NTT DATA Europe & Latam
Sustainability Report

Non Financial Information Statement 24/25

Content

NTT DATA

(01) Introduction

1.1 Letter from the CEO

I present to you the **NTT DATA Europe & Latam Sustainability Report** for financial year 2024 (April 1st 2024 to March 31st 2025), in which we share our social, environmental and economic performance. This is the first year that we have partially and voluntarily published our report aligned to the European Sustainability Reporting Standards (ESRS), including for the first time also the results of our European Taxonomy Analysis.

I would like to highlight that despite the major challenges the world is facing, from international conflicts, natural disasters aggravated by the effects of the climate crisis and the challenges presented using Generative Artificial Intelligence in our working models, **NTT DATA** has been adapting and finding new opportunities for growth amidst this uncertainty. We completed the year with revenue growth and profitability 24% higher than the previous year. As part of this evolution, we have incorporated 10,705 qualified professionals, which makes us a major generator of decent employment, with a rate of permanent contracts at 98% in most of the countries where we operate.

In this line, and pursuing our strategy, where talent is at the centre of our decisions, we have made an investment in training of 55 million euros, where the priority this year was to train our professionals in Artificial Intelligence (93% of our workforce received this training). This knowledge, combined with the experience of our professionals in new technologies, has made it possible to maintain the trust of our customers (8.5 out of 10) and we are grateful that they continue to choose us to accompany them and help them in the digital transformation of their businesses.

 NTT DATA's diverse and inclusive culture is one of our proudest assets, and we strive to make the company a safe and equitable place for all people. This is why, aware of the shortage of female talent in our sector, this year we increased the percentage of women in the workforce and exceeded 30% of women in the executive layer. Initiatives that have helped us to be recognised with the Global Top Employer Seal and to be one of the 17 companies in the world with this recognition, as well as maintaining it in 15 countries in the region.
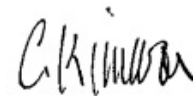
Throughout the year, thousands of people have been left in a vulnerable state by global crises and natural disasters. To support the affected communities, we have allocated over 1.5 million euros in humanitarian aid.

We also reaffirmed our social commitment by supporting the **NTT DATA** Foundation and Teaming.net, a micro-donation platform with nearly 400,000 users, which raised 10 million euros in FY24 to support social and environmental causes.

Regarding environmental impacts and our climate action to achieve the Net Zero target by 2040, this year we increased renewable energy consumption by 11%.

Finally, I reiterate my thanks to all the professionals who have participated in volunteering initiatives and who are contributing to reducing inequalities and mitigating climate change, and therefore the development and improvement of our environment.

Thank you very much

Chieri Kimura
CEO NTT DATA Europe & Latam

(02) General information

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General information

2.1

Basis for the preparation and reporting process

Basis for preparation

General basis for reporting

This non-financial report ("the report") contains information on the material environmental, social and governance impacts, risks and opportunities for our company, as well as on the structure and policies, management approaches, metrics and targets relevant to these issues. The information and data provided are for the fiscal year of **NTT DATA Europe & Latam (EMEAL)**, hereinafter also referred to as "**NTT DATA**" from April 1st, 2024 to March 31st, 2025.

Scope and limits of the report

The report has been prepared as a consolidated report for the group, consisting of the parent company **NTT DATA Europe & Latam, S.L.U** and its subsidiaries, the scope considered for this report is the same as for the Financial Statements. At the end of FY24, 46 legal entities and 22 branches are part of the company, present in **28 countries**. To this report, the data for Switzerland is broken down into two different business units, Switzerland (Benelux) and Switzerland (DACH). Complete information will not be found for Lithuania, as it is a recently created entity still without professionals, nor for Vietnam, as it does not share the same structure or reporting processes as the rest of the entities (only information on professionals is included).

The report also contains information related to **NTT DATA's** upstream and downstream value chain including suppliers, customers and other stakeholders.

Reporting principles and frameworks

The report has been prepared to comply with the requirements set out in Law 11/2018 of December 28th, 2018, on non-financial reporting and diversity, and voluntarily and partially aligned to the structure and content of the European Sustainability Reporting Standards (ESRS).

The content presented here is the result of our efforts to promote transparency and accountability in our company. A table of references for compliance with these standards is included in Annex 6.

This document has been reviewed and approved by the Board of Directors and reflects its commitment, as the highest representative body of the company, to the management and oversight of the relevant non-financial aspects of the group's activities.

Time horizons

For the purposes of this report, **NTT DATA** defined the time horizons as: short, up to 2025 (1 year); medium, 2025-2030 (5 years); and long, beyond 2030 (more than 5 years).

Sources of estimation and data uncertainty

The report collects quantitative data that may have high levels of uncertainty, and its measurement depends on information obtained from indirect sources, mainly value chain related. When a piece of data has considerable uncertainty or is based on proxy data, it is clarified in a footnote specific to it. **NTT DATA** is constantly adjusting its internal processes to improve its data collection and measurement methods to increase the accuracy of its reporting.

Changes in the preparation of information

Errors in previous periods: At the end of each reporting process, we analyse the results and measurement methodologies and, after the last year we identified that there were some human errors in the presentation of some data, and in the sections where historical information on these topics is presented, we have included a footnote indicating why the historical data is different from the last report.

Other changes: In addition, this year, in accordance with the guidelines of the **NTT DATA, Inc.** group of which we are part, the carbon footprint calculation methodology has undergone some adjustments which will be explained in detail in Section 3.1 on Climate Change.

Incorporation by reference

There is data that is presented in parallel in the Financial Statements and in this report. Where this is the case, cross-references will be found in both documents to indicate this.

About the NTT DATA Europe & Latam Reporting Process

To comply with the new legislation on sustainability, CSRD Directive, European Taxonomy, etc., **NTT DATA Europe & Latam** started the New ESG Report project in 2023, during which it carried out the Double Materiality Analysis, the Climate Risk Analysis and a pilot of the European Taxonomy Analysis. Based on the results of these exercises, an assessment was made to identify gaps in the availability of information to comply with the Corporate Sustainability Reporting Directive (CSRD).

Once the data points to be reported were identified, a data strategy and governance model was designed to collect the information across the company's 28 countries, as well as control measures to mitigate potential risks in handling the information. **NTT DATA's** reporting process is carried out through a reporting platform and involves around 300 users throughout the process, through which more than 20,000 data points are collected, analysed and consolidated during the year to create this report.

Risk management during the process

To manage risks and ensure data quality during the reporting process, we implemented rigorous controls through an approval and validation process, ensuring that all information submitted was accurate and reliable.

The origin of the requirements was the first list of data points published by the European Financial Reporting Advisory Group (EFRAG), which was first reviewed by sustainability experts, as there were certain points that were not easily interpretable. Once the language was simplified, the sources associated with each point were identified, allowing for a comprehensive understanding of where the main gaps might exist. We also identified the level of complexity of each piece of data, which helped us to prioritize our efforts and allocate resources effectively. We held meetings with different areas such as People Analytics, Procurement, Finance and Compliance, among others, in which they a) confirmed that they had the required information, b) verified that they would calculate the quantitative metrics using the same formulas established by the CSRD, c) confirmed that the level of complexity of the metrics was correct, d) reviewed the templates we used to collect information and confirmed that they were acceptable, and e) included in their plans the collection of relevant data that did not exist.

When the data analysis process was completed, the final list of available and material data points was transformed into metrics that were implemented in the reporting platform, and a data management process was established, including controls and approval phases to minimize errors and increase data quality.

This process management and commitment to data consistency not only contributes to the accuracy of our reporting, but also strengthens our overall sustainability strategy, enabling us to make informed decisions and effectively communicate our progress to our stakeholders.

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General information

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Description of the company

NTT DATA Europe & Latam is a technology consultancy with more than 52,000 professionals in 28 countries in Europe, the Americas, North Africa and Asia. It serves large companies in all sectors: financial institutions, insurance, utilities, industry and the public sector.

We are part of **NTT DATA, Inc**., the parent company of **NTT Group** established in 2023 in Japan. **NTT DATA, Inc.** has a turnover of $18 billion and over 150,000 employees in 50 countries.

NTT Group and **NTT DATA, Inc.** are focused on developing partnerships with key customers and partners that combine industry knowledge with investment in technology solutions to facilitate the changes companies want to address to improve their performance.

