
			51-60	0	2	2
	<b>Total Managers</b>		<b>5</b>	<b>32</b>	<b>37</b>	
	Leader		21-30	2	17	19
			31-40	46	123	169
			41-50	21	62	83
			51-60	4	9	13
	<b>Total Leaders</b>		<b>73</b>	<b>210</b>	<b>283</b>	
	Staff		21-30	95	197	292
			31-40	80	158	238
			41-50	8	20	28
51-60			4	4	8	
+60			0	1	1	
<b>Total Staff</b>		<b>188</b>	<b>379</b>	<b>567</b>		
<b>Total open-ended</b>			<b>269</b>	<b>647</b>	<b>916</b>	
Temporary	Staff	31-40	0	1	1	
<b>Total Temporary</b>			<b>0</b>	<b>1</b>	<b>1</b>	
<b>Total Italy</b>			<b>269</b>	<b>648</b>	<b>917</b>	



## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 LUXEMBOURG

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Executive Director	51-60	0	1	1	
	<b>Total E. Directors</b>			<b>0</b>	<b>2</b>	<b>2</b>
	Director		31-40	0	1	1
			41-50	0	1	1
			51-60	0	0	0
		<b>Total Directors</b>			<b>0</b>	<b>2</b>
	Leader		31-40	0	0	0
			41-50	0	1	1
			51-60	0	1	1
		<b>Total Leaders</b>			<b>0</b>	<b>2</b>
	Staff		21-30	1	2	3
			31-40	2	21	23
			41-50	5	22	27
			51-60	0	4	4
			+60	0	3	3
<b>Total Staff</b>			<b>7</b>	<b>53</b>	<b>60</b>	
<b>Total open-ended</b>			<b>7</b>	<b>59</b>	<b>66</b>	
<b>Total Luxembourg</b>			<b>7</b>	<b>59</b>	<b>66</b>	

 THE NETHERLANDS

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Director	51-60	0	2	2	
	<b>Total Directors</b>			<b>0</b>	<b>3</b>	<b>3</b>
	Manager		41-50	0	2	2
			51-60	0	3	3
		<b>Total Managers</b>				
	Leader		21-30	0	2	2
			31-40	1	3	4
			41-50	5	3	8
			51-60	0	2	2
	<b>Total Leaders</b>					
	Staff		21-30	5	5	9
			31-40	5	4	8
			41-50	0	2	2
	<b>Total Staff</b>			<b>9</b>	<b>10</b>	<b>19</b>
	<b>Total open-ended</b>			<b>15</b>	<b>27</b>	<b>43</b>
<b>Total Netherlands</b>			<b>15</b>	<b>27</b>	<b>43</b>	

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION


**PORTUGAL**

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50	1	7	8	
		60	0	1	1	
	<b>Total Partners</b>			<b>1</b>	<b>8</b>	<b>9</b>
	Director	31-40	0	8	9	
		41-50	5	11	16	
		51-60	1	1	2	
	<b>Total Directors</b>			<b>6</b>	<b>21</b>	<b>26</b>
	Manager	31-40	8	15	23	
		41-50	7	9	16	
		51-60	0	0	0	
	<b>Total Managers</b>			<b>15</b>	<b>25</b>	<b>39</b>
	Leader	21-30	16	14	30	
		31-40	44	103	147	
		41-50	15	35	51	
		51-60	2	6	8	
	<b>Total Leaders</b>			<b>77</b>	<b>158</b>	<b>235</b>
	Staff	-20	0	0	0	
		21-30	191	252	443	
		31-40	69	141	210	
		41-50	23	24	47	
51-60		2	2	4		
+60		0	1	1		
<b>Total Staff</b>			<b>285</b>	<b>420</b>	<b>705</b>	
<b>Total open-ended</b>			<b>384</b>	<b>631</b>	<b>1015</b>	
Partial	Leader	41-50	1	0	1	
	<b>Total Leaders</b>			<b>1</b>	<b>0</b>	<b>1</b>
<b>Total Partial</b>			<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Portugal</b>			<b>385</b>	<b>631</b>	<b>1016</b>	

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 UNITED KINGDOM

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50	0	5	5
		51-60	0	1	1
<b>Total Partners</b>			<b>0</b>	<b>6</b>	<b>6</b>
Director		31-40	1	2	2
		41-50	1	15	16
		51-60	1	1	2
<b>Total Directors</b>			<b>3</b>	<b>18</b>	<b>21</b>
Manager		31-40	2	11	13
		41-50	1	5	6
		51-60	0	1	1
<b>Total Managers</b>			<b>3</b>	<b>16</b>	<b>19</b>
Leader		21-30	0	1	2
		31-40	5	8	13
		41-50	23	45	68
		51-60	8	29	38
		+60	1	11	12
<b>Total Leaders</b>			<b>38</b>	<b>95</b>	<b>133</b>
Staff		21-30	1	3	4
		31-40	18	34	52
		41-50	23	27	50
		51-60	6	8	15
		+60	5	10	16
<b>Total Staff</b>			<b>54</b>	<b>83</b>	<b>136</b>
<b>Total open-ended</b>			<b>97</b>	<b>218</b>	<b>315</b>
<b>Total United Kingdom</b>			<b>97</b>	<b>218</b>	<b>315</b>

 SWITZERLAND

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50			
<b>Total Partners</b>					
Executive Director		51-60			
<b>Total E. Directors</b>					
Manager		41-50			
<b>Total Managers</b>					
Leader		31-40			
<b>Total Leaders</b>					
Staff		31-40			
		+60			
<b>Total Staff</b>					
<b>Total open-ended</b>					
<b>Total Switzerland</b>					

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 ARGENTINA

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Leader	31-40	1	1	2
		41-50	0	1	1
		51-60	0	1	1
		+60	0	1	1
<b>Total Leaders</b>			<b>1</b>	<b>4</b>	<b>5</b>
Staff		21-30	1	7	8
		31-40	3	3	6
		41-50	0	3	3
		51-60	1	1	2
		+60	0	1	1
<b>Total Staff</b>			<b>5</b>	<b>15</b>	<b>19</b>
<b>Total open-ended</b>			<b>6</b>	<b>18</b>	<b>24</b>

Type of contract	Category	Age group	Female	Male	Total
Partial	Partner	41-50	1	1	2
		51-60	0	2	2
<b>Total Partners</b>			<b>1</b>	<b>3</b>	<b>4</b>
Executive Director	51-60		0	1	1
		<b>Total E. Directors</b>			<b>0</b>
Director		31-40	0	2	2
		41-50	1	4	5
		51-60	0	0	0
<b>Total Directors</b>			<b>1</b>	<b>6</b>	<b>7</b>
Manager		31-40	1	6	7
		41-50	5	7	11
		51-60	1	3	4
<b>Total Managers</b>			<b>6</b>	<b>16</b>	<b>22</b>
Leader		21-30	2	4	6
		31-40	20	28	48
		41-50	11	22	33
		51-60	0	2	2
<b>Total Leaders</b>			<b>35</b>	<b>56</b>	<b>90</b>
Staff		21-30	29	104	133
		31-40	38	87	126
		41-50	14	25	39
		51-60	2	3	5
		+60	0	1	1
<b>Total Staff</b>			<b>84</b>	<b>220</b>	<b>304</b>
<b>Total Partial</b>			<b>125</b>	<b>302</b>	<b>428</b>
<b>Total Argentina</b>			<b>131</b>	<b>321</b>	<b>462</b>

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 BRAZIL

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	31-40	0	1	1	
		41-50	0	5	5	
		51-60	0	1	1	
	<b>Total Partners</b>			<b>0</b>	<b>7</b>	<b>7</b>
	Executive Director	41-50	0	1	1	
		51-60	1	1	2	
	<b>Total Executive Directors</b>			<b>1</b>	<b>2</b>	<b>3</b>
	Director	31-40	1	9	10	
		41-50	4	22	25	
		51-60	2	6	8	
+60		1	0	1		
<b>Total Directors</b>			<b>8</b>	<b>37</b>	<b>45</b>	
Manager	31-40	10	36	46		
	41-50	13	19	33		
	51-60	2	5	8		
<b>Total Managers</b>			<b>26</b>	<b>61</b>	<b>86</b>	
Leader	21-30	14	43	56		
	31-40	51	139	191		
	41-50	40	61	101		
	51-60	14	18	32		
	60	1	5	6		
<b>Total Leaders</b>			<b>120</b>	<b>267</b>	<b>386</b>	

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Staff	-20	2	8	9
		21-30	280	927	1207
		31-40	236	684	919
		41-50	86	202	288
		51-60	36	84	120
		60	7	34	42
		<b>Total Staff</b>			<b>647</b>
<b>Total open-ended</b>			<b>802</b>	<b>2312</b>	<b>3113</b>
Temporary	Staff	21-30	2	3	5
		31-40	0	2	2
		<b>Total Staff</b>			<b>2</b>
<b>Total Temporary</b>			<b>2</b>	<b>5</b>	<b>7</b>
<b>Total Brazil</b>			<b>804</b>	<b>2317</b>	<b>3120</b>

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION



CHILE

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Partner	41-50	0	2	2
		51-60	1	1	2
<b>Total Partners</b>			<b>1</b>	<b>3</b>	<b>4</b>
	Executive Director	41-50	0	1	1
<b>Total E. Directors</b>			<b>0</b>	<b>1</b>	<b>1</b>
Director	Director	31-40	2	2	4
		41-50	2	14	16
		51-60	0	0	0
<b>Total Directors</b>			<b>4</b>	<b>17</b>	<b>20</b>
Manager	Manager	31-40	6	11	17
		41-50	8	21	29
		51-60	0	1	1
<b>Total Managers</b>			<b>14</b>	<b>33</b>	<b>47</b>
Leader	Leader	21-30	5	11	16
		31-40	43	155	198
		41-50	24	79	104
		51-60	4	15	19
		+60	0	3	3
<b>Total Leaders</b>			<b>76</b>	<b>263</b>	<b>340</b>
Staff	Staff	-20	0	0	0
		21-30	93	414	507
		31-40	123	429	552
		41-50	42	95	137
		51-60	9	24	33
<b>Total Staff</b>			<b>269</b>	<b>972</b>	<b>1241</b>
<b>Total open-ended</b>			<b>364</b>	<b>1289</b>	<b>1653</b>

Type of contract	Category	Age group	Female	Male	Total
Temporary	Manager	31-40		1	1
		41-50		1	1
<b>Total Managers</b>				<b>2</b>	<b>2</b>
	Leader	+60	0	1	1
<b>Total Leaders</b>			<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Temporary</b>			<b>0</b>	<b>2</b>	<b>2</b>
<b>Total Chile</b>			<b>364</b>	<b>1,292</b>	<b>1,656</b>

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 COLOMBIA

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	31-40	0	2	2	
	<b>Total Partners</b>		<b>0</b>	<b>2</b>	<b>2</b>	
	Director		31-40	0	8	8
			41-50	1	6	7
			51-60	1	1	2
	<b>Total Directors</b>		<b>2</b>	<b>15</b>	<b>17</b>	
	Manager		21-30	0	1	1
			31-40	2	14	16
			41-50	9	6	15
			51-60	1	1	2
	<b>Total Managers</b>		<b>12</b>	<b>22</b>	<b>33</b>	
	Leader		20-30	7	7	14
			31-40	38	58	96
			41-50	16	28	44
			51-60	1	6	8
	<b>Total Leaders</b>		<b>62</b>	<b>99</b>	<b>161</b>	
	Staff		-20	0	2	2
			20-30	143	217	360
			31-40	118	187	305
			41-50	25	35	60
51-60			6	11	17	
+60			0	1	1	
<b>Total Staff</b>		<b>291</b>	<b>453</b>	<b>744</b>		
<b>Total open-ended</b>			<b>367</b>	<b>589</b>	<b>957</b>	
<b>Total Colombia</b>			<b>367</b>	<b>589</b>	<b>957</b>	

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 MEXICO

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50		1	1	
		<b>Total Partners</b>		<b>1</b>	<b>1</b>	
	Director	31-40	0	6	6	
			41-50	3	14	17
			51-60	0	1	1
	<b>Total Directors</b>		<b>3</b>	<b>21</b>	<b>24</b>	
	Manager	31-40	8	16	24	
			41-50	4	4	9
			51-60	0	1	1
	<b>Total Managers</b>		<b>12</b>	<b>21</b>	<b>33</b>	
	Leader	60	1	1	2	
			21-30	8	20	27
			31-40	45	93	138
			41-50	19	29	47
			51-60	0	2	2
	<b>Total Leaders</b>		<b>73</b>	<b>144</b>	<b>217</b>	
	Staff	21-30	72	164	236	
			31-40	51	59	110
			41-50	6	9	15
			51-60	3	2	5
<b>Total Staff</b>		<b>132</b>	<b>234</b>	<b>366</b>		
<b>Total open-ended</b>		<b>220</b>	<b>422</b>	<b>642</b>		

Type of contract	Category	Age group	Female	Male	Total	
Partial	Partner	41-50	1	0	1	
		<b>Total Partners</b>	<b>1</b>	<b>0</b>	<b>1</b>	
<b>Total Partial</b>			<b>1</b>	<b>0</b>	<b>1</b>	
Temporary	Director	31-40	0	0	0	
		41-50	0	1	1	
		<b>Total Directors</b>	<b>0</b>	<b>1</b>	<b>1</b>	
	Leader	21-30	1	5	6	
			31-40	8	23	31
			41-50	4	15	19
			51-60	2	7	8
			+60	0	1	1
	<b>Total Leaders</b>		<b>14</b>	<b>51</b>	<b>65</b>	
	Staff	21-30	32	63	95	
31-40			37	40	77	
41-50			10	10	20	
51-60			3	5	8	
	+60	0	1	1		
<b>Total Staff</b>		<b>81</b>	<b>118</b>	<b>200</b>		
<b>Total Temporary</b>		<b>96</b>	<b>170</b>	<b>266</b>		
<b>Total Mexico</b>		<b>317</b>	<b>592</b>	<b>908</b>		



## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION

 PERU

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	51-60	0	1	1	
	<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Director		31-40	1	3	4
			41-50	1	4	5
			51-60	2	6	8
			<b>Total Directors</b>	<b>4</b>	<b>13</b>	<b>17</b>
	Manager		31-40	0	1	1
			41-50	8	18	25
			51-60	8	23	30
			+60	0	6	6
			<b>Total Managers</b>	<b>15</b>	<b>47</b>	<b>62</b>
	Leader		21-30	0	2	2
			31-40	7	39	46
			41-50	67	186	253
			51-60	33	86	119
			+60	1	6	7
			<b>Total Leaders</b>	<b>109</b>	<b>319</b>	<b>427</b>
	Staff		-20	1	5	6
			21-30	0	0	0
			31-40	475	1130	1605
			41-50	296	853	1148
51-60			55	172	227	
+60			4	21	25	
<b>Total Staff</b>			<b>831</b>	<b>2179</b>	<b>3010</b>	
<b>Total open-ended</b>			<b>959</b>	<b>2559</b>	<b>3518</b>	

Type of contract	Category	Age group	Female	Male	Total
Partial	Staff	21-30	1	1	2
		31-40	0	1	1
		<b>Total Staff</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Total Partial</b>			<b>1</b>	<b>2</b>	<b>3</b>
Temporary	Staff	41-50	0	1	1
		<b>Total Staff</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Temporary</b>			<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Peru</b>			<b>959</b>	<b>2562</b>	<b>3522</b>

## 2.2. AVERAGE TYPES OF CONTRACT BY COUNTRY, GENDER, AGE AND PROFESSIONAL CLASSIFICATION



USA

Type of contract	Category	Age group	Female	Male	Total	
Open-ended	Partner	41-50	1	2	3	
		51-60	0	1	1	
	<b>Total Partners</b>		<b>1</b>	<b>3</b>	<b>4</b>	
	Director	41-50	0	0	0	
		51-60	0	0	0	
	<b>Total Directors</b>		<b>0</b>	<b>0</b>	<b>0</b>	
	Executive Director	41-50	0	3	3	
	<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Manager	41-50	0	4	4	
	<b>Total Managers</b>		<b>1</b>	<b>3</b>	<b>4</b>	
	Leader	21-30	41-50	0	1	1
			51-60	1	13	14
		31-40	41-50	2	7	9
			51-60	0	0	0
		+60	51-60	0	1	1
			+60	0	1	1
	<b>Total Leaders</b>		<b>3</b>	<b>22</b>	<b>25</b>	
	Staff	21-30	41-50	6	14	20
			51-60	8	19	27
		31-40	41-50	5	8	13
51-60			3	6	9	
+60		41-50	1	1	2	
<b>Total Staff</b>		<b>49</b>	<b>72</b>	<b>23</b>		
<b>Total open-ended</b>			<b>81</b>	<b>109</b>	<b>28</b>	
Temporary	Leader	41-50	0	1	1	
	<b>Total Leaders</b>		<b>0</b>	<b>1</b>	<b>1</b>	
	Staff	21-30	0	0	0	
31-40		0	1	1		
<b>Total Staff</b>		<b>0</b>	<b>1</b>	<b>1</b>		
<b>Total Temporary</b>			<b>0</b>	<b>2</b>	<b>2</b>	
<b>Total USA</b>			<b>28</b>	<b>83</b>	<b>111</b>	



MOROCCO

Type of contract	Category	Age group	Female	Male	Total
Open-ended	Director	51-60	0	1	1
		<b>Total Directors</b>		<b>0</b>	<b>1</b>
Leader	21-30	31-40	0	0	0
		41-50	0	4	4
	31-40	41-50	1	4	5
		41-50	1	4	5
	<b>Total Leaders</b>		<b>2</b>	<b>7</b>	<b>9</b>
Staff	21-30	31-40	54	49	103
		41-50	17	28	46
	31-40	41-50	1	3	4
		51-60	0	0	0
<b>Total Staff</b>		<b>72</b>	<b>80</b>	<b>152</b>	
<b>Total open-ended</b>			<b>74</b>	<b>89</b>	<b>163</b>
<b>Total Morocco</b>			<b>74</b>	<b>89</b>	<b>163</b>

	Female	Male	Total
<b>OVERALL TOTAL</b>	<b>7932</b>	<b>20195</b>	<b>28128</b>

**INDICATOR 3:**  
NUMBER OF HIRINGS



## TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 **BELGIUM**

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	41-50	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	21-30	0	3	3
	30-40	2	2	4
	41-50	0	3	3
	51-60	0	1	1
<b>Total Leaders</b>		<b>2</b>	<b>9</b>	<b>11</b>
Staff	20-30	10	11	21
	30-40	2	6	8
	41-50	2	4	6
	51-60	1	1	2
<b>Total Staff</b>		<b>15</b>	<b>22</b>	<b>37</b>
<b>Total Belgium</b>		<b>17</b>	<b>33</b>	<b>50</b>

## TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 SPAIN

Category	Age group	Female	Male	Total
Partner	51-60	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Executive Director	41-50	1	0	1
<b>Total Executive Directors</b>		<b>1</b>	<b>0</b>	<b>1</b>
Director	31-40	1	1	2
	41-50	1	9	10
	51-60	0	3	3
<b>Total Directors</b>		<b>2</b>	<b>13</b>	<b>15</b>
Manager	31-40	3	8	11
	41-50	5	9	14
<b>Total Managers</b>		<b>8</b>	<b>17</b>	<b>25</b>
Leader	21-30	0	17	17
	31-40	35	54	89
	41-50	25	65	90
	51-60	11	17	28
<b>Total Leaders</b>		<b>71</b>	<b>153</b>	<b>224</b>
Staff	21-30	418	1,315	1733
	31-40	235	497	732
	41-50	147	196	343
	51-60	56	52	108
	+60	0	2	2
<b>Total Staff</b>		<b>856</b>	<b>2062</b>	<b>2918</b>
<b>Total Spain</b>		<b>938</b>	<b>2,246</b>	<b>3,184</b>

 FRANCE

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Staff	21-30	1	0	1
	31-40	0	1	1
	41-50	2	1	3
<b>Total Staff</b>		<b>3</b>	<b>2</b>	<b>5</b>
<b>Total France</b>		<b>3</b>	<b>3</b>	<b>6</b>

 ITALY

Category	Age group	Female	Male	Total
Manager	31-40	0	1	1
	41-50	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>2</b>	<b>2</b>
Leader	21-30	1	2	3
	31-40	3	7	10
	41-50	0	5	5
<b>Total Leaders</b>		<b>4</b>	<b>14</b>	<b>18</b>
Staff	21-30	11	33	44
	31-40	5	21	26
	41-50	1	3	4
<b>Total Staff</b>		<b>17</b>	<b>57</b>	<b>74</b>
<b>Total Italy</b>		<b>21</b>	<b>73</b>	<b>94</b>

TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 LUXEMBOURG

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Staff	31-40	0	1	1
	41-50	3	4	7
<b>Total Staff</b>		<b>3</b>	<b>5</b>	<b>8</b>
<b>Total Luxembourg</b>		<b>3</b>	<b>6</b>	<b>9</b>

 THE NETHERLANDS

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	31-40	2	3	5
	41-50	2	3	5
<b>Total Leaders</b>		<b>4</b>	<b>6</b>	<b>10</b>
Staff	21-30	3	1	4
	31-40	4	1	5
<b>Total Staff</b>		<b>7</b>	<b>2</b>	<b>9</b>
<b>Total Netherlands</b>		<b>11</b>	<b>9</b>	<b>20</b>

 PORTUGAL

Category	Age group	Female	Male	Total
Director	31-40	1	1	2
	41-50	1	2	3
	51-60	0	1	1
<b>Total Directors</b>		<b>2</b>	<b>4</b>	<b>6</b>
Manager	31-40	1	3	4
	41-50	1	4	5
<b>Total Managers</b>		<b>2</b>	<b>7</b>	<b>9</b>
Leader	21-30	1	4	5
	31-40	7	21	28
	41-50	4	8	12
<b>Total Leaders</b>		<b>12</b>	<b>33</b>	<b>45</b>
Staff	-20	0	1	1
	21-30	93	140	233
	31-40	15	36	51
	41-50	8	2	10
	51-60	0	1	1
<b>Total Staff</b>		<b>116</b>	<b>180</b>	<b>296</b>
<b>Total Portugal</b>		<b>132</b>	<b>224</b>	<b>356</b>

TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 UNITED KINGDOM

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	41-50	1	0	1
<b>Total Managers</b>		<b>1</b>	<b>0</b>	<b>1</b>
Leader	21-30	0	2	2
	31-40	4	10	14
	41-50	2	10	12
	51-60	1	3	4
<b>Total Leaders</b>		<b>7</b>	<b>25</b>	<b>32</b>
Staff	21-30	7	15	22
	31-40	4	4	8
	41-50	1	2	3
	51-60	1	1	2
<b>Total Staff</b>		<b>13</b>	<b>22</b>	<b>35</b>
<b>Total United Kingdom</b>		<b>21</b>	<b>48</b>	<b>69</b>

 SWITZERLAND

Category	Age group	Female	Male	Total
Leader	31-40	0	1	1
<b>Total Leaders</b>		<b>0</b>	<b>1</b>	<b>1</b>
Staff	+60	0	1	1
<b>Total Staff</b>		<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Switzerland</b>		<b>0</b>	<b>2</b>	<b>2</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 3: NUMBER OF HIRINGS

TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 ARGENTINA

Category	Age group	Female	Male	Total
Director	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	41-50	1	0	1
<b>Total Managers</b>		<b>1</b>	<b>0</b>	<b>1</b>
Leader	21-30	1	5	6
	31-40	2	6	8
	41-50	1	3	4
	51-60	0	2	2
<b>Total Leaders</b>		<b>4</b>	<b>16</b>	<b>20</b>
Staff	21-30	25	99	124
	31-40	17	29	46
	41-50	0	3	3
	51-60	1	1	2
<b>Total Staff</b>		<b>43</b>	<b>132</b>	<b>175</b>
<b>Total Argentina</b>		<b>48</b>	<b>149</b>	<b>197</b>