We are part of **NTT Group**, one of the world's largest telecommunications companies.

docomo	NTT WEST	**NTT DATA** *Group*	NTT EAST	NTT Research

NTT DATA Japan	NTT DATA, Inc.

MEA	Global Technology Services	Asia Pacific	North America	NTT DATA Europe & Latam	Business Solutions	Rest of GTS
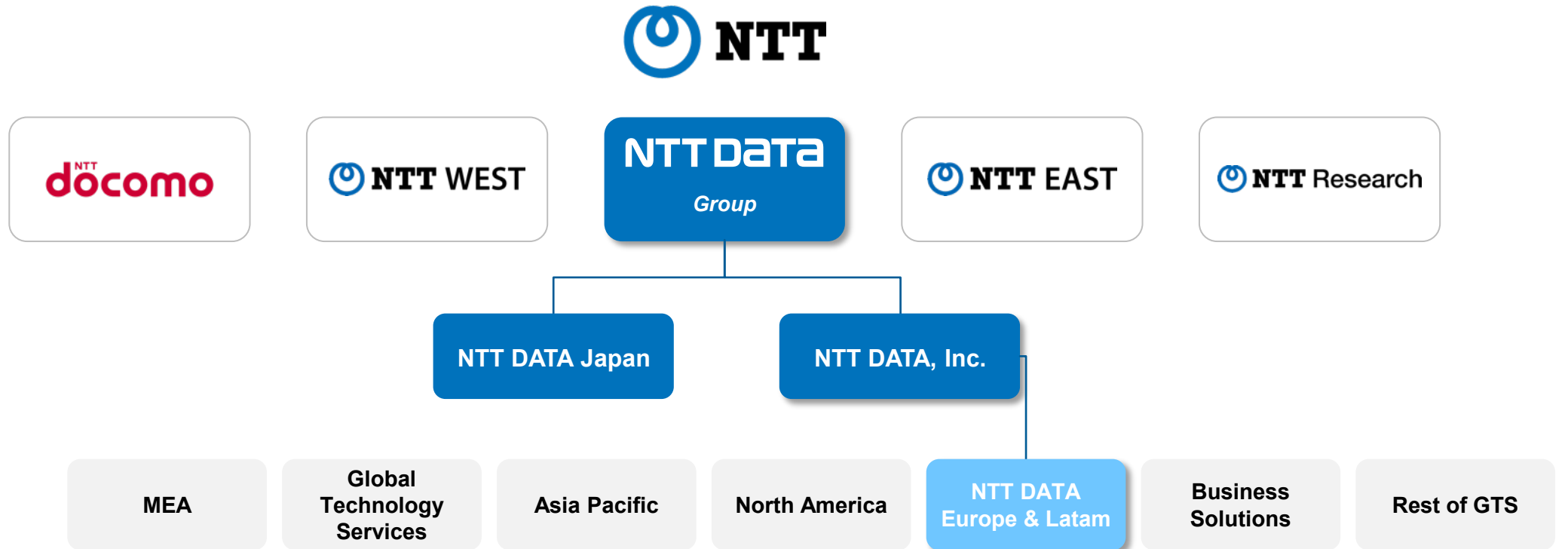
Highlights from NTT Group:	$3.6B+ In annual investment in R&D	150+ Years in the industry	75% Of the Fortune Global 100 are customers	6th Largest TELECO company in the world (Fortune Global 500)	A S&P credit rating	330K+ Professionals

NTT DATA Europe & Latam offers business solutions, strategy, digital transformation, development, technology application maintenance and outsourcing solutions in a variety of sectors.

We develop innovative, industry-leading solutions that improve revenue and keep you ahead of the competition.

Our company leverages the growing convergence of IT services and connectivity to facilitate the connection of people and things.
We manage applications, data and infrastructure to reduce costs and increase efficiency.

America

Europe

DACH*

BENELUX*

Africa

Asia
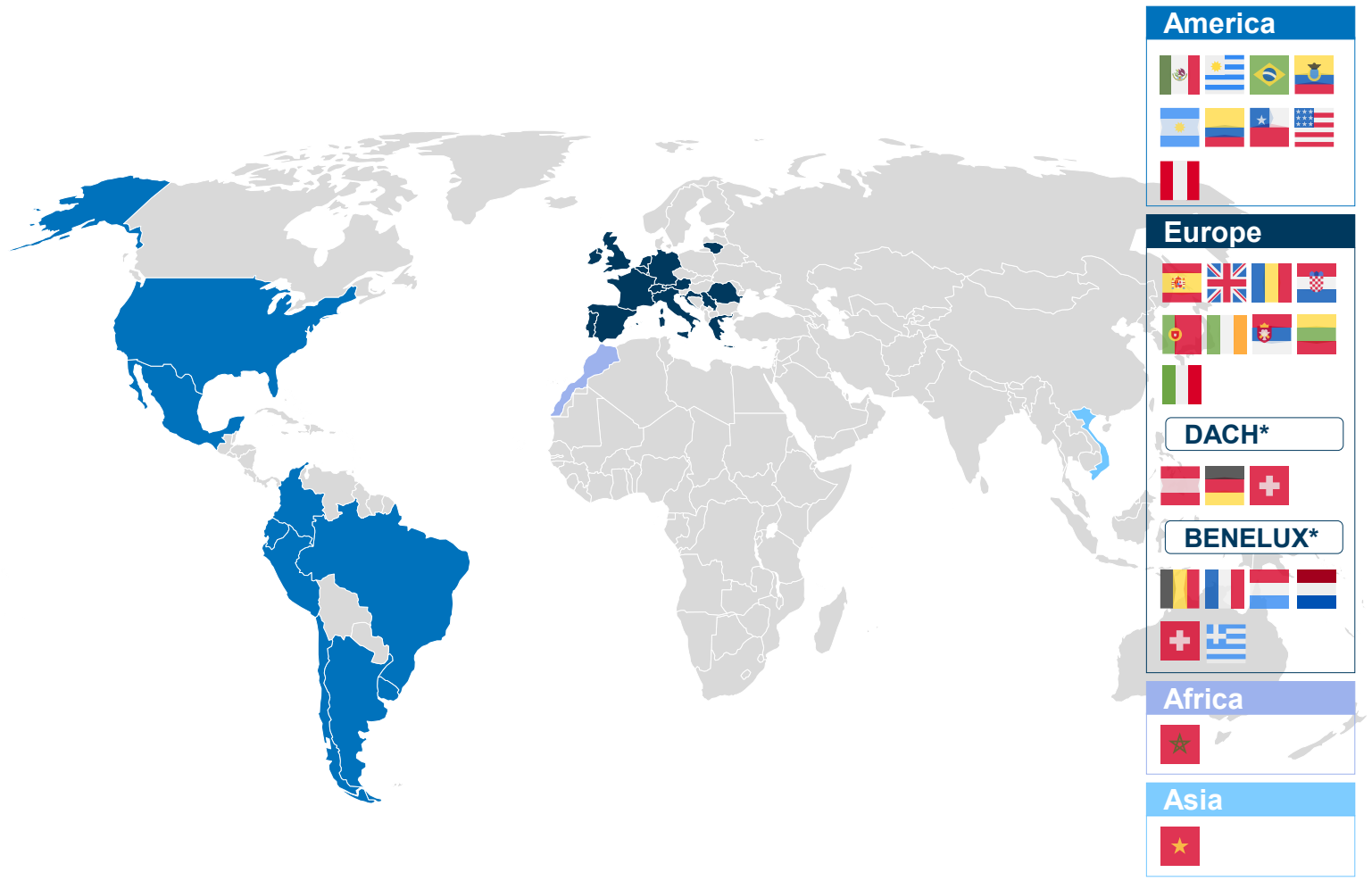
Consultancy   Applications   Operations   Infrastructure   Outsourcing

* DACH and BENELUX are internal NTT DATA Europe & Latam classification categories which include the countries indicated in the table.

Our company is embarking on a transformation and integration process that will redefine its strategic direction. From FY25, we are launching a new mission, vision and values through which we seek to strengthen our identity, adapt to changes in the environment and enhance our capacity for innovation. These principles will guide our every decision and project.

MISSION

To accelerate customer success and have a positive impact
on society through responsible innovation.