 BRAZIL

Category	Age group	Female	Male	Total
Partner	51-60	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Executive Director	41-50	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	31-40	2	2	4
	41-50	3	4	7
	51-60	0	2	2
	+60	0	1	1
<b>Total Directors</b>		<b>5</b>	<b>9</b>	<b>14</b>
Manager	31-40	2	6	8
	41-50	3	7	10
	51-60	0	4	4
<b>Total Managers</b>		<b>5</b>	<b>17</b>	<b>22</b>
Leader	21-30	8	27	35
	31-40	24	71	95
	41-50	18	36	54
	51-60	7	14	21
	+60	1	3	4
<b>Total Leaders</b>		<b>58</b>	<b>151</b>	<b>209</b>
Staff	-20	2	16	18
	21-30	240	838	1078
	31-40	122	572	694
	41-50	43	138	181
	51-60	25	85	110
	+60	3	28	31
<b>Total Staff</b>		<b>435</b>	<b>1,677</b>	<b>2,112</b>
<b>Total Brazil</b>		<b>503</b>	<b>1,856</b>	<b>2,359</b>



## TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 CHILE

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Manager	21-30	0	1	1
	31-40	0	5	5
	41-50	0	2	2
<b>Total Managers</b>		<b>0</b>	<b>8</b>	<b>8</b>
Leader	21-30	1	7	8
	31-40	7	32	39
	41-50	4	17	21
	51-60	0	4	4
	+60	0	1	1
<b>Total Leaders</b>		<b>12</b>	<b>61</b>	<b>73</b>
Staff	-20	0	2	2
	21-30	33	255	288
	31-40	38	176	214
	41-50	14	39	53
	51-60	1	11	12
	+60	0	1	1
<b>Total Staff</b>		<b>86</b>	<b>484</b>	<b>570</b>
<b>Total Chile</b>		<b>98</b>	<b>555</b>	<b>653</b>

 COLOMBIA

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
	41-50	0	2	2
	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>4</b>	<b>4</b>
Manager	31-40	1	4	5
	41-50	2	2	4
	51-60	0	1	1
<b>Total Managers</b>		<b>3</b>	<b>7</b>	<b>10</b>
Leader	21-30	0	2	2
	31-40	6	16	22
	41-50	3	2	5
	51-60	0	1	1
<b>Total Leaders</b>		<b>9</b>	<b>21</b>	<b>30</b>
Staff	-20	0	2	2
	21-30	31	100	131
	31-40	21	50	71
	41-50	4	9	13
	51-60	4	8	12
	+60	1	0	1
<b>Total Staff</b>		<b>61</b>	<b>169</b>	<b>230</b>
<b>Total Colombia</b>		<b>73</b>	<b>201</b>	<b>274</b>

## TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 MEXICO

Category	Age group	Female	Male	Total
Director	31-40	0	3	3
	41-50	0	2	2
<b>Total Directors</b>		<b>0</b>	<b>5</b>	<b>5</b>
Leader	21-30	6	26	32
	31-40	28	60	88
	41-50	16	24	40
	51-60	3	14	17
	60	0	2	2
<b>Total Leaders</b>		<b>53</b>	<b>126</b>	<b>179</b>
Staff	21-30	68	143	211
	31-40	61	83	144
	41-50	22	21	43
	51-60	5	5	10
<b>Total Staff</b>		<b>156</b>	<b>252</b>	<b>408</b>
<b>Total Mexico</b>		<b>209</b>	<b>383</b>	<b>592</b>

 PERU

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	31-40	1	3	4
	41-50	1	2	3
<b>Total Managers</b>		<b>2</b>	<b>5</b>	<b>7</b>
Leader	21-30	1	18	19
	31-40	15	47	62
	41-50	3	21	24
	51-60		1	1
	<b>Total Leaders</b>		<b>19</b>	<b>87</b>
Staff	-20		1	1
	21-30	204	558	762
	31-40	71	242	313
	41-50	14	50	64
	51-60	1	3	4
<b>Total Staff</b>		<b>290</b>	<b>854</b>	<b>1,144</b>
<b>Total Peru</b>		<b>311</b>	<b>947</b>	<b>1,258</b>

## TOTAL NUMBER AND DISTRIBUTION OF NEW HIRES BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION



USA

Category	Age group	Female	Male	Total
Partner	41-50	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Executive Director	41-50	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	31-40	0	2	2
	41-50	1	1	2
	51-60	0	1	1
<b>Total Leaders</b>		<b>1</b>	<b>4</b>	<b>5</b>
Staff	21-30	0	5	5
	31-40	2	2	4
	41-50	1	1	2
	+60	0	1	1
<b>Total Staff</b>		<b>3</b>	<b>9</b>	<b>12</b>
<b>Total USA</b>		<b>4</b>	<b>15</b>	<b>19</b>



MOROCCO

Category	Age group	Female	Male	Total
Leader	21-30	1	0	1
	31-40	0	1	1
	51-60	0	3	3
<b>Total Leaders</b>		<b>1</b>	<b>4</b>	<b>5</b>
Staff	21-30	29	47	76
	31-40	5	13	18
<b>Total Staff</b>		<b>34</b>	<b>60</b>	<b>94</b>
<b>Total Morocco</b>		<b>35</b>	<b>64</b>	<b>99</b>

	Female	Male	Total
<b>OVERALL TOTAL</b>	<b>2,427</b>	<b>6,814</b>	<b>9,241</b>

**INDICATOR 4.1:**  
NUMBER OF PEOPLE LEAVING



## TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 BELGIUM

Category	Age group	Female	Male	Total
Director	41-50	1	0	1
<b>Total Directors</b>		<b>1</b>	<b>0</b>	<b>1</b>
Leader	31-40	1	1	2
<b>Total Leaders</b>		<b>1</b>	<b>1</b>	<b>2</b>
Staff	31-40	1	3	4
	51-60	0	1	1
<b>Total Staff</b>		<b>1</b>	<b>4</b>	<b>5</b>
<b>Total Belgium</b>		<b>3</b>	<b>5</b>	<b>8</b>

## TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION



Category	Age group	Female	Male	Total
Partner	41-50	2	7	9
	51-60	0	3	3
<b>Total Partners</b>		<b>2</b>	<b>10</b>	<b>12</b>
Executive Director	41-50	0	1	1
	51-60	0	1	1
<b>Total Executive Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Director	31-40	0	1	1
	41-50	1	11	12
	51-60	0	3	3
	+60	0	2	2
<b>Total Directors</b>		<b>1</b>	<b>17</b>	<b>18</b>
Manager	31-40	2	6	8
	41-50	3	8	11
	51-60	0	2	2
	+60	0	1	1
<b>Total Managers</b>		<b>5</b>	<b>17</b>	<b>22</b>
Leader	21-30	0	1	1
	31-40	10	21	31
	41-50	14	34	48
	51-60	4	12	16
<b>Total Leaders</b>		<b>28</b>	<b>68</b>	<b>96</b>
Staff	21-30	24	134	158
	31-40	37	93	128
	41-50	26	43	69
	51-60	11	15	26
	+60	0	2	2
<b>Total Staff</b>		<b>98</b>	<b>287</b>	<b>383</b>
<b>Total Spain</b>		<b>134</b>	<b>401</b>	<b>533</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 4.1: NUMBER OF PEOPLE LEAVING

TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

## FRANCE

Category	Age group	Female	Male	Total
Leader	21-30	0	1	1
<b>Total Leaders</b>		<b>0</b>	<b>1</b>	<b>1</b>
Staff	21-30	0	1	1
<b>Total Staff</b>		<b>0</b>	<b>1</b>	<b>1</b>
<b>Total France</b>		<b>0</b>	<b>2</b>	<b>2</b>

## ITALY

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
	51-60	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>2</b>	<b>2</b>
Manager	41-50	0	2	2
<b>Total Managers</b>		<b>0</b>	<b>2</b>	<b>2</b>
Leader	41-50	0	2	2
<b>Total Leaders</b>		<b>0</b>	<b>2</b>	<b>2</b>
Staff	21-30	0	1	1
<b>Total Staff</b>		<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Italy</b>		<b>0</b>	<b>7</b>	<b>7</b>

## LUXEMBOURG

Category	Age group	Female	Male	Total
<b>Total Luxembourg</b>		<b>0</b>	<b>0</b>	<b>0</b>

## THE NETHERLANDS

Category	Age group	Female	Male	Total
Leader	31-40	0	1	1
<b>Total Leaders</b>		<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Netherlands</b>		<b>0</b>	<b>1</b>	<b>1</b>

## TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 PORTUGAL

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	31-40	0	1	1
	41-50	0	1	1
	51-60	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>3</b>	<b>3</b>
Leader	31-40	1	4	5
	41-50	0	4	4
	51-60	2	0	2
<b>Total Leaders</b>		<b>3</b>	<b>8</b>	<b>11</b>
Staff	21-30	7	9	16
	31-40	6	9	15
	41-50	1	2	3
	51-60	0	1	1
<b>Total Staff</b>		<b>14</b>	<b>21</b>	<b>35</b>
<b>Total Portugal</b>		<b>17</b>	<b>33</b>	<b>50</b>

 UNITED KINGDOM

Category	Age group	Female	Male	Total
Director	41-50	0	1	1
<b>Total Directors</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	51-60	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	31-40	0	2	2
	41-50	0	3	3
	+60	1	2	3
<b>Total Leaders</b>		<b>1</b>	<b>7</b>	<b>8</b>
Staff	21-30	0	4	4
	31-40	0	2	2
	41-50	3	6	9
	51-60	1	0	1
<b>Total Staff</b>		<b>4</b>	<b>12</b>	<b>16</b>
<b>Total United Kingdom</b>		<b>5</b>	<b>21</b>	<b>26</b>

 SWITZERLAND

Category	Age group	Female	Male	Total
Staff	31-40	0	1	1
<b>Total Staff</b>		<b>0</b>	<b>1</b>	<b>1</b>
<b>Total Switzerland</b>		<b>0</b>	<b>1</b>	<b>1</b>



## TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 ARGENTINA

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
	41-50	1	0	1
<b>Total Directors</b>		<b>1</b>	<b>1</b>	<b>2</b>
Manager	41-50	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	31-40	1	2	3
	41-50	0	1	1
	51-60	0	2	2
	+60	0	1	1
<b>Total Leaders</b>		<b>1</b>	<b>6</b>	<b>7</b>
Staff	21-30	2	8	10
	31-40	1	1	2
	41-50	2	2	4
	51-60	0	1	1
	+60	0	2	2
<b>Total Staff</b>		<b>5</b>	<b>14</b>	<b>19</b>
<b>Total Argentina</b>		<b>7</b>	<b>22</b>	<b>29</b>

 BRAZIL

Category	Age group	Female	Male	Total
Director	31-40	0	1	1
	41-50	0	2	2
	51-60	0	1	1
	+60	1	0	1
<b>Total Directors</b>		<b>1</b>	<b>4</b>	<b>5</b>
Manager	31-40	0	2	2
	40-50	1	7	8
	51-60	1	0	1
<b>Total Managers</b>		<b>2</b>	<b>9</b>	<b>11</b>
Leader	21-30	0	3	3
	31-40	4	13	17
	41-50	3	9	12
	51-60	2	5	7
	+60	1	1	2
	<b>Total Leaders</b>		<b>10</b>	<b>31</b>
Staff	21-30	22	56	78
	31-40	20	92	112
	41-50	7	32	39
	51-60	3	13	16
	+60	2	1	3
	<b>Total Staff</b>		<b>54</b>	<b>194</b>
<b>Total Brazil</b>		<b>67</b>	<b>238</b>	<b>305</b>

## TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 CHILE

Category	Age group	Female	Male	Total
Partner	41-50	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Director	41-50	1	5	6
	51-60	0	1	1
<b>Total Directors</b>		<b>1</b>	<b>6</b>	<b>7</b>
Manager	31-40	1	0	1
	41-50	0	4	4
<b>Total Managers</b>		<b>1</b>	<b>4</b>	<b>5</b>
Leader	31-40	2	12	14
	41-50	5	15	20
	51-60	0	8	8
	+60	0	2	2
<b>Total Leaders</b>		<b>7</b>	<b>37</b>	<b>44</b>
Staff	21-30	11	46	57
	31-40	11	50	61
	41-50	7	21	28
	51-60	1	10	11
	+60	0	6	6
<b>Total Staff</b>		<b>30</b>	<b>133</b>	<b>163</b>
<b>Total Chile</b>		<b>39</b>	<b>181</b>	<b>220</b>

 COLOMBIA

Category	Age group	Female	Male	Total
Partner	40-50	0	1	1
<b>Total Partners</b>		<b>0</b>	<b>1</b>	<b>1</b>
Manager	31-40	0	1	1
	51-60	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>2</b>	<b>2</b>
Leader	31-40	3	6	9
	41-50	0	3	3
	51-60	1	1	2
<b>Total Leaders</b>		<b>4</b>	<b>10</b>	<b>14</b>
Staff	21-30	8	12	20
	31-40	19	22	41
	41-50	3	6	9
	51-60	1	2	3
<b>Total Staff</b>		<b>31</b>	<b>42</b>	<b>73</b>
<b>Total Colombia</b>		<b>35</b>	<b>55</b>	<b>90</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 4.1: NUMBER OF PEOPLE LEAVING

## TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION

 MEXICO

Category	Age group	Female	Male	Total
Director	41-50	1	1	2
	51-60	0	1	1
<b>Total Directors</b>		<b>1</b>	<b>2</b>	<b>3</b>
Manager	31-40	1	3	4
	41-50	1	0	1
	51-60	0	1	1
<b>Total Managers</b>		<b>2</b>	<b>4</b>	<b>6</b>
Leader	21-30	1	1	2
	31-40	5	9	14
	41-50	4	5	9
	51-60	0	1	1
<b>Total Leaders</b>		<b>10</b>	<b>16</b>	<b>26</b>
Staff	21-30	4	12	16
	31-40	3	7	10
	41-50	1	3	4
	51-60	0	3	3
<b>Total Staff</b>		<b>8</b>	<b>25</b>	<b>33</b>
<b>Total Mexico</b>		<b>21</b>	<b>47</b>	<b>68</b>

 PERU

Category	Age group	Female	Male	Total
Manager	41-50	0	1	1
<b>Total Managers</b>		<b>0</b>	<b>1</b>	<b>1</b>
Leader	21-30	0	3	3
	31-40	3	5	8
	41-50	2	6	8
	51-60	1	0	1
<b>Total Leaders</b>		<b>6</b>	<b>14</b>	<b>20</b>
Staff	60	0	1	1
	21-30	15	54	69
	31-40	14	46	60
	41-50	3	10	13
<b>Total Staff</b>		<b>32</b>	<b>113</b>	<b>145</b>
<b>Total Peru</b>		<b>38</b>	<b>128</b>	<b>166</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 4.1: NUMBER OF PEOPLE LEAVING

TOTAL NUMBER AND DISTRIBUTION OF PEOPLE LEAVING BY GENDER, AGE, COUNTRY AND PROFESSIONAL CLASSIFICATION



USA

Category	Age group	Female	Male	Total
<b>Total USA</b>		0	0	0



MOROCCO


















Category	Age group	Female	Male	Total
Leader	31-40	0	1	1
<b>Total Leaders</b>		0	1	1
Staff	21-30	3	5	8
	31-40	0	4	4
<b>Total Staff</b>		3	9	12
<b>Total Morocco</b>		3	10	13

	Female	Male	Total
<b>OVERALL TOTAL</b>	369	1,152	1,521


















**INDICATOR 4.2:**  
STAFF TURNOVER RATE



## TURNOVER RATE BY AGE GROUP AND REGION

Country	18-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	Total
<b>Europe</b>									
 Belgium	21.82	26.23	11.88	6.9	6.92	10.96	9.38	0	12.35
 Spain	12.93	11.65	11.73	7.83	5.43	4.84	3.85	2.68	9.33
 France	0	0	36.36	32.43	60	0	0	0	19.46
 Italy	15.5	18.41	12.87	8.23	5.19	2.1	4.24	0	12.11
 Luxembourg	0	0	0	0	0	0	0	0	0
 The Netherlands	0	0	0	0	0	0	0	0	0
 Portugal	17.92	15.76	18.33	12.51	6.26	12.07	9.3	16.9	15.06
 United Kingdom	27.27	23.65	13.97	11.46	10.34	3.23	8.42	0	13.02
 Switzerland	0	0	0	38.71	0	0	0	0	29.27
<b>America</b>									
 Argentina	54.03	56.77	34.62	27.16	26.93	36.36	0	0	37.19
 Brazil	39.29	38.74	26.93	21.23	16.55	15.38	5.19	11.29	28.11
 Chile	25.97	31.52	24.57	19.78	10.74	11.67	12.57	2.56	22.4
 Colombia	22.71	22.89	21.33	12.01	12.9	4.96	0	0	17.87
 Mexico	14.04	23.68	13.98	10.24	6.84	9.5	6.06	7.74	15.41
 Peru	29.66	24.73	17.98	12.54	8.35	9.37	3.48	3.67	19.71
 USA	0	0	0	0	0	0	0	0	0
<b>Africa</b>									
 Morocco	21.05	9.35	14.71	19.67	0	23.53	0	0	13.54
<b>GLOBAL</b>									
	<b>21.85</b>	<b>19.59</b>	<b>16.35</b>	<b>11.34</b>	<b>7.73</b>	<b>7.22</b>	<b>4.77</b>	<b>4.81</b>	<b>14.81</b>

## TURNOVER RATE BY GENDER AND REGION

Country	Female	Male
<b>Europe</b>		
 Belgium	13.46	11.7
 Spain	6.67	10.35
 France	0	24.66
 Italy	11.52	12.36
 Luxembourg	0	0
 The Netherlands	0	0
 Portugal	10.39	17.9
 United Kingdom	8.25	15.14
 Switzerland	0	0
<b>America</b>		
 Argentina	29.01	40.53
 Brazil	21.15	30.52
 Chile	18.68	23.45
 Colombia	14.43	20.02
 Mexico	14.22	16.05
 Peru	15.01	21.46
 USA	0	0
<b>Africa</b>		
 Morocco	5.41	20.34
<b>GLOBAL</b>		
	<b>11.12</b>	<b>16.26</b>

**INDICATOR 5:**  
SALARY DISTRIBUTION





AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 **BELGIUM**

Category	Age group	Female	Male	Total
Director	41-50	-	130,925	130,925
	51-60	-	*	*
<b>Total Directors</b>		<b>-</b>	<b>126,740</b>	<b>126,740</b>
Manager	31-40	89,795	*	92,110
	41-50	80,298	90,332	88,102
	51-60	-	104,183	104,183
<b>Total Managers</b>		<b>85,046</b>	<b>93,743</b>	<b>91,258</b>
Leader	21-30	47,699	52,654	50,672
	31-40	61,303	71,037	65,401
	41-50	61,508	67,633	66,612
	51-60	-	82,349	82,349
	+60	-	*	*
<b>Total Leaders</b>		<b>59,516</b>	<b>70,701</b>	<b>66,609</b>
Staff	21-30	33,415	39,350	36,653
	31-40	44,323	49,996	47,565
	41-50	43,685	50,610	48,878
	51-60	*	55,731	57,085
	+60	-	56,753	56,753
<b>Total Staff</b>		<b>40,693</b>	<b>48,157</b>	<b>45,418</b>
<b>Total Belgium</b>		<b>48,486</b>	<b>61,201</b>	<b>56,762</b>

\*For data protection reasons, salaries where there is only one employee have been marked with an asterisk

AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 SPAIN

Category	Age group	Female	Male	Total
Partner	31-40	-	111,667	111,667
	41-50	120,833	129,556	128,529
	51-60	142,000	147,551	147,037
	+60	*	*	109,329
<b>Total Partners</b>		<b>123,517</b>	<b>134,862</b>	<b>133,624</b>
Executive Director	31-40	*	-	*
	41-50	98,050	96,758	97,073
	51-60	102,500	99,667	100,375
<b>Total Executive Directors</b>		<b>98,938</b>	<b>97,707</b>	<b>98,024</b>
Director	31-40	76,000	79,897	76,358
	41-50	81,409	83,211	82,364
	51-60	87,667	90,703	88,345
	+60	-	87,500	87,500
<b>Total Directors</b>		<b>81,599</b>	<b>83,538</b>	<b>83,229</b>
Manager	21-30	-	65,500	65,500
	31-40	58,482	58,244	58,299
	41-50	63,566	63,710	63,664
	51-60	70,596	68,692	69,327
	+60	*	73,250	73,167
<b>Total Managers</b>		<b>62,356</b>	<b>61,547</b>	<b>61,775</b>

Category	Age group	Female	Male	Total
Leader	21-30	35,959	37,103	36,770
	31-40	40,116	41,094	40,804
	41-50	43,569	44,505	44,207
	51-60	45,942	47,169	46,807
	+60	47,221	47,835	47,528
<b>Total Leaders</b>		<b>41,299</b>	<b>42,186</b>	<b>41,917</b>
Staff	21-30	21,887	21,137	21,302
	31-40	23,719	25,147	24,683
	41-50	25,082	28,467	27,093
	51-60	27,609	32,596	30,367
	+60	25,689	31,757	30,183
<b>Total Staff</b>		<b>23,435</b>	<b>23,622</b>	<b>23,569</b>
<b>Total Spain</b>		<b>30,153</b>	<b>31,859</b>	<b>31,373</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 FRANCE

Category	Age group	Female	Male	Total
Director	51-60	*	*	145,000
<b>Total Directors</b>		<b>*</b>	<b>*</b>	<b>145,000</b>
Leader	31-40	-	*	*
	41-50	*	*	69,000
	51-60	-	68,250	68,250
<b>Total Leaders</b>		<b>67,000</b>	<b>70,100</b>	<b>69,583</b>
Staff	21-30	*	*	44,500
	31-40	-	*	*
	41-50	-	*	*
	51-60	38,300	*	44,200
<b>Total Staff</b>		<b>40,200</b>	<b>49,378</b>	<b>46,625</b>
<b>Total France</b>		<b>67,520</b>	<b>64,319</b>	<b>65,208</b>

 ITALY

Category	Age group	Female	Male	Total
Partner	41-50	-	120,000	120,000
<b>Total Partners</b>		<b>-</b>	<b>120,000</b>	<b>120,000</b>
Executive Director	51-60	*	-	*
<b>Total Executive Directors</b>		<b>96,500</b>	<b>-</b>	<b>96,500</b>
Director	31-40	-	83,800	83,800
	41-50	88,500	82,535	83,529
	51-60	84,872	134,800	126,479
<b>Total Directors</b>		<b>87,291</b>	<b>95,917</b>	<b>94,792</b>
Manager	31-40	55,000	58,213	58,053
	41-50	64,218	63,618	63,759
	51-60	-	61,000	61,000
<b>Total Managers</b>		<b>62,374</b>	<b>60,444</b>	<b>60,691</b>
Leader	21-30	35,667	36,452	36,350
	31-40	39,886	40,500	40,331
	41-50	39,679	44,834	43,451
	51-60	41,827	46,781	45,130
<b>Total Leaders</b>		<b>39,763</b>	<b>41,572</b>	<b>41,093</b>
Staff	21-30	26,659	26,430	26,503
	31-40	28,408	28,680	28,590
	41-50	31,695	32,682	32,426
	51-60	28,958	33,628	31,293
	+60	-	33,875	33,875
<b>Total Staff</b>		<b>27,603</b>	<b>27,714</b>	<b>27,678</b>
<b>Total Italy</b>		<b>32,596</b>	<b>36,467</b>	<b>35,342</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)