CULTURE

To be the place where people grow.

VALUES

To respect every voice

Think big. Be bold

Deliver results

Win together

HOW WE LEAD

Inspire. Empower. Care.

Get to know the **NTT DATA Europe & Latam** Value Chain

Procurement logistics:

NTT DATA's inbound logistics revolves around the management of its more than 3,000 suppliers worldwide.

1

After-sales services:

NTT DATA offers a wide range of after-sales services to customers, including ongoing support, system maintenance, training and consulting services.

5

4

Exit logistics:

NTT DATA's service portfolio is delivered directly to customers, and client managers oversee optimal service delivery and ensure customer satisfaction.

2

Sales and Marketing:

NTT DATA's sales are managed through client managers who maintain continuous communication with customers. The company also promotes its investments in emerging technologies such as AI and blockchain to existing and potential clients.

3

Operations:

The company's core operations include the development and maintenance of technology applications and consulting services.

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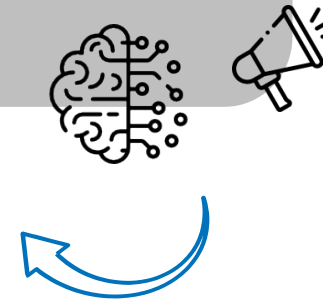
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2.2.2

Products and services

Products and services

From strategic consulting services to cutting-edge technologies, we deliver experiences that transform organisations, revolutionise industries and shape a better society for all people.

Services

- ✓ Application services
- ✓ Business process services
- ✓ Cloud
- ✓ Business Consulting
- ✓ Cybersecurity
- ✓ CX and Digital Products
- ✓ Data and Artificial Intelligence
- ✓ Digital Workplace
- ✓ Edge
- ✓ Generative AI
- ✓ Global Data Centre
- ✓ Network services
- ✓ Sustainability Services

Industries

- ✓ Automotive
- ✓ Energy and utilities
- ✓ Financial services
- ✓ Health care
- ✓ Higher education and research
- ✓ Insurance
- ✓ Life sciences and pharmaceuticals
- ✓ Manufacturing and consumer goods
- ✓ Public Sector
- ✓ Retail trade
- ✓ Telecommunications, media and technology
- ✓ Travel, transport and logistics

Revenue by activity

Activity	% of revenue
Consultancy services	45%
Systems maintenance services	33%
Software development	18%
Other activities	4%

Revenue by sector

Sector	% of revenue
Financial institutions	24%
Public sector and health care	19%
Manufacturing and distribution	17%
Utilities	14%
Telecoms	12%
Insurance	9%
Other	5%

Products and services

As part of the services and solutions we offer in the field of sustainability we have these 5 pillars:

Climate and Nature

Net Zero Emissions Strategy

Carbon Markets

Climate change adaptation strategy

Positive nature strategy

Nature-based accounting

Nature-based solutions

Corporate Sustainability

Sustainability maturity assessment

Sustainability and ESG Reporting

Sustainable Finance

Organisational Change Management

Sustainable Value Chain

Sustainable Value Chain

Supply chain network design

Sustainable packaging transformation

Sustainability in transport

Sustainable IT

Software Carbon Footprint

Cloud optimisation

Sustainable data centres

Sustainable Network (NaaS)

Life cycle management services

Data waste assessment

Sustainable Device as a Service (DaaS)

SMART Sustainability

IoT and digital twins for sustainability

Private 5G connectivity

Cutting-edge efficient data connectivity

AI for forecasting and predictions

Energy   Water   Mobility

Primary   Cities and territories   Buildings

Partners & Alliances

Microsoft · salesforce · workiva · CISCO · hp · SIEMENS · Google · servicenow · SAP · DELL Technologies · aws · NetApp

Alliances

Green Software Foundation · ESTAINIUM Association

During FY24, 2.1% of our project portfolio was in the area of sustainability.

Focus on innovation

Innovation is a fundamental part of our business. We constantly seek to create value in our global markets, for our clients and for society in general, and to achieve this, we drive research and development processes that allow us to create and promote new ideas. During this fiscal year, **NTT DATA Europe & Latam** invested **€10,644,063** in R&D.

Products and services

Our global innovation areas are divided into three key sections:

1. Our **technology portfolio** focuses on innovations incubated through our global innovation centres.

2. Our **sustainability-related innovations** are led by our team of sustainability experts with decades of experience in environmental management, from construction to aquaculture.

3. Our **global industry-related innovations** are based on our expertise in specific vertical markets.

Global technologies

Targeted advanced technologies that stimulate growth and increase value
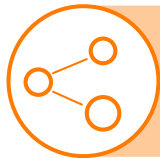
Digital language & LLM
Processing language to improve productivity

Web3
Unlocking the Web3 world

Security *Zero* Trust
Using connectivity and smart infrastructure to transform mobility

Global sustainability

Innovating for a more sustainable future, to protect the planet and society

Green technology
Moving towards zero emissions

Value Chain
Blockchain-based traceability to ensure sustainable supply chains

Carbon tools
Helping to drive a low-carbon economy

Global industries

Co-investment, co-creation and new solutions for specific global industries

Digital twins & smart robotics
Building better partnerships and automating commercial advantages

5G
Revolutionising the situation with telephone services

IoT & edge analytics
Enhancing public safety with advanced IoT and edge analytics

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2.2.3

Governing bodies

Board of Directors

The Board of Directors is the highest decision-making authority of **NTT DATA Europe & Latam** and its primary mission is its governance, with powers to direct, manage and represent the company in developing the different activities that make up its corporate purpose.

The board's policy is to delegate day-to-day management to the executive bodies, the chief executive officer and the company's management team and to concentrate its activities on the functions of determining business strategy and driving it forward, as well as overseeing and controlling management.

Currently, as a result of the OneNTT business transformation and combination strategy, the company is undergoing a transitional process and a review of its governance criteria. This affects the composition of the Board of Directors, which during FY24 has been of an interim nature, pending the consolidation of the organisation of the different Units – or regional business units – under the controlling shareholder **NTT DATA, Inc.** in Japan. However, this does not affect the company's commitment to gender equality and diversity, as shown by the DEI strategy for 2023/2025, which is a comprehensive framework aimed at ensuring diversity, equity and inclusion within all **NTT DATA Europe & Latam** operating companies.

The Board has a Board of Directors' Regulation that aims to determine – following the principles of transparency and good corporate governance – the rules of organisation and operation of the Board, which are being revised to align them with the OneNTT strategy and therefore adapt them to the new organisation and corporate governance.

Due to the OneNTT Transformation strategy, the directors who served during FY24 held transitional positions on the Board of **NTT DATA Europe & Latam**. Therefore, there are no directors who, by virtue of their position, were remunerated as such during FY24.

Members of the Board of Directors in office until 18 February 2025:

Board of Directors until 18 February 2025	
Chairman	Tsunehisa Okuno
Chief Executive Officer, NTT DATA Europe & Latam	Chieri Kimura
Proprietary directors of NTT DATA Europe & Latam	Kei Anzai
	Miyuki Ide
	Patrizio Mapelli
	Robb Rasmussen
Executive Director	Félix Bonmatí Fernández
Secretary to the Board - non-director	Antonio Gómez-Jarillo

Members of the Board of Directors in office from 18 February 2025.

Board of Directors as of 18 February 2025	
Chief Executive Officer and Chairman of NTT DATA Europe & Latam	Chieri Kimura
Proprietary directors of NTT DATA Europe & Latam	Kazuhiro Tomita
	Jürgen Josef Pürzen
	Takanobu Maeda
Secretary to the Board - non-director	Antonio Gómez-Jarillo

Members of the Board of Directors

Composed of four directors and a secretary to the board who does not act as a director or administrator.

Our directors have cross-industry and cross-country experience, providing strategic insight that helps the company understand the global challenges it faces, incorporating innovative approaches to decision making and enhancing the ability to anticipate and mitigate risks. In addition, their international experience gives them a deep understanding of the dynamics of diverse markets, local regulations and cultural particularities, which directly benefits the way the company is managed.

Delegated Committees

In exercising its organisational duties, the Board formally set up two Delegate Committees; the Audit and Compliance Committee and the Appointments and Remuneration Committee.