**LUXEMBOURG**

Category	Age group	Female	Male	Total
Executive Director	50-60	-	*	*
<b>Total Executive Directors</b>		-	*	*
Director	41-50	-	*	*
	51-60	-	*	*
<b>Total Directors</b>		-	<b>130,937</b>	<b>130,937</b>
Manager	31-40	-	*	*
<b>Total Managers</b>		-	*	*
Leader	41-50	-	*	*
	51-60	-	*	*
<b>Total Leaders</b>		-	<b>90,000</b>	<b>90,000</b>
Staff	21-30	*	45,203	41,205
	31-40	*	56,591	56,180
	41-50	62,188	65,418	64,793
	51-60	-	38,151	38,151
	+60	-	69,200	69,200
<b>Total Staff</b>		<b>56,788</b>	<b>59,590</b>	<b>59,229</b>
<b>Total Luxembourg</b>		<b>56,788</b>	<b>65,030</b>	<b>64,060</b>


**THE NETHERLANDS**

Category	Age group	Female	Male	Total
Director	51-60	-	154,000	154,000
<b>Total Directors</b>		-	<b>154,000</b>	<b>154,000</b>
Manager	41-50	-	105,250	105,250
	51-60	-	104,000	104,000
<b>Total Managers</b>		-	<b>104,500</b>	<b>104,500</b>
Leader	21-30	-	77,750	77,750
	31-40	63,000	65,655	64,517
	41-50	79,225	70,897	75,439
	51-60	-	84,700	84,700
<b>Total Leaders</b>		<b>73,817</b>	<b>72,462</b>	<b>73,016</b>
Staff	21-30	43,517	42,606	43,103
	31-40	52,517	46,605	50,743
	41-50	-	48,218	48,218
<b>Total Staff</b>		<b>48,363</b>	<b>44,928</b>	<b>46,870</b>
<b>Total Netherlands</b>		<b>58,776</b>	<b>74,060</b>	<b>67,593</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 PORTUGAL

Category	Age group	Female	Male	Total
Partner	41-50	*	116,860	115,378
<b>Total Partners</b>		<b>*</b>	<b>116,860</b>	<b>115,378</b>
Director	31-40	*	74,245	74,571
	41-50	76,864	79,111	78,409
	51-60	*	*	81,080
<b>Total Directors</b>		<b>77,711</b>	<b>77,068</b>	<b>77,229</b>
Manager	31-40	54,137	56,222	55,527
	41-50	55,742	52,976	54,267
<b>Total Managers</b>		<b>54,839</b>	<b>55,223</b>	<b>55,077</b>
Leader	21-30	30,006	33,757	31,700
	31-40	33,891	36,889	35,974
	41-50	41,226	43,681	42,863
	51-60	*	40,833	41,857
<b>Total Leaders</b>		<b>34,856</b>	<b>38,265</b>	<b>37,115</b>
Staff	-20	-	*	*
	21-30	19,075	19,063	19,068
	31-40	21,483	24,490	23,540
	41-50	19,892	21,346	20,602
	51-60	*	32,500	29,902
	+60	-	*	19,658
<b>Total Staff</b>		<b>19,608</b>	<b>20,793</b>	<b>20,303</b>
<b>Total Portugal</b>		<b>25,032</b>	<b>29,122</b>	<b>27,531</b>

 UNITED KINGDOM

Category	Age group	Female	Male	Total
Partner	41-50	-	204,545	204,545
	51-60	-	*	*
<b>Total Partners</b>		<b>-</b>	<b>228,564</b>	<b>228,564</b>
Director	31-40	-	*	*
	41-50	*	161,935	161,792
	51-60	*	*	186,822
<b>Total Directors</b>		<b>167,936</b>	<b>163,121</b>	<b>163,656</b>
Manager	31-40	102,970	112,046	110,649
	41-50	117,543	114,127	115,408
<b>Total Managers</b>		<b>111,714</b>	<b>112,696</b>	<b>112,462</b>
Leader	21-30	69,894	70,060	70,005
	31-40	75,314	82,029	79,701
	41-50	90,512	89,329	89,592
	51-60	86,002	80,241	81,064
	+60	-	*	*
<b>Total Leaders</b>		<b>78,140</b>	<b>82,515</b>	<b>81,243</b>
Staff	21-30	41,265	46,637	44,675
	31-40	45,540	52,880	49,210
	41-50	35,636	54,928	45,282
	51-60	44,954	69,079	61,540
	+60	*	58,591	57,115
<b>Total Staff</b>		<b>43,014</b>	<b>52,901</b>	<b>48,794</b>
<b>Total United Kingdom</b>		<b>62,950</b>	<b>84,376</b>	<b>77,460</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 SWITZERLAND

Category	Age group	Female	Male	Total
Partner	41-50	-	*	*
<b>Total Partners</b>		-	*	*
Executive Director	51-60	-	*	*
<b>Total Executive Directors</b>		-	*	*
Manager	41-50	-	*	*
<b>Total Managers</b>		-	*	*
Leader	31-40	-	127,793	127,793
<b>Total Leaders</b>		-	<b>127,793</b>	<b>127,793</b>
Staff	31-40	-	116,178	116,178
	+60	-	*	*
<b>Total Staff</b>		-	<b>108,027</b>	<b>108,027</b>
<b>Total Switzerland</b>		-	<b>153,618</b>	<b>153,618</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)


**ARGENTINA**

Category	Age group	Female	Male	Total
Partner	41-50	*	*	52,170
	51-60	-	63,632	63,632
<b>Total Partners</b>		<b>46,477</b>	<b>61,709</b>	<b>57,901</b>
Executive Director	51-60	-	*	*
<b>Total Executive Directors</b>		<b>-</b>	<b>*</b>	<b>*</b>
Director	31-40	-	*	*
	41-50	*	42,443	39,737
	51-60	-	*	*
<b>Total Directors</b>		<b>28,914</b>	<b>39,235</b>	<b>37,761</b>
Manager	31-40	*	22,284	21,742
	41-50	21,973	21,939	21,955
	51-60	*	23,139	23,089
<b>Total Managers</b>		<b>21,691</b>	<b>22,319</b>	<b>22,110</b>
Leader	21-30	12,421	16,423	15,533
	31-40	13,769	15,521	14,779
	41-50	13,723	16,545	15,416
	51-60	-	15,515	15,515
	+60	-	*	*
<b>Total Leaders</b>		<b>13,678</b>	<b>15,908</b>	<b>15,072</b>
Staff	21-30	7,703	7,329	7,416
	31-40	9,233	10,676	10,191
	41-50	9,238	10,820	10,276
	51-60	14,702	14,911	14,818
	+60	-	*	*
<b>Total Staff</b>		<b>8,836</b>	<b>8,968</b>	<b>8,931</b>
<b>Total Argentina</b>		<b>11,073</b>	<b>11,891</b>	<b>11,642</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 **BRAZIL**

Category	Age group	Female	Male	Total
Partner	31-40	-	*	*
	41-50	-	100,369	100,369
	51-60	-	*	*
<b>Total Partners</b>			<b>104,781</b>	<b>104,781</b>
Executive Director	41-50	-	72,544	72,544
	51-60	*	*	73,369
<b>Total Executive Directors</b>		<b>*</b>	<b>73,405</b>	<b>72,956</b>
Director	31-40	58,666	59,388	59,221
	41-50	58,830	59,083	59,033
	51-60	67,619	65,856	66,297
	+60	-	*	*
<b>Total Directors</b>		<b>60,539</b>	<b>60,279</b>	<b>60,334</b>
Manager	31-40	37,168	36,205	36,410
	41-50	34,616	35,577	35,153
	51-60	*	34,514	34,441
<b>Total Managers</b>		<b>35,566</b>	<b>35,787</b>	<b>35,724</b>
Leader	21-30	19,826	19,867	19,858
	31-40	20,704	23,740	22,886
	41-50	23,389	24,168	23,892
	51-60	22,037	23,949	23,165
	+60	*	24,882	24,837
<b>Total Leaders</b>		<b>21,572</b>	<b>23,195</b>	<b>22,708</b>
Staff	-20	4,030	4,720	4,576
	21-30	7,155	8,137	7,897
	31-40	9,383	11,185	10,751
	41-50	9,990	13,783	12,639
	51-60	13,334	14,135	13,900
	+60	9,873	12,955	12,451
<b>Total Staff</b>		<b>8,612</b>	<b>10,073</b>	<b>9,708</b>
<b>Total Brazil</b>		<b>12,071</b>	<b>13,362</b>	<b>13,031</b>

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AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)



Category	Age group	Female	Male	Total
Partner	41-50	-	175,799	175,799
	51-60	*	*	164,199
<b>Total Partners</b>		<b>164,199</b>	<b>171,932</b>	<b>169,999</b>
Executive Director	41-50	-	*	*
<b>Total Executive Directors</b>		<b>-</b>	<b>*</b>	<b>*</b>
Director	31-40	*	116,546	109,230
	41-50	72,871	106,980	101,295
	51-60	-	*	*
<b>Total Directors</b>		<b>80,113</b>	<b>108,602</b>	<b>103,260</b>
Manager	31-40	60,057	60,865	60,645
	41-50	61,932	65,272	64,466
	51-60	-	*	*
<b>Total Managers</b>		<b>61,067</b>	<b>63,191</b>	<b>62,660</b>
Leader	21-30	34,814	39,011	37,866
	31-40	37,009	39,726	39,155
	41-50	41,325	41,631	41,563
	51-60	35,550	42,746	41,610
	60	-	54,293	54,293
<b>Total Leaders</b>		<b>38,112</b>	<b>40,558</b>	<b>40,035</b>
Staff	-20	-	*	*
	21-30	16,682	15,016	15,295
	31-40	18,625	20,432	20,026
	41-50	22,191	25,173	24,158
	51-60	13,834	25,685	23,122
	+60	7,272	28,460	24,222
<b>Total Staff</b>		<b>18,337</b>	<b>18,519</b>	<b>18,480</b>
<b>Total Chile</b>		<b>24,832</b>	<b>25,606</b>	<b>25,441</b>

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## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 5: SALARY DISTRIBUTION

AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)

 COLOMBIA

Category	Age group	Female	Male	Total
Partner	31-40	-	*	*
<b>Total Partners</b>		<b>-</b>	<b>*</b>	<b>*</b>
Director	31-40	-	68,271	68,271
	41-50	*	72,796	71,110
	51-60	*	69,000	67,009
<b>Total Directors</b>		<b>61,165</b>	<b>70,220</b>	<b>69,267</b>
Manager	21-30	-	*	*
	31-40	36,608	43,585	42,422
	41-50	43,944	45,832	44,770
	51-60	*	-	*
<b>Total Managers</b>		<b>41,836</b>	<b>44,467</b>	<b>43,517</b>
Leader	21-30	20,643	22,357	21,595
	31-40	23,980	28,162	26,627
	41-50	25,963	30,616	28,834
	51-60	*	29,847	28,787
<b>Total Leaders</b>		<b>24,091</b>	<b>28,366</b>	<b>26,783</b>
Staff	-20	-	6,578	6,578
	21-30	6,300	8,574	7,702
	31-40	8,642	13,491	11,655
	41-50	11,105	16,455	14,375
	51-60	9,682	19,909	17,120
	+60	*	*	30,590
<b>Total Staff</b>		<b>7,773</b>	<b>11,401</b>	<b>10,030</b>
<b>Total Colombia</b>		<b>12,324</b>	<b>17,534</b>	<b>15,605</b>

 MEXICO

Category	Age group	Female	Male	Total
Partner	41-50	*	*	110,435
<b>Total Partners</b>		<b>*</b>	<b>*</b>	<b>110,435</b>
Director	31-40	-	88,405	88,405
	41-50	77,392	82,678	81,844
	51-60	-	*	*
<b>Total Directors</b>		<b>77,392</b>	<b>84,552</b>	<b>83,757</b>
Manager	31-40	48,065	43,575	45,004
	41-50	38,294	52,252	45,273
	51-60	-	*	*
<b>Total Managers</b>		<b>44,512</b>	<b>45,959</b>	<b>45,446</b>
Leader	21-30	21,817	21,288	21,411
	31-40	23,664	25,236	24,744
	41-50	26,974	27,293	27,186
	51-60	*	24,360	23,633
	+60	*	*	30,584
<b>Total Leaders</b>		<b>24,113</b>	<b>25,100</b>	<b>24,809</b>
Staff	21-30	10,333	10,928	10,733
	31-40	12,174	13,927	13,086
	41-50	12,177	13,726	12,926
	51-60	10,233	*	11,391
<b>Total Staff</b>		<b>11,274</b>	<b>12,029</b>	<b>11,728</b>
<b>Total Mexico</b>		<b>16,065</b>	<b>19,781</b>	<b>18,447</b>

\*For data protection reasons, salaries where there is only one employee have been marked with an asterisk

AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)


**PERU**

Category	Age group	Female	Male	Total
Partner	51-60	-	*	*
<b>Total Partners</b>		-	*	*
Director	31-40	*	104,374	99,552
	41-50	*	106,416	102,861
	51-60	92,008	106,303	102,729
<b>Total Directors</b>		<b>88,548</b>	<b>105,930</b>	<b>102,067</b>
Manager	31-40	58,313	58,862	58,692
	41-50	62,766	65,164	64,502
	51-60	-	61,755	61,755
	+60	-	*	*
<b>Total Managers</b>		<b>60,409</b>	<b>62,362</b>	<b>61,851</b>
Leader	21-30	25,089	24,995	25,007
	31-40	29,849	30,223	30,133
	41-50	30,725	34,553	33,507
	51-60	*	37,926	36,905
	+60	-	33,966	33,966
<b>Total Leaders</b>		<b>29,753</b>	<b>30,559</b>	<b>30,373</b>
Staff	-20	-	*	*
	21-30	7,605	9,546	8,962
	31-40	10,579	13,738	12,901
	41-50	12,021	15,872	14,939
	51-60	11,264	17,677	16,394
	+60	*	20,712	21,095
<b>Total Staff</b>		<b>8,929</b>	<b>11,681</b>	<b>10,905</b>
<b>Total Peru</b>		<b>12,594</b>	<b>15,989</b>	<b>15,058</b>

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## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 5: SALARY DISTRIBUTION

AVERAGE REMUNERATION BROKEN DOWN BY GENDER, AGE AND PROFESSIONAL CLASSIFICATION OR EQUAL VALUE (€)



USA

Category	Age group	Female	Male	Total
Partner	41-50	-	250,683	250,683
	51-60	-	*	*
<b>Total Partners</b>		<b>-</b>	<b>264,610</b>	<b>264,610</b>
Director	41-50	-	209,042	209,042
	51-60	-	*	*
<b>Total Directors</b>		<b>-</b>	<b>206,918</b>	<b>206,918</b>
Manager	41-50	*	144,561	137,667
<b>Total Managers</b>		<b>*</b>	<b>144,561</b>	<b>137,667</b>
Leader	21-30	-	103,616	103,616
	31-40	106,958	104,603	104,799
	41-50	93,542	115,911	109,200
	51-60	-	*	*
	+60	-	*	*
<b>Total Leaders</b>		<b>96,896</b>	<b>107,973</b>	<b>106,200</b>
Staff	21-30	56,989	54,524	55,644
	31-40	67,918	80,983	76,857
	41-50	69,903	78,829	75,258
	51-60	71,445	82,516	77,771
	+60	*	*	104,685
<b>Total Staff</b>		<b>68,972</b>	<b>75,609</b>	<b>73,035</b>
<b>Total USA</b>		<b>75,627</b>	<b>108,047</b>	<b>98,893</b>



MOROCCO

Category	Age group	Female	Male	Total
Director	51-60	-	*	*
<b>Total Directors</b>		<b>-</b>	<b>*</b>	<b>*</b>
Leader	21-30	*	-	*
	31-40	-	35,714	35,714
	41-50	*	38,470	35,110
<b>Total Leaders</b>		<b>16,531</b>	<b>37,551</b>	<b>33,730</b>
Staff	21-30	9,520	8,127	8,864
	31-40	16,956	20,659	19,306
	41-50	*	20,868	16,350
<b>Total Staff</b>		<b>10,967</b>	<b>12,600</b>	<b>11,817</b>
<b>Total Morocco</b>		<b>11,084</b>	<b>15,326</b>	<b>13,370</b>

	Female	Male	Total
<b>OVERALL TOTAL</b>	<b>24,602</b>	<b>27,133</b>	<b>26,405</b>

\*For data protection reasons, salaries where there is only one employee have been marked with an asterisk







**INDICATOR 6:**  
NUMBER OF TRAINING HOURS  
PER CATEGORY



## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 6: NUMBER OF TRAINING HOURS PER CATEGORY

## TOTAL NUMBER OF TRAINING HOURS BY OCCUPATIONAL CATEGORY AND GENDER

Country	Gender	Partner	Executive Director	Director	Senior	Manager	Leader	Staff*	Country/gender	Total Country
 Belgium	F			168		155	545	431	1312	2,722
	M					80	504	839	1423	
 Spain	F	1582	650	4170	322	15911	92586	200499	315855	446,700
	M	214	500	606	82	6023	39785	83770	131053	
 France	F			14			77	28	119	196
	M			21			33	23	77	
 Italy	F	63		290		515	5089	7855	13847	19,575
	M		24	34		157	2115	3433	5765	
 Luxembourg	F		14	43		12	9	100	178	194
	M							16	16	
 The Netherlands	F			37		61	175	182	455	925
	M						163	307	470	

\*A student category has been included in the staff category. The same happens in Manager, where the Exp Manager category has been included.

\*In addition, 399 hours were carried out by people from outside the company.

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 6: NUMBER OF TRAINING HOURS PER CATEGORY

## TOTAL NUMBER OF TRAINING HOURS BY OCCUPATIONAL CATEGORY AND GENDER

Country	Gender	Partner	Executive Director	Director	Senior	Manager	Leader	Staff	Country/gender	Total Country
Portugal	F	69		280		417	2390	6175	9361	15,996
	M	21		71		448	1235	4860	6650	
United Kingdom	F	14		76		169	1120	536	1917	3,222
	M			8		135	432	732	1310	
Switzerland	F	10	10			4	54	4	82	82
	M								0	
Argentina	F	40	5	265		394	1683	3364	5754	8,758
	M	5		1		101	1525	1375	3007	
Brazil	F	63	30	630		1606	10689	66123	79153	106,554
	M	0	14	199		627	4979	21594	27417	
Chile	F	92	11	750	30	2024	5877	21664	30477	38,878
	M	0		181	10	722	1917	5600	8433	
Colombia	F	5		202		367	1781	4891	7286	12,197
	M			39		313	1196	3403	4956	
Mexico	F	7		456		421	3429	6001	10330	15,966
	M	7		53		347	1544	3701	5653	
Peru	F	6		180		559	5666	26390	32801	46,383
	M			94		187	1816	11485	13582	
USA	F	37		25		33	67	132	296	395
	M					10	19	70	99	
Morocco	F			2			36	409	447	764
	M						5	312	317	

## INDICATOR 7.1:

ACCIDENTS AT WORK AND OCCUPATIONAL DISEASES BY  
COUNTRY





## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 7.1: ACCIDENTS AT WORK AND OCCUPATIONAL DISEASES BY COUNTRY

## TOTAL NUMBER OF TRAINING HOURS BY OCCUPATIONAL CATEGORY AND GENDER

The scope of the Occupational Accidents and Diseases data does not include Morocco. The formulas for calculating of the Severity and Frequency Index used are those available from the Spanish Ministry of Employment and Social Security:

The frequency index (FI) relates the number of accidents to the average number of workers exposed to the risk.

$$FI = (N^{\circ} \text{ accidents} / N^{\circ} \text{ workers}) * 1,000,000 \text{ workers}$$

The severity index (SI) relates the time not worked as a result of occupational accidents to the time worked by workers exposed to the hazard.

$$IG = (\text{No. of days lost} / \text{No. of hours worked}) * 1000 \text{ hours worked}$$

*In itinere* accidents have not been included.

Country	Accidents		Total acc.	IF		IG		Occupational disease		Total occupational disease
	M	F		M	F	M	F	M	F	
<b>Europe</b>										
Belgium	0	0	0	0	0	0	0	0	0	0
Spain	in the table below (indicator 7.2.), distinguished by company									
France	0	0	0	0	0	0	0	0	0	0
Holland	0	0	0	0	0	0	0	0	0	0
Italy	0	0	0	0	0	0	0	0	0	0
Luxembourg	0	0	0	0	0	0	0	0	0	0
Portugal	1	0	1	0.91	0	4.52	0	0	0	0
SCR	0	0	0	0	0	0	0	0	0	0
Simumak	0	0	0	0	0	0	0	0	0	0
Switzerland	0	0	0	0	0	0	0	0	0	0
UK	0	0	0	0	0	0	0	0	0	0
<b>America</b>										
Argentina	0	0	0	0	0	0	0	0	0	0
Brazil	0	2	2	0	2.77	0	11.11	0	0	0
Chile	1	0	1	0.40	0	1.59	0	0	0	0
Colombia	0	0	0	0	0	0	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

## INDICATOR 7.2:

OCCUPATIONAL ACCIDENTS AND DISEASES IN  
COMPANIES IN SPAIN



## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 7.2: OCCUPATIONAL ACCIDENTS AND DISEASES IN COMPANIES IN SPAIN

Spain		Occupational accidents		Frequency rate		Severity index		Occupational disease		Lost hours	
Company	Mutual report	M	F	M	F	M	F	M	F	M	F
everis Spain	Fraternidad Muprespa	0	1	0	0.1	0	0.007	0	0	0	64
everis soluciones tecnológicas	Fraternidad Muprespa	0	0	0	0	0	0	0	0	0	0
everis infrastructures engineering	Fraternidad Muprespa	0	0	0	0	0	0	0	0	0	0
everis BPO	Mutua Universal	0	0	0	0	0	0	0	0	0	0
arilion	Mutua Universal	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
everis infrastructures operations	Fremap	0	0	0	0	0	0	0	0	0	0
everis centers	Fremap	0	0	0	0	0	0	0	0	0	0
everis centers group	Fremap	0	0	0	0	0	0	0	0	0	0
TBA 8 BCN	Fremap	0	0	0	0	0	0	0	0	0	0
everis initiatives	Fremap	0	0	0	0	0	0	0	0	0	0
everis aeroespacial y defensa	Fremap	0	1	0	5.05	0	0.02	0	0	0	40
everis ingeniería	Fremap	1	1	12.9	7.1	0.41	0.057	0	0	256	64
everis sistemas de seguridad	Fremap	0	0	0	0	0	0	0	0	0	0
everis nettit	Fremap	0	0	0	0	0	0	0	0	0	0

## INDICATOR 8:

WASTE GENERATION IN THE ORGANISATION  
SEPARATED BY CLASS











## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

### INDICATOR 8: WASTE GENERATION IN THE ORGANISATION SEPARATED BY CLASS

#### WASTE GENERATION IN THE ORGANISATION SEPARATED BY CLASSES (T)

Waste	Tonnes	
	FY19	FY20
Global Non-Hazardous	81.38	23.92
Global hazardous	2.46	2.81

Offices	GRI	Waste type	Total (t)
 Belgium*	306-2	Global Non-Hazardous	5,86
		Global Hazardous	0,00
 Spain**	306-2	Global Non-Hazardous	11,58
		Global Hazardous	2,79
 Portugal	306-2	Global Non-Hazardous	1,06
		Global Hazardous	0,02
 United Kingdom	306-2	Global Non-Hazardous	0,06
		Global Hazardous	0,004
 Argentina	306-2	Global Non-Hazardous	4,70
		Global Hazardous	Non reported
Brazil	306-2	Global Non-Hazardous	0,02
		Global Hazardous	Non reported
 Colombia	306-2	Global Non-Hazardous	0,52
		Global Hazardous	0,00
 USA	306-2	Global Non-Hazardous	0,13
		Global Hazardous	0,00
 an NTT DATA Company	306-2	Global Non-Hazardous	23,92
		Global Hazardous	2,81

\*In the case of Belgium, the waste generated between January 21 and March 21 has been estimated on the basis of the monthly average for the rest of the year.