In this regard, it specifically delegates the key tasks of oversight and direct control of global risk management to the **Audit & Compliance Committee**, which is led by the **Chief Risk Officer (CRO)**, together with other corporate governance roles and bodies. This function involves applying the principles of good corporate governance, regulatory compliance and internal control in the company, as well as the effective implementation of specific actions and initiatives.

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

The **Appointments and Remuneration Committee** is responsible for validating the definition and proposed compensation of the group's senior executives, as well as for reviewing and annual updating of the applicable remuneration model. It is then submitted to the Board of Directors and approved by it, if applicable, as provided in the Articles of Association and the current Board of Directors Regulations, in accordance with the Capital Companies Act and the Articles of Association, in accordance with the determination authorised by the Board.

Members in office until 18 February 2025:

Positions	Appointments and Remuneration Committee	Audit and Compliance Committee
Chairman	Miyuki Ide	Kei Anzai
Members	Kei Anzai	Miyuki Ide
	Tsunehisa Okuno	Tsunehisa Okuno
Secretary	Antonio Gómez Jarillo	Antonio Gómez Jarillo

Members in office from 18 February 2025:

Positions	Appointments and Remuneration Committee	Audit and Compliance Committee
Chairman	Jürgen Josef Pürzen	Takanobu Maeda
Members	Takanobu Maeda	Jürgen Josef Pürzen
Secretary	Antonio Gómez Jarillo	Antonio Gómez Jarillo

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2.2.4

Alliances

Alliances

To meet current and future challenges, **NTT DATA** multiplies its impact through a strong collaborative ecosystem. This ecosystem is composed of strategic allies and key technology partners that enable the company to innovate, adapt with agility and offer high value-added solutions to all its stakeholders.

Technology partners

Together, **NTT DATA Group** and AWS are shaping the future of global innovation.

We help our customers improve sales effectiveness, increase annual recurring revenue, accelerate migrations and seize opportunities with greater agility and proactive engagement. We are the trusted global partner for leveraging AWS solutions to drive transformative business outcomes.

We are a Microsoft Global Systems Integrator (GSI) and Microsoft AI Cloud partner, and through this alliance we offer solutions relevant to manufacturing and other verticals.

We empower our customers through our deep understanding of AI, innovation, efficiency, agile methodologies and integration of sustainability and security into our operations.

NTT DATA has been a Salesforce partner for more than 20 years. We are a Salesforce Summit consultant partner and leading MuleSoft expert.

With this partnership we address complex business challenges, extract more value from customer data, implement smart sales strategies and drive sustainability for greater business success.

We are a SAP Global Strategic Services partner with the capability, global reach and specialised resources to deliver a wide range of consulting, business transformation, project implementation and operations services.

Together with SAP, we achieve meaningful business results, realise true ROI and embrace AI innovation for sustainable business growth.

> 1,300
Certified professionals in Europe

> 3,000
Certified professionals in the EMEAL region

> 3,000
Certified professionals in the EMEAL region

> 3,600
SAP experts in the EMEAL region

Technology partners

servicenow

We are an elite consultancy and implementation partner. We seek to optimise investment in workflow automation of service operations, customer management, enterprise resource planning and professional expertise for the business success of our customers.

Red Hat

Powered by Red Hat's open-source technology, **NTT DATA** helps customers transform through consulting, industry solutions, business process services, IT modernisation and managed services.

> 1,000
Certified professionals

CISCO

Together with Cisco, we offer an exceptional partnership that drives advances in IoT, AI and private 5G. We help our customers achieve optimal results through best-in-class networks and managed services to accelerate their transformation agenda.

14,000
Technical experts worldwide

Google Cloud

A Google Cloud Premier Partner, we offer deep global cloud expertise and help maximise business value by leveraging Google's responsive, performance-driven digital technology.

~ 700
Certified people in Iberia and Latin America

In addition to our main technology partners, **NTT DATA** collaborates with a wide network of allies that complement our capabilities and allow us to offer more specialised solutions tailored to the needs of each customer. Some of them include:

Partner	Collaboration type
Adobe	Gold Partner
Snowflake	Elite Services Partner
VMware	Partner Connect - Main
Outsystems	Premier Partner
Celonis	Platinum Partner
IBM	Platinum Partner
DELL	Platinum Service Provider Partner Titanium Cloud Service Provider Partner
Genesys	Gold Partner
Fortinet	Global Partner
Appian	Premier Partner
SS&C Blueprism	Gold Partner
Automation Anywhere	Authorised Reseller
UIPath	Platinum Partner
Informática	Enterprise Platinum Partner

NTT DATA strongly believes in the power of collaboration to make a positive impact on society and the planet. We therefore establish strategic alliances with organisations from different sectors and fields that share our commitment to sustainability, diversity, equity and inclusion, environmental protection and the promotion of digital education and training. These partnerships allow us to broaden our reach, strengthen our initiatives and actively contribute to a more just, inclusive and sustainable future.

Corporate Sustainability Alliances

Environmental Commitment Alliances

Digital Education and Training Alliances

Social Commitment Alliances

Youth Development Alliances

Diversity, Equity and Inclusion Alliances

Networks and Allies for LGBTQ+ Diversity and Inclusion

Allies for the development of female talent

Allies for the socio-labour inclusion of people with disabilities

Allies to increase diversity and inclusion in business

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2.2.5

Certifications

Global certifications

In 2024, **NTT DATA** positioned itself as a benchmark in transparency, promoting the disclosure of information that complies with the most demanding European and international standards, reaffirming its commitment to continuous improvement and increasing the trust of all stakeholders, including customers, professionals and communities.

The following are some of **NTT DATA's** certifications, some of them obtained by the **NTT Group**.

Bronze Medal for NTT DATA Europe & Latam in the ECOVADIS assessment of FY24, underlining our commitment to sustainability. With an outstanding score of 67 out of 100, we rank in the 82nd percentile.

This recognition is the result of implementing sustainable policies and practices that we have effectively integrated into our operations. Looking ahead, we remain committed to strengthening our initiatives and making a significant contribution to a more sustainable world.

NTT Group has been selected as a CDP Climate Change 2024 "A List" company for the third consecutive year and has been recognised for its leadership in transparency and environmental disclosure performance.

In CDP 2024, more than 24,800 companies worldwide disclosed data through CDP. **NTT DATA** became one of the companies that received an "A".

NTT Group scored 80 out of 100 for its performance in 2024.

The S&P Global ESG Score measures a company's performance and its management of material ESG risks, opportunities and impacts reported by a combination of company disclosures, media and stakeholder analysis, modelling approaches and in-depth company engagement through the S&P Global Corporate Sustainability Assessment (CSA).

The **EY Global Equality Standard (GES) certification** is one of the world's first certifications focused on Diversity, Equity and Inclusion (DEI).

This recognition for **NTT Group** is biannual and we are in the second year of certification.

Certifications and quality seals

NTT DATA has numerous **ISO certifications**, including ISO 9001, ISO 14001, ISO 20000, ISO 27001 and ISO 45001, which are distributed across its various offices. It should be added that in FY24 in Spain, the ISO 20400 certificate on sustainable procurement has been implemented. More information on sustainable procurement can be found in the sustainable procurement section.

Certification	Locations
ISO 9001 Quality Management Systems	Spain (Madrid, Coruña, Alicante, Barcelona, Bilbao, Ciudad Real, Gran Canaria, Málaga, Murcia, Salamanca, Santander, Seville, Valencia, Valladolid, Zaragoza), Germany (Munich, Stuttgart, Frankfurt am Main, Cologne, Erfurt, Ettlingen, Ingolstadt, Hamburg, Wolfsburg), Austria (Viena), Switzerland (Zurich, Bern), Belgium (Brussels), Italy (Milan, Rome), United Kingdom (London, Birmingham), Romania (Cluj-Napoca, Brasov, Bucharest, Sibiu, Iasi, Timisoara), Serbia (Sremska Kamenica), Greece (Athens), Peru (Lima, Trujillo), Brazil (Sao Paulo, Uberlandia), USA (Washington), Morocco (Tetuán, Casablanca), Colombia (Bogotá), Argentina (Buenos Aires), Chile (Santiago de Chile, Temuco), Mexico (CDMX, León), Portugal (Lisbon)
ISO 27001 Information security management systems	Spain (Madrid, Alicante, Barcelona, Murcia, Ciudad Real, Seville, Valencia, Santander) Germany (Munich, Stuttgart, Frankfurt am Main, Hamburg, Cologne, Ingolstadt, Erfurt, Ettlingen, Wolfsburg), Austria (Vienna), Switzerland (Zurich), Italy (Milan, Rome, Naples), United Kingdom (London, Birmingham), Romania (Cluj-Napoca, Brasov, Bucharest, Sibiu, Iasi, Timisoara), Morocco (Tetuán), Serbia (Sremska Kamenica), Greece (Athens), Peru (Lima), Brazil (Sao Paulo), USA (Virginia), Colombia (Bogota), Argentina (Buenos Aires), Ecuador (Quito), Mexico (CDMX), Chile (Santiago de Chile), Portugal (Lisbon), France (Paris), Belgium (Brussels)
ISO 14001 Environmental Management System	Spain (Madrid, Seville, Ciudad Real, Huesca), United Kingdom (London, Birmingham), Portugal (Lisbon), Italy (Milan), Germany (Munich, Stuttgart, Frankfurt am Main, Cologne, Erfurt, Ettlingen, Hamburg, Wolfsburg), Switzerland (Zurich, Bern), Austria (Vienna), United Kingdom (London, Birmingham), Romania (Cluj-Napoca, Brasov, Bucharest, Iasi, Sibiu, Timisoara), Brazil (Sao Paulo, Recife), Chile (Santiago de Chile), Colombia (Bogotá), Peru (Lima), Ecuador (Quito), Mexico (CDMX).
ISO 45001 Occupational health and safety management systems	Germany (Munich, Stuttgart, Frankfurt am Main, Cologne, Erfurt, Ingolstadt, Ettlingen, Hamburg, Wolfsburg), Austria (Vienna), Italy (Milan, Rome, Naples), United Kingdom (London, Birmingham, Glasgow), Switzerland (Zurich, Bern), Colombia (Bogota), Peru (Lima, Trujillo)

Certification	Locations
ISO 20000 IT management and support services	Italy (Milan, Naples, Rome), Romania (Cluj-Napoca, Brasov, Bucharest, Sibiu, Iasi, Timisoara), United Kingdom (Birmingham), Spain (Madrid, Barcelona, Alicante, Ciudad Real), Peru (Lima), Mexico (CDMX), Brazil (Sao Paulo), Chile (Santiago de Chile)
ISO 22301 Business quality management systems	Spain (Madrid, Ciudad Real, Alicante), Germany (Munich, Frankfurt am Main), United Kingdom (London, Birmingham, Glasgow)
ISO 37001 Anti-bribery management systems	Italy (Milan, Turin, Pisa, Rome, Naples, Villorba, Rende, Bari, Genoa), Peru (Lima), Ecuador (Quito)
ISO 18295 Customer services	Spain (Madrid, Barcelona, Alicante, Murcia, Santander)
ISO 25010 Software quality	Italy (Milan, Rome, Naples)
ISO 27701 Information privacy management systems	Italy (Milan, Rome, Naples)
ISO 27017 Security Controls for Cloud Services	Italy (Milan, Rome, Naples)

Certification	Locations
ISO 27018 Personal Information Protection Cloud	Italy (Milan, Rome, Naples)
ISO 27005 Information Security Risk Management	Italy (Milan, Rome)
ISO 30415 Diversity and Inclusion Management in the Company	Italy (Milan, Rome)
ISO 50001 Energy Management System	Spain (Madrid, Barcelona)
ISO 56002 Innovation management	Spain (Madrid)
ISO 14006 Eco-design management	Italy (Milan)
ISO 20400 Purchasing Management System	Spain

Certifications and quality seals

NTT DATA also has other certifications related to human resources, data security, R&D management and sustainable procurement, among others.

Certification	Countries
Europe Privacy	Argentina, Austria, Belgium, Brazil, Chile, Colombia, Croatia, Ecuador, France, Germany, Greece, Ireland, Italy, Luxembourg, Mexico, Morocco, Netherlands, Peru, Portugal, Romania, Serbia, Spain, Switzerland, UK, Uruguay, USA, Vietnam
Capability Maturity Model Integration Development (CMMI-DEV ML3)	Spain, Argentina, Colombia, Brazil, Chile, Portugal, Morocco, Belgium, Peru
Capability Maturity Model Integration Development (CMMI-SVC ML3)	Italy (Naples, Rende), Colombia, Argentina, Chile, Peru, Mexico
Capability Maturity Model Integration Development (CMMI-DEV ML5)	Spain, Portugal, Morocco, Belgium, Chile, Brazil, Peru, Argentina, Colombia, Mexico
CE and CE+. Protection against cyber attacks	United Kingdom (CE: London, Birmingham, Glasgow, CE+: London)

Certification	Countries
National Security Scheme (Cat. High	Spain (Madrid, Barcelona, Seville, Ciudad Real, Alicante, Murcia, Valencia), Peru (Lima), Brazil (Sao Paulo)
TISAX Security controls for the exchange of information (automotive)	Spain (Madrid, Murcia, Barcelona, Alicante, Seville), Morocco (Tetouan), Germany (Stuttgart, Erfurt, Wolfsburg, Ingolstadt, Munich), Italy (Turin), Romania (Napoca, Timisoara, Sibiu, Brasov, Bucharest), Serbia (Sremska Kamenica)
PCI DSS Payment Card Industry Data Security Standard	Spain
UNE 166002. R&D Management System	Spain (Madrid)
UNE 15896:2015 Value-added procurement management	Spain
Certificate in conciliation	Spain
SRC label. Socially Responsible Company® 2025	Mexico (Mexico City)

Certification	Countries
Companies+Ethics'24	Mexico (Mexico City)
ISAE3402 SOC1 Type II. Controls relating to the financial reporting process	Germany (Munich, Hamburg, Wolfsburg, Cologne, Frankfurt, Stuttgart, Ettlingen, Ingolstadt, Erfurt)
SOC1 and SOC2 type II. Controls relating to the financial inf. process	Spain (Madrid, Barcelona, Seville, Zaragoza), Argentina (Buenos Aires), Belgium (Brussels), Colombia (Bogotá), Mexico (CDMX), Peru (Lima), Chile (Santiago de Chile), Brazil (Sao Paulo, Rio de Janeiro, Uberlandia, Recife, Florianópolis, Barueri), Portugal (Lisbon), Morocco (Tetuan), Peru (Lima), Ecuador (Quito), Italy (Genoa), France (Strasbourg), Netherlands (Amsterdam), Luxembourg (Luxembourg), USA (Virginia), Greece (Athens), Uruguay (Montevideo).
SA 8000 certified. Human Rights Compliance	Italy (Milan, Rome, Naples, Pisa, Turin, Villorba, Genoa, Rende, Bari)
UNI/PoR 125 Gender Equality Certification	Italy (Milan, Rome, Naples, Pisa, Turin, Villorba, Rende, Bari)

Sustainable certifications

NTT DATA meets the established sustainability criteria thanks to the variety of sustainable certifications it has in place at its various offices. In this way it demonstrates its commitment to reducing environmental impact, promoting sustainable practices and social and environmental responsibility.

BREEAM. Sustainability in buildings

An international method developed by the BRE Global organisation in the UK to assess the degree of environmental sustainability of any type of construction.

Spain (Madrid), Romania (Bucharest, Cluj-Napoca)

LEED. Sustainability in buildings

Green building certification system created in 1993 by the US Green Building Council.

Spain (Barcelona, Bilbao, Seville), Germany (Munich), Italy (Milan)*, Romania (Brasov, Iasi, Timisoara), Colombia (Bogota), Mexico (Mexico City), Brazil (Sao Paulo), Peru (Lima), Chile (Santiago de Chile)

In FY23 the Rome office in Italy was LEED certified but the current office in Rome (Mazzola) is not LEED certified.

WELL. Sustainability in buildings

The WELL Building Standard is a roadmap for creating and certifying spaces that promote human health and well-being and sets out pathways to achieve this.

Spain (Madrid), Romania (Brasov), Italy (Milan)

Synesgy - ESG Score: A

Italy (Milan)

Ecovadis

Assessment of the company's impacts on the environment, labour practices and human rights, ethics and sustainable procurement.