\*\*Includes offices in Madrid (NOVUS), Seville Torre Pelli, Ciudad Real, AUNAV.

**INDICATOR 9:**  
GHG EMISSIONS



## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 BELGIUM

GRI 305-1,2,3

	tCO <sub>2</sub> e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	32.64
<b>Total</b>	<b>32.64</b>
<b>Scope 2</b>	
Electricity consumption	8.37
<b>Total</b>	<b>8.37</b>
<b>Scope 3</b>	
Business travel by private vehicle	0.04
Business travel by rental car	N/A
Business travel by taxi	0.07
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	1.22
<b>Total</b>	<b>1.33</b>
<b>Global emissions</b>	<b>42.34</b>

 SPAIN

GRI 305-1,2,3

	tCO <sub>2</sub> e
<b>Scope 1</b>	
Refrigerant gases	63.00
Boilers	217.89
<b>Total</b>	<b>280.89</b>
<b>Scope 2</b>	
Electricity consumption	672.04
<b>Total</b>	<b>672.04</b>
<b>Scope 3</b>	
Business travel by private vehicle	120.15
Business travel by rental car	32.10
Business travel by taxi	11.30
Business travel by VTC	N/A
Business travel by train	7.91
Business travel by aircraft	677.25
<b>Total</b>	<b>848.70</b>
<b>Global emissions</b>	<b>1,801.63</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 FRANCE

GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>
<b>Scope 2</b>	
Electricity consumption	0.08
<b>Total</b>	<b>0.08</b>
<b>Scope 3</b>	
Business travel by private vehicle	0.00
Business travel by rental car	N/A
Business travel by taxi	0.06
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	0.00
<b>Total</b>	<b>0.06</b>
<b>Global emissions</b>	<b>0.15</b>

 ITALY

GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	4.71
<b>Total</b>	<b>4.71</b>
<b>Scope 2</b>	
Electricity consumption	81.42
<b>Total</b>	<b>81.42</b>
<b>Scope 3</b>	
Business travel by private vehicle	2.64
Business travel by rental car	N/A
Business travel by taxi	0.41
Business travel by VTC	N/A
Business travel by train	0.33
Business travel by aircraft	10.75
<b>Total</b>	<b>14.12</b>
<b>Global emissions</b>	<b>100.25</b>



## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 LUXEMBOURG GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>
<b>Scope 2</b>	
Electricity consumption	1.85
<b>Total</b>	<b>1.85</b>
<b>Scope 3</b>	
Business travel by private vehicle	0.00
Business travel by rental car	N/A
Business travel by taxi	0.00
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	0.00
<b>Total</b>	<b>0.00</b>
<b>Global emissions</b>	<b>1.85</b>

 THE NETHERLANDS GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	0.00
<b>Total</b>	<b>0.00</b>
<b>Scope 2</b>	
Electricity consumption	0.20
<b>Total</b>	<b>0.20</b>
<b>Scope 3</b>	
Business travel by private vehicle	3.36
Business travel by rental car	N/A
Business travel by taxi	0.04
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	0.00
<b>Total</b>	<b>3.40</b>
<b>Global emissions</b>	<b>3.60</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 PORTUGAL GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	13.80
<b>Total</b>	<b>13.80</b>
<b>Scope 2</b>	
Electricity consumption	44.25
<b>Total</b>	<b>44.25</b>
<b>Scope 3</b>	
Business travel by private vehicle	22.96
Business travel by rental car	N/A
Business travel by taxi	0.07
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	0.00
<b>Total</b>	<b>23.03</b>
<b>Global emissions</b>	<b>81.08</b>

 UNITED KINGDOM GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	5.02
<b>Total</b>	<b>5.02</b>
<b>Scope 2</b>	
Electricity consumption	9.76
<b>Total</b>	<b>9.76</b>
<b>Scope 3</b>	
Business travel by private vehicle	0.06
Business travel by rental car	N/A
Business travel by taxi	0.12
Business travel by VTC	0.02
Business travel by train	0.20
Business travel by aircraft	4.35
<b>Total</b>	<b>4.75</b>
<b>Global emissions</b>	<b>19.54</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 SWITZERLAND GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>
<b>Scope 2</b>	
Electricity consumption	0.02
<b>Total</b>	<b>0.02</b>
<b>Scope 3</b>	
Business travel by private vehicle	0.00
Business travel by rental car	N/A
Business travel by taxi	0.01
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	0.00
<b>Total</b>	<b>0.01</b>
<b>Global emissions</b>	<b>0.04</b>

 ARGENTINA GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>
<b>Scope 2</b>	
Electricity consumption	32.90
<b>Total</b>	<b>32.90</b>
<b>Scope 3</b>	
Business travel by private vehicle	NA
Business travel by rental car	N/A
Business travel by taxi	NA
Business travel by VTC	45.75
Business travel by train	N/A
Business travel by aircraft	18.95
<b>Total</b>	<b>64.70</b>
<b>Global emissions</b>	<b>97.60</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES



BRAZIL

GRI 305-3

tCO<sub>2</sub>e

## Scope 1

Refrigerant gases	58.87
Boilers	N/A
<b>Total</b>	<b>58.87</b>

## Scope 2

Electricity consumption	55.82
<b>Total</b>	<b>55.82</b>

## Scope 3

Business travel by private vehicle	8.17
Business travel by rental car	N/A
Business travel by taxi	1.47
Business travel by VTC	45.77
Business travel by train	N/A
Business travel by aircraft	18.95
<b>Total</b>	<b>74.36</b>

Global emissions

189.05



CHILE

GRI 305-3

tCO<sub>2</sub>e

## Scope 1

Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>

## Scope 2

Electricity consumption	51.81
<b>Total</b>	<b>51.81</b>

## Scope 3

Business travel by private vehicle	NA
Business travel by rental car	N/A
Business travel by taxi	7.06
Business travel by VTC	N/A
Business travel by train	N/A
Business travel by aircraft	30.44
<b>Total</b>	<b>37.50</b>


Global emissions

89.31

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 COLOMBIA GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	234.90
Boilers	N/A
<b>Total</b>	<b>234.90</b>
<b>Scope 2</b>	
Electricity consumption	30.67
<b>Total</b>	<b>30.67</b>
<b>Scope 3</b>	
Business travel by private vehicle	NA
Business travel by rental car	N/A
Business travel by taxi	0.95
Business travel by VTC	102.64
Business travel by train	N/A
Business travel by aircraft	15.31
<b>Total</b>	<b>118.90</b>
<b>Global emissions</b>	<b>384.47</b>

 MEXICO GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>
<b>Scope 2</b>	
Electricity consumption	46.52
<b>Total</b>	<b>46.52</b>
<b>Scope 3</b>	
Business travel by private vehicle	NA
Business travel by rental car	N/A
Business travel by taxi	4.54
Business travel by VTC	N/A
Business travel by train	N/A
Business travel by aircraft	41.59
<b>Total</b>	<b>46.13</b>
<b>Global emissions</b>	<b>92.65</b>

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES



PERU

GRI 305-1,2,3

tCO<sub>2</sub>e

## Scope 1

Refrigerant gases	19.42
Boilers	N/A
<b>Total</b>	<b>19.42</b>

## Scope 2

Electricity consumption	88.37
<b>Total</b>	<b>88.37</b>

## Scope 3

Business travel by private vehicle	NA
Business travel by rental car	N/A
Business travel by taxi	22.99
Business travel by VTC	6.34
Business travel by train	N/A
Business travel by aircraft	152.81
<b>Total</b>	<b>182.14</b>

Global emissions

289.93



USA

GRI 305-1,2,3

tCO<sub>2</sub>e

## Scope 1

Refrigerant gases	0.00
Boilers	N/A
<b>Total</b>	<b>0.00</b>

## Scope 2

Electricity consumption	18.58
<b>Total</b>	<b>18.58</b>

## Scope 3

Business travel by private vehicle	0.04
Business travel by rental car	N/A
Business travel by taxi	0.93
Business travel by VTC	N/A
Business travel by train	0.00
Business travel by aircraft	9.55
<b>Total</b>	<b>10.53</b>

Global emissions

29.11

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 9: GHG EMISSIONS

EMISSIONS OF GREENHOUSE GASES BY THE ORGANIZATION IN EQUIVALENT TONNES OF CARBON DIOXIDE VERIFIED ACCORDING TO UNE-EN-ISO 14064-3. TO CALCULATE THE EMISSION FACTOR, DATA HAVE BEEN OBTAINED FROM VERIFIED SOURCES

 MOROCCO GRI 305-1,2,3

	tCO2e
<b>Scope 1</b>	
Refrigerant gases	4.77
Boilers	N/A
<b>Total</b>	<b>4.77</b>
<b>Scope 2</b>	
Electricity consumption	15.15
<b>Total</b>	<b>15.15</b>
<b>Scope 3</b>	
Business travel by private vehicle	0.00
Business travel by rental car	N/A
Business travel by taxi	0.00
Business travel by VTC	NA
Business travel by train	0.00
Business travel by aircraft	0.00
<b>Total</b>	<b>0.00</b>
<b>Global emissions</b>	<b>19.92</b>

	tCO2 e	
	FY19	FY20
<b>Emissions</b>		
Global emissions	16,944.96	3,242.51
<b>GRI 305-1, 2, 3</b>		
<b>Scope 1</b>		
Refrigerant gases	380.96	
Boilers	274.06	
<b>Total</b>	<b>655.02</b>	
<b>Scope 2</b>		
Electricity consumption	1,157.83	
<b>Total</b>	<b>1,157.83</b>	
<b>Scope 3</b>		
Business travel by private vehicle	157.43	
Business travel by rental car	32.10	
Business travel by taxi	50.01	
Business travel by VTC	200.52	
Business travel by train	8.43	
Business travel by aircraft	981.17	
<b>Total</b>	<b>1,429.66</b>	
<b>Global emissions</b>	<b>3,242.51</b>	

**INDICATOR 10:**  
CONSUMPTION OF RAW MATERIALS











## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 10: CONSUMPTION OF RAW MATERIALS

CONSUMPTION OF THE MOST RELEVANT MATERIALS FOR THE COMPANY AND MEASURES TO IMPROVE EFFICIENCY IN THEIR USE

Offices	GRI	Paper consumption
 Spain*	GRI 301-1, 2, 3	0.17
 United Kingdom	GRI 301-1, 2, 3	0.09
 Argentina	GRI 301-1, 2, 3	0.16
 Brazil	GRI 301-1, 2, 3	1.52
 Chile	GRI 301-1, 2, 3	0.00
 Colombia	GRI 301-1, 2, 3	2.55
 Peru	GRI 301-1, 2, 3	27.92
 USA	GRI 301-1, 2, 3	0.48



GRI 301-1, 2, 3

32.90



Tonnes (t)

## Paper consumption



FY19

FY20

Global paper consumption

26.39

32.90

Offices	GRI	Water consumption (m3)
 Belgium	GRI 303-5	222
 Portugal	GRI 303-5	22,048
 Argentina	GRI 303-5	1,615
 Brazil	GRI 303-5	10,973
 Chile	GRI 303-5	382
 Colombia	GRI 303-5	135
 Peru	GRI 303-5	4,609
 Morocco	GRI 303-5	37



GRI 303-5

40,021



m3

## Water consumption

FY19

FY20

Global water consumption

Not reported

40,021

\*Includes offices in Madrid (NOVUS), Seville Torre Pelli, Ciudad Real, AUNAV.

**INDICATOR 11:**  
ENERGY CONSUMPTION AND ENERGY INTENSITY FROM  
NON-RENEWABLE SOURCES










## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 11: ENERGY CONSUMPTION AND ENERGY INTENSITY FROM NON-RENEWABLE SOURCES

## ENERGY CONSUMPTION (KWH) FROM NON-RENEWABLE SOURCES

	kWh	
	FY19	FY20
Global electricity consumption	11,801,282.00	5,911,155

Offices	GRI	Electricity consumption (kWh)	Offices	GRI	Electricity consumption (kWh)
 Belgium	GRI 302-1	49,290	 Argentina	GRI 302-1	109,184
 Spain	GRI 302-1	3,728,715	 Brazil	GRI 302-1	564,989
 France	GRI 302-1	1,551	 Chile	GRI 302-1	124,734
 Italy	GRI 302-1	286,996	 Colombia	GRI 302-1	153,046
 Luxembourg	GRI 302-1	13,179	 Mexico	GRI 302-1	101,947
 The Netherlands	GRI 302-1	7,752	 Peru	GRI 302-1	446,314
 Portugal	GRI 302-1	130,124	 USA	GRI 302-1	60,315
 United Kingdom	GRI 302-1	67,091	 Morocco	GRI 302-1	64,998
 Switzerland	GRI 302-1	930	 everis	GRI 302-1	5,911,155

Offices	GRI	Natural gas consumption (kWh)
 Belgium	GRI 302-1	188,826
 Spain	GRI 302-1	1,197,185
 Italy	GRI 302-1	13,768
 Portugal	GRI 302-1	75,031
 United Kingdom	GRI 302-1	27,314
 everis	GRI 302-1	1,502,124

	kWh	
	FY19	FY20
Global Natural gas consumption	Not reported	1,502,124

\*Includes offices in Madrid (NOVUS), Seville Torre Pelli, Ciudad Real, AUNAV.

## ANNEX 3: BREAKDOWN OF NON-FINANCIAL INDICATORS

## INDICATOR 11: ENERGY CONSUMPTION AND ENERGY INTENSITY FROM NON-RENEWABLE SOURCES

## ENERGY CONSUMPTION (KWH) FROM NON-RENEWABLE SOURCES

Consumption of electricity from non-renewable sources per square metre of office space. The ratio covers energy consumption within the organisation (no consumption of other fossil fuels).



## Energy intensity

Global energy intensity









kWh/m<sup>2</sup>

FY19










FY20

75.75

48.17

Offices	GRI	Energy intensity (kWh/ m <sup>2</sup> )
 Belgium	GRI 302-3	116.04
 Spain	GRI 302-3	48.26
 France	GRI 302-3	38.76
 Italy	GRI 302-3	40.62
 Luxembourg	GRI 302-3	38.76
 The Netherlands	GRI 302-3	38.76
 Portugal	GRI 302-3	33.62
 United Kingdom	GRI 302-3	60.04
 Switzerland	GRI 302-3	38.76

(\*) To calculate energy intensity in FY19 only electricity data were available

Offices	GRI	Energy intensity (kWh/ m <sup>2</sup> )
 Argentina	GRI 302-3	60.17
 Brazil	GRI 302-3	58.96
 Chile	GRI 302-3	30.50
 Colombia	GRI 302-3	49.19
 Mexico	GRI 302-3	48.77
 Peru	GRI 302-3	39.32
 USA	GRI 302-3	132.36
 Morocco	GRI 302-3	40.62
 everis an NTT DATA Company	GRI 302-3	48.17

## 6.4 ANNEX 4

# CONTENTS OF THE NON-FINANCIAL INFORMATION STATEMENT ACT 11/2018. GRI INDICATOR



Contents of Act 11/2018			GRI Standard	Sections
Business model	Description of the Group's business model	A brief description of the group's business model, including its business environment, organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends likely to affect its future development.	102-2	1. Introduction
			102-4	
Policies	Policies implemented by the Group	Policies applied by the group, including the due diligence procedures applied to identify, assess, prevent and mitigate significant risks and impacts, and for verification and control, as well as the measures that have been adopted.	102-6	3.3. Combating money laundering
			102-7	
			102-10	
			102-15	
			103-3	
Main risks	Main risks related to these issues linked to the Group's activities	Key risks related to these issues associated with the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have an adverse effect in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them in accordance with national, European or international frameworks of reference for each matter. Information should be included on the impacts that have been identified, giving a breakdown of them, especially the main risks in the short, medium and long term.	102-29	3.4. Risk management
			102-30	
			102-31	
Information on the Environment	General	Current and foreseeable effects of the company's activities on the environment and, where appropriate, on health and safety.	102-11	5.2. Environmental and energy policy
			102-15	
		Environmental assessment or certification procedures.	102-29	5.1. everis' certifications
			102-30	
		Resources dedicated to environmental hazard prevention.	102-29	5.3. Environmental management system
		Application of the precautionary principle.	102-11	5.3. Environmental management system
Amount of provisions and guarantees for environmental risks.	307-1	5.3. Environmental management system		

Contents of Act 11/2018		GRI Standard	Sections	
Information on the Environment	Pollution	Measures to prevent, reduce or remedy CO <sup>2</sup> emissions that seriously affect the environment.	103-2, 302-4 302-5, 305-5 305-7	5.5. Climate change strategies. 5.7. Atmospheric pollution including noise and light pollution
		Measures to prevent, reduce or remedy emissions of all forms of air pollution (including noise and light pollution).	416-1	5.7. Atmospheric pollution including noise and light pollution
Circular economy and waste management and prevention		Measures for waste prevention, recycling, reuse and other forms of waste recovery and disposal.	103-2, 301-1 301-2, 301-3 303-3, 306-1 306-2, 306-3	5. 6. Circular economy
		Actions to combat food waste.		Management by food supplier companies
Sustainable use of resources		Water consumption and supply according to local constraints.	303-1, 303-2 303-3	5.6. Circular economy
		Consumption of raw materials and measures taken to improve the efficiency of their use.	301-1, 301-2 301-3	5.6. Circular economy
		Direct and indirect consumption; measures taken to improve energy efficiency. Use of renewable energy.	302-1, 302-2 302-3, 302-4 302-5	5.5. Energy management system. 5.6. Circular economy
Climate change		Significant elements of greenhouse gas emissions generated as a company activity (including goods and services it produces).	305-3	5.5. Climate change strategies.
		Measures taken to adapt to the consequences of climate change.	102-15, 103-2 201-2, 305-5	5.5. Climate change strategies.
		Voluntary medium- and long-term reduction targets set to reduce GHG emissions and means implemented to this end.	103-2	5.5. Climate change strategies.

Contents of Act 11/2018		GRI Standard	Sections	
Information on the environment	Protection of biodiversity	Measures taken to preserve or restore biodiversity.	304-1	5.8. Biodiversity
		Effects of activities or operations in protected areas.	304-1	5.8. Biodiversity
Information on our staff	Employment	Total number and distribution of employees by gender, age, country and professional classification.	102-7, 102-8 405-1	4.1. People
		Total number and distribution of types of employment contracts.	102-8	4.1. People
		Average number of permanent, temporary and part-time contracts per year by gender, age and professional classification.	102-8	4.1. People
		Total number of dismissals by gender, age, country and professional classification.	401-1	4.1. People
		Average remuneration and their evolution broken down by gender, age and professional classification.	405-2	4.1. People
		Wagegap.	405-2	4.1. People
		Remuneration for equal work or average wages in the company.		4.1. People
		Average remuneration of directors and executives (including variable remuneration, per diems, indemnities, payments to occupational benefit schemes, long-term savings and any others, by gender).	102-35 102-36 201-3	4.1. People
		Implementation of work disengagement policies.	402-1, 402-2	4.1. People
		Employees with disabilities	405-1	4.1. People



Contents of Act 11/2018		GRI Standard	Sections
Information on personnel	Organization of work		
	Organisation of the work time:	102-8	4.1. People
	Number of hours of absenteeism.	403-2	4.1. People
Security	Measures aimed at facilitating the enjoyment of work-life balance and encouraging the co-responsible exercise of these rights by parents.	401-3	4.1. People
	Health and safety at work. Promotion of workers' health	103-2 403-6	4.1. People
	Accidents at work, in particular their frequency and severity, as well as occupational diseases, by gender.		4.1. People
Social relations	Organisation of social dialogue (including procedures for informing, consulting and negotiating with staff).	403-1	4.1. People
	Percentage of employees covered by collective bargaining agreements by country.	102-41	4.1. People
	Review of collective agreements (particularly in the field of health and safety at work).	403-1 403-4	4.1. People
Training	Policies implemented in the field of training.	404-2	4.1. People
	Total number of training hours by occupational category.	404-1	4.1. People
Accessibility	Universal accessibility of people.	103-2	4.1. People
Equality	Measures taken to promote equal treatment and opportunities for women and men.	103-2	4.1. People
	Equality plans (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men).	103-2	4.1. People

Contents of Act 11/2018		GRI Standard	Sections	
Information on our staff	Equality	Measures taken to promote employment.	103-2 404-2	4.1. People
		Protocols against sexual and gender-based harassment.	103-2	3.6. Prevention of harassment
		Policy against all types of discrimination and, where appropriate, integration of protocols against sexual and gender-based harassment.	103-2	4.1. People 3.6. Prevention of harassment
Information on respect for human rights		Implementation of human rights due diligence procedures.	414-2	3.5. Human rights
		Prevention of risk of human rights violations and, where appropriate, measures to mitigate, manage and redress potential abuses.	412-1	3.5. Human rights
		Complaints of human rights violations.	102-17 419-1 411-1	3.5. Human rights
		Promotion and enforcement of the provisions of the ILO core conventions related on freedom of association and freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour.	103-2	3.5. Human rights 4. Social
Information on the fight against corruption and the fight against bribery		Measures taken to prevent corruption and bribery.	103-2	3.3 Combating money laundering
		Measures to combat money laundering.	103-2	3.3 Combating money laundering
		Contributions to foundations and non-profit organisations.	103-2	3.3 Combating money laundering

Contents of Act 11/2018		GRI Standard	Sections
Information on the Company	Effect of the company's activity on employment and local development, local populations and the territory.	203-1 204-1	4.1. People
	Relations with local community actors and the modalities of dialogue with them		
	Relations with local community actors and the modalities of dialogue with them.	102-43	4.1. People
	Partnership or sponsorship actions.	102-13 203-1	4.1. People
	Inclusion of social, gender equality and environmental issues in the procurement policy.	103-3	4.2. Suppliers
Subcontracting and suppliers	Consideration in relations with suppliers and subcontractors of their social and environmental responsibility.	102-9, 308-1 308-2, 407-1 409-1, 414-2	4.2. Suppliers
	Supervision and audit systems and their resolution.	308-1, 308-2	4.2. Suppliers
Consumers	Measures for the health and safety of consumers.	416-1	4.1. People
	Systems for claims and complaints and their resolution.	418-1	4.1. People
Tax Information	The benefits obtained on a country-by-country basis.		3.7. Responsible taxation
	Taxes paid on profits.		3.7. Responsible taxation
	Public subsidies received.		3.7. Responsible taxation

# 6.5 ANNEX 5

## MITECO CARBON FOOTPRINT REGISTER EVERIS FY19



**Registro de huella de carbono, compensación y proyectos de absorción de CO<sub>2</sub> del Ministerio para la Transición Ecológica y el Reto Demográfico**

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	2019
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.

Limites 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*

Valvanera Ulargui Apericio  
 Directora General  
 Oficina Española de Cambio Climático  
 Ministerio para la Transición Ecológica y el Reto Demográfico

Fecha de inscripción: 30 - 07 - 2020  
 Código: 2020-a447

# 6.6 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

ESTADO DE INFORMACIÓN NO FINANCIERA CONSOLIDADO FY20

according to law 11/2018

for the period ending on March 31, 2021

In Madrid July 9, 2021



Rafael García Meiro  
Chief Executive Officer

2000/0355/VNDF-2021

AENOR INTERNACIONAL S.A.U. C/ GÉNOVA 6, 28004 MADRID  
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