Silver seal: Germany (Munich, Stuttgart, Frankfurt, Cologne, Erfurt, Ettlingen, Hamburg, Wolfsburg), Austria (Vienna), Italy (Milan), Switzerland (Zurich, Bern)

Bronze seal: **NTT DATA Europe & Latam**

FSC-STD-40-004 v3.1. Producer originating from responsibly managed forests, verified sources or reclaimed materials

A standard that sets out requirements to ensure that FSC certified products come from responsibly managed forests or controlled sources.

Italy (Milan)

NQC. Sustainability in the supply chain

A standard that refers to the use of environmentally and socially sustainable practices at each stage, protecting people and the environment throughout the chain.

Germany (Munich)

Standard DIN EN 16247-1. Energy audit

It sets out the general requirements for an energy audit process: documenting energy performance and using it to derive specific measures to increase efficiency.

Germany (Munich)

Open-es card

Italy (Milan)

NTT DATA

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General information

2.2.6

Awards and recognitions

Awards and recognitions

NTT DATA has been recognised for its outstanding performance through several prestigious awards, reflecting its commitment to excellence both organisationally and in its social impact. Some key areas in which we have been recognised:

- **People management**: We promote the well-being and development of our staff.
- **Diversity and inclusion**: We promote equal opportunities and diverse teams.
- **Social commitment**: We work with local organisations to create positive change in communities.
- **Digital education and training**: We drive the closing of the digital divide and the transition to a more connected society.

These awards are a testament to **NTT DATA's** ability to adapt to the changing needs of society and its commitment to inclusive and sustainable progress.

NTT DATA is among 17 companies to receive the **Top Employer Institute's Global Seal of Approval**. We were awarded Top Employer in **15 countries** in 2024. Of these 15 countries, 12 have maintained this recognition for several consecutive years. However, Serbia, Peru and Morocco have joined the company's Top Employer sites for the first time.

The countries that obtained recognition during FY24, including the number of consecutive years in which they have been recognised, are the following:

Awards and recognitions related to people management

Great Place To Work

NTT DATA Brazil:
- GPTW IT Ranking - 17th position
- GPTW National Ranking - 39th position

NTT DATA Ecuador:
- GPTW IT Ranking - 5th position
- GPTW National Ranking - 6th position

NTT DATA Peru:
- Ranking Latin America - 17th position
- Ranking Diversity, Equity and Inclusion

NTT DATA Austria

HR Excellence Award

NTT DATA Belgium:
HR Excellence Awards - Best Employers Nominee

Amitai

NTT DATA Mexico:
- Most Ethical Companies 2024 -22nd position

Best Places To Work

NTT DATA USA:
- Best Place To Work World 2024 - 19th position
- Best Place To Work for Women

Employers For Youth

NTT DATA Peru:
- Professional Ranking U-35 - 13th position
- IT Professional Rankings U-35 - 3rd position

Wellbeing Awards

NTT DATA Portugal:
Wellbeing Awards 2024 People's Choice - Top 3

Forbes

NTT DATA Spain:
Top 100 companies to work for in Spain in 2024

Digital Innovation One

NTT DATA Brazil: Global Workforce Transformation - Transforming and training young IT starters

Porto Digital

NTT DATA Brazil:
HR Impact Seal, for being a company that adopts *ESG* practices and carries out purposeful and socially inclusive actions with Embarque Digital students.

Associação Brasileira de Treinamento e Desenvolvimento do Paraná

NTT DATA Brazil:
Most Admired Diversity and Inclusion 2024

Good Employers Association

NTT DATA Peru:
For complying with the Human Resources practices required by the association.

Awards and recognitions

Awards and recognitions related to diversity and inclusion

Empujar Foundation

NTT DATA Argentina: Recognised for its commitment to fostering and promoting the employment of young women, contributing to equal opportunities in the labour market.

Social Impact Network - GCBA

NTT DATA Argentina: Recognised for the large number of recruitments of young people in a situation of socio-economic vulnerability.

BA Diversity - GCBA

NTT DATA Argentina: Recognised as a company committed to diversity and LGBTQI+ inclusion.

Municipal Council Human Rights and Diversity

NTT DATA Brazil: Impact Employers 2025 Award - 3rd position

REDI

NTT DATA Spain: LGBTQIA+ Good Practice Award for the inclusion of LGBTQIA+ diversity in the workplaces of companies and organisations, with the aim of promoting safe and respectful working environments for all.

Ranking of Inclusive Companies

NTT DATA Colombia: Good practices in diversity management - 29th position

Women's Secretariat

NTT DATA Colombia: For its commitment to the human rights of women living in Bogotá.

Más Mujeres Institute

NTT DATA Spain: Women Approved award for promoting an equitable work culture and policies focused on the growth of female talent.

Teams & Talent

NTT DATA Spain: Awarded the Empowering Women's Talent 24 seal and the Diversity Leading Company 24 award as a leading company in diversity and development of female talent.

Robert Walters

NTT DATA Spain: Powering to make a difference award for the UNIQUENESS Women Together initiative as the best and most inspiring.

Municipal Council Human Rights and Diversity

NTT DATA Brazil:
- Mentoring for Women
- Pulsar Programme
- Racial equality

INTRAMA

NTT DATA Spain:
- LGBTQIA+ Award - Top 2
- Best Talent Woman Company 2024 - Top 30

FKi Diversity for Success

NTT DATA Germany *FKi Indexierung 2024* - Committed to diversity and inclusion - Top 10

Awards and recognitions related to social commitment

Generación Empresarial Foundation

NTT DATA Chile:
Recognition of Commitment to Integrity through commitment to the company's ethical standards and systematic, concrete and measurable work.

Generación Empresarial Foundation

NTT DATA Colombia:
Awarded for being a company that seeks to enhance the learning experience of its trainees.

Banco de Crédito e Inversiones

NTT DATA Chile:
Awarded Outstanding Supplier in the Bci Let's Be Different 2024 Supplier programme for outstanding ESG performance.

Awards and recognitions for sustainable management

Socially Responsible Company

NTT DATA Mexico:
ESR Distinction Socially Responsible Company® in 2025

Bogotá Chamber of Commerce (CCB)

NTT DATA Colombia:
CCB Sustainability Ranking (2024) in the Large Company category - 3rd position
Recognised as a leading sustainability company in the region.

Awards and recognitions related to digital education and training

Brandon Hall Group

NTT DATA:
Gold Award of Excellence in the category of Best Corporate Learning University.

Procesix

NTT DATA Mexico:
The unit of EAS Evolving Advance-TECHNOLOGY achieves CMMI level 3 (Capability Maturity Model Integration).

TERZJUS ETS Foundation

NTT DATA Italy:
Award for The International Technology Olympiad, promoted by the NTT DATA Italy Foundation for promoting the diffusion of technological skills and, by bringing digital directly into schools, significantly reducing territorial and gender gaps.

Financial Intelligence and CSR Awards

NTT DATA Romania:
The Digital Jungle programme, which promotes digital safety for children, has been recognised with two awards: one by Financial Intelligence and one by the CSR Awards.

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General information

2.3

Sustainability Strategy

NTT DATA

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General information

2.3.1

Double Materiality
Analysis

2.3.1 Double materiality analysis

NTT DATA conducted a Double Materiality Analysis (DMA) during FY24 to better understand the environmental, social and governance factors that affect our sustainability strategy and performance. This analysis has helped us to better address impacts and risks and to seize opportunities that can drive us to create long-term value for our business and the communities where we operate.

The DMA was conducted in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) and related guidelines.

Double materiality has two dimensions: impact materiality and financial materiality. A sustainability issue meets the criterion of double materiality if it is material from an impact perspective, a financial perspective or both. The results of this analysis, guided by objective criteria, have been crucial to define the standards and themes (topics, sub-topics and sub-sub-topics) included in this report, in addition to the requirements of Law 11/2018.

Governance

To operationalize, manage and oversee the implementation of the methodological approach, **NTT DATA** created an internal team consisting of representatives from the Corporate Sustainability department, as well as from the Finance, Transformation and Business departments, to contribute to the identification and assessment of sustainability impacts, risks and opportunities (IROs). The team was also responsible for coordinating all internal activities and tasks and, together with a group of external advisors, defined the best analysis process, specifically adapted to the company, involving various areas and departments of the company, covering the entire EMEAL region.

Methodology

The ESRS do not prescribe a specific process or sequence of steps to conduct the materiality assessment. Instead, they entrust the company with the responsibility of defining a process that best fits its unique circumstances and facts, based on the organisation´'s judgement. However, we used the EFRAG (Financial Reporting Advisory Group) Draft Implementation Guide to create our own methodology. As this is the first year of this analysis it is not possible to make a comparison with previous years and this analysis will be subject to review and adjustment on an annual basis also in line with the guidelines of our **NTT DATA, Inc.** group.

For this analysis, we consulted standards, external and internal sources of information, peer reviews, risk management analysis and EFRAG's proposed score consolidation formulas. However, the use of quantitative methods in their entirety presents a complexity that will be reinforced in future analyses.

In general, our analysis included the following phases:

1. **Context diagnosis**, in which the company, its activities and business relationships, and its main affected stakeholders were analysed through the review of internal documentation, interviews with key corporate areas and external sources.

2. **Identification of negative and positive impacts (actual and potential),** related to environmental, social and governance issues in the company's operations and value chain (upstream and downstream), and based on previous analysis and previous sustainability reporting and materiality exercises, as well as relevant sectoral information related to sustainability. Initially, 78 impacts were identified.

3. **Analysis of the actual and potential materiality of positive and negative impacts**, an assessment framework was developed that included numerical scales to assess severity and likelihood of occurrence, as well as irremediability in case of negative impacts, and the analysis was carried out by the corporate areas related to these impacts. Among them: Brand & Marketing, Business, Data Protection Office, IT, Compliance, Risk, People, University, Finance, among others. To assess the impacts, the following calculation rules were established based on the EFRAG Draft Implementation Guide EFRAG IG 1: Materiality assessment, published in April 2024.

	Potential impacts	Real impacts
Positive	Probability ∗ (Scale + Scope)	Scale + Scope
Negative	Probability ∗ (Scale + Scope + Irremediability)	Scale + Scope + Irremediability

4. **Definition of material issues based on appropriate thresholds.** Based on the calculation rules, the midpoint of the range 0 to 9 was selected, which meant selecting all impacts with a score of 4.5 points or more. Then a review was made of impacts that were left out, but were relevant to the company, including topics with a score of 4 or more, with this range **50 topics were found to be material.**

5. **Identification of risks and opportunities due to dependencies and impacts,** over the short, medium and long term, connected to **NTT DATA's** business activities, including its value chain (upstream and downstream) and the corresponding list of ESG issues and sub-issues, this list was defined from the list of potential impacts identified in phase 2 and complemented by an analysis of external standards and organisations that served to complement the R&O list. Specifically for the risk area, working meetings were held with the **NTT DATA** Risk Management Area to align and include the risks identified in the annual risk assessment exercise carried out by the company, resulting in an initial list of 55 risks and 32 opportunities.

6. **Analysis of the materiality of risks and opportunities.** As for impacts, numerical scales were defined to assess risks, following the requirements of ESRS 1 and EFRAG guidance, combining the probability of occurrence with the potential magnitude of financial effects in the short, medium and long term. For risks, as mentioned above, the company's regular annual risk assessment process was followed, including the list of risks identified by the DMA, but following the methodology defined by this department, although, in the working sessions, we aligned with the methodology used in this exercise. For the evaluation of opportunities, this list was evaluated by the financial management departments in each country according to the local context and, in the end, all responses were consolidated for each opportunity, and a country weighting factor was included considering the total amounts of revenue. For each of the risks and opportunities, the following formula was applied individually and then, in the case of the risks, a link was made between the **NTT DATA** risks and the DMA risks.

R&O	$\text{Magnitude}_{(country\ 1)} * \text{Probability}_{(country\ 1)} * \text{Revenue factor}_{(country\ 1)} + \text{Magnitude}_{(country\ 2)} * \text{Probability}_{(country\ 2)} * \text{Revenue factor}_{(country\ 2)} + \text{Magnitude}_{(country\ n)} * \text{Probability}_{(country\ n)} * \text{Revenue factor}_{(country\ n)}.$

7. **Identification of material risks and opportunities based on appropriate thresholds.** Following the same methodology as for impacts, a proprietary calculation was defined in which the average score was between 0 and 25 (12.5), from which the resulting R&O were identified and a review was made of what should be included as relevant to the business, so the threshold was lowered to 7 points and an EMEAL factor was added to align risks that had been material in the annual risk assessment but not in the DMA exercise, and we considered the results of the climate risk assessment and used them to assess the final score of climate risks in the DMA. **The final number of material issues was 33 risks and 16 opportunities (49 out of 87).**

8. **Aggregation of results,** a consolidation of impact and financial materiality results was performed, and then cross-checking with the ESRS, topics and sub-topics, ensuring full alignment with the standards.

Material issues

This is the list of standards, topics and sub-topics that proved material to **NTT DATA Europe & Latam** during FY24. For further details of the IROs that were found to be material, please refer to Annex 1 - Details of the Double Materiality Analysis.

	Impact Materiality	Double Materiality	Financial Materiality	Not Material
ENVIRONMENT	**S-2** Air Pollution	**E1 Climate change**: Adaptation, Mitigation, Energy. **E2 Pollution**: Soil **E5 Circular economy**: Resource input flows, including resource use.		**E2 Soil contamination:** Water. Living organisms and food resources. Substances of concern. Substances of very high concern. Microplastics. **E3 Marine resources** **E4 Biodiversity and ecosystems** **E-5 Circular economy:** Outflows. Waste.
SOCIAL	**S4 Consumers and end-users**: Personal safety.	**S1 Own workforce**: Working conditions. Other work-related rights. **S2 professionals in the value chain**: Working conditions. Other work-related rights. **S3 Affected communities**: Economic, social and cultural rights. **S4 Consumers and/or end-users**: Information-related impacts, social inclusion.		**S2 professionals in the value chain**: Equal treatment and opportunity for all. **S3 Affected communities**: Civil and political rights of communities. Indigenous peoples' rights.
GOVERNANCE		**G1 Business conduct**: Corporate culture, Corruption and bribery	**G1 Business conduct**: Political participation and lobbying, Supplier relationship management.	**G1 Business conduct:** Whistleblower protection. Animal welfare.

With the results obtained from this first Double Materiality Analysis, material data points were identified for **NTT DATA**, of which, for this first year of voluntary reporting, only 49% of data is available, information that will be included in this report, in addition to the points that comply with Law 11/2018 as mentioned in the Basis for reporting section. The standards that are partially and voluntarily included in this report are:

Standard	Chapter/ Paragraphs
ESRS 2 General information	Chapter 2. General information
E1 Climate change	Section 3.1 Climate Change
E5 Resource use and circular economy	Section 3.2 Circular economy
S1 Own workforce	Paragraph 4.1 People
S2 Professionals in the value chain	Section 4.2 External staff
S3 Affected communities	Section 4.3 Community
S4 Consumers and end-users	Section 4.4. Clients
G1 Business conduct	Section 5.1 Business conduct

ESRS omitted

The following standards are not disclosed in this report as they are not material to the company:
- E3 Water and marine resources, although we decided to continue to publish our water consumption under the Climate Change chapter.
- E4 Biodiversity and ecosystems.

Also, although they were material, no detailed information will be found on:
- E2 Pollution: Soil

We are currently defining plans and new processes to be able to meet the requirements and share data in the short term.

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General information

2.3.2

Lines of action

The sustainability strategy is transformed into operational plans that are implemented by the sustainability leaders in each country, in collaboration with corporate and business areas. For the implementation of each plan, the various socio-economic, cultural and political contexts are considered, so that some actions and objectives vary to suit the reality of each site.

Planet Positive

Leading by example to positively transform industries by innovating services and solutions that contribute to regenerating our planet.

- Decarbonization - Net Zero
- Circular Economy
- Environmental commitment

Prosperity Positive

Transforming business and society for successful growth with 100% sustainable services and solutions that engage our end-to-end value chain.

- Human rights
- Collaboration and growth with stakeholders
- Transparency and accountability

People positive

Shaping a better society by applying our digital capabilities to foster digital training and education to accelerate economic growth and create a more diverse and inclusive world.

- Work-life balance, health and well-being
- Diversity, Equity and Inclusion
- Digital education and training
- Social commitment

As signatories to the Global Compact, our strategy and actions are aligned with the UN 2030 Agenda, focusing on 9 of the 17 Sustainable Development Goals on which we have the greatest impact.

Starting this new fiscal year FY25, in line with the results of the Double Materiality Analysis and **NTT DATA, Inc.** group plans, the sustainability strategy is being updated, which will enable us to multiply our impacts and strategically achieve the goals we have set.

Stakeholders

NTT DATA prioritizes and permanently support its stakeholders, with which it maintains a respectful, active listening and bidirectional relationship, through which the needs and expectations of each of them are heard, to incorporate them into the plans and strategies of the company.

Below is a list of the different **stakeholder groups for NTT DATA** and the **channels and spaces for dialogue** that are used.

Suppliers
Supplier satisfaction survey

Customers
Periodic evaluations of customer service satisfaction

Events: congresses, lectures, workshops and conferences

NGOs / Foundations
Partnership agreements, joint actions and sponsorships

Professionals
OneVoice survey, which collects information on the level of satisfaction and the working environment.

Mailboxes open on a permanent basis to listen to professionals.

Internal communication channels (Section 4.1.7)

Board of Directors
Council and Committee Sessions

Professional Associations / Academic Institutions
Working tables, research groups, alliances with the education sector

Policies and protocols for sustainable management

NTT DATA Europe & Latam reinforces its commitment to ESG criteria and the protection of human rights through the implementation of policies, processes and guidelines aligned with current legislation and the highest international standards.

These documents are subject to periodic review to ensure that they are kept up to date. At the same time, the company constantly monitors the processes necessary for its implementation, with the aim of strengthening the ethical and compliance culture that distinguishes the organisation.

Sustainability & ESG	Promote that the business model contributes to the generation of shared value and to a more prosperous and sustainable society.	**Corporate Sustainability**
Code of conduct for suppliers	Engage in responsible business activities, encouraging suppliers to comply with applicable laws, respect human rights and engage in fair trade.	**Purchasing**
Environmental and energy	Common framework to identify, prevent, support and constantly review our processes and implement a strong environmentally conscious culture.	**Corporate Sustainability**
Diversity, Equity and Inclusion	Highlight the "*Uniqueness*" of people and the great value they bring to the company. Guiding and ensuring equal opportunities: equality, diversity, equity and inclusion.	**People**
Travel (+ sustainability criteria)	Manage the travel of the company's professionals efficiently and in line with the sustainability strategy. Minimum rules applicable to travel to all countries are established.	**Purchasing**
Waste management of electronic devices	Principles of obsolete hardware management within the company's IT department, ensuring safe, responsible and circular handling of decommissioned devices.	**IT**
Human Rights	Respect Human Rights in daily activities and operations that have a direct and indirect impact on all stakeholders in the global value chain, through constant and proactive dialogue.	**Corporate Sustainability**
Procurement (+ sustainability criteria)	Manage the quality, timing and cost of necessary procurements in line with the sustainability strategy.	**Purchasing**
Data Protection	Strengthen the commitment to the right to privacy of all data subjects to whom the company has access, directly or indirectly, by establishing the necessary guidelines and obligations for due compliance.	**Data Protection Office**

NTT DATA

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General information

2.3.3

Key Performance Indicators

Key Performance Indicators

To monitor sustainability performance, we have defined **18 indicators**. The baseline is presented as fiscal year 2022, however, for some indicators these values are not available, as they have been added after this period.

The **targets** for each indicator are established taking the short term, **FY25**, as the time horizon.

The progress and details of these indicators can be found throughout the report, in each of the corresponding sections.

🟢🟠🔴 Indicates whether the data has improved compared to the previous FY.

[FY25] Indicates the target for the following fiscal year 25/26

*A recalculation of the number of suppliers was made to obtain the FY23 %.

**The methodology and KPI for *OneVoice*, the professional satisfaction survey has changed, more detail can be found in the *OneVoice* section.

***Women executives is the sum of women managers and senior managers over the total number of people in this category.

**** Due to changes in the management model of the training platforms, this data was not available in FY22.

Planet positive

FY22	FY23	FY24	FY25
-	-	**127,325**	124,779

Total carbon footprint (tCO2e)

FY22	FY23	FY24	FY25
-	-	**2.41**	2.36

Carbon footprint per professional (Kg CO2e)

FY22	FY23	FY24	FY25
56%	76%	**87%**	88%

% renewable energy

FY22	FY23	FY24	FY25
0.17	0.30	**0.27**	0.48

Carbon footprint of business trips/professional (Kg CO2e)

FY22	FY23	FY24	FY25
-	-	**8.33**	7.5

Digital carbon footprint/ professional (Kg CO2e) **(new)**

Prosperity positive

FY22	FY23	FY24	FY25
8.6	8.7	**8.5**	8.7

Customer satisfaction

FY22	FY23	FY24	FY25
-	31.9%	**34.2%**	40%

Approved suppliers with sustainability criteria*.

FY22	FY23	FY24	FY25
-	-	**2.1%**	5%

% projects and solutions from **NTT DATA's** portfolio with sustainable impact (new)

FY22	FY23	FY24	FY25
-****	81%	**87%**	90%

% of professionals who have taken the Compliance course ****

FY22	FY23	FY24	FY25
92%	91%	**80%**	90%

% of professionals who have completed the safety course

People positive

FY22	FY23	FY24	FY25
78%	77%	**70.1%** **	71%

4KPI: Engagement of professionals**

FY22	FY23	FY24	FY25
31.5%	32.2%	**32.6%**	34.6%

% of women in the workforce

FY22	FY23	FY24	FY25
24.1%	29.9%	**30.6%**	35%

% of women executives***

FY22	FY23	FY24	FY25
12%	13.2%	**12%**	20%

% of top female executives

FY22	FY23	FY24	FY25
1.3%	1.4%	**1.5%**	2%

% of people with disabilities

FY22	FY23	FY24	FY25
-	4.3%	**4.4%**	5%

% of professionals participating in social and environmental initiatives

FY22	FY23	FY24	FY25
-	72%	**74%**	76%

% of professionals satisfied with the company's sustainability strategy

FY22	FY23	FY24	FY25
100%	100%	**100%**	100%

% cases resolved in the complaints channel

(03) Environmental information

Positive Planet

Planet Positive is the environmental pillar of our sustainability strategy, through which **NTT DATA** is committed to leading with responsibility and innovation to reduce the company's negative impacts on the environment.

In this chapter we will take a look at the goals, policies, actions and results for **NTT DATA** during FY24 in response to today's environmental challenges, including three key areas:

1. **Climate Change**: With the main objective of reducing the carbon footprint by implementing measures that contribute to mitigation and adaptation, thus ensuring the sustainability of the planet for future generations.
2. **Circular economy**: The company promotes innovative practices to minimise waste and encourage reuse and recycling, aligned with the circular economy and transforming waste into resources.
3. **European Taxonomy**: This is the first year that we have carried out this exercise and presented the results of our analysis, with the aim of ensuring that the initiatives of **NTT DATA** are increasingly sustainable and consistent with European objectives.

Through these actions, **NTT DATA** is moving towards a more sustainable future and seeks to build a positive environmental legacy for the planet.

78 offices

52,527 professionals

2,41 tCO_2e/employee

3.238 tCO_2e reduced

20,145 MWh consumed

87% renewable energy

44% Waste recycled/reused

NTT DATA

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Environmental information

3.1

Climate change

Responsible technology for a transition to a low-carbon digital economy

The climate emergency represents one of the greatest global challenges of our era, demanding a profound transformation of economic, productive and social models. In this context, **digitalisation** is presented not only as an engine for growth, but also as an essential lever to accelerate the transition to a low-carbon economy.

The technology sector is strategically positioned to lead this change. Companies in the sector, beyond reducing their own impact, present themselves as a **key tool to drive the decarbonisation** of the other economic sectors, through digital solutions that produce a positive impact, optimising processes that improve energy efficiency and help other organisations to achieve their decarbonisation objectives.

Currently, the IT sector is estimated to account for 2-4% of global CO_2 emissions, and it is projected that this figure could reach up to 14% by 2040 (CNMC). These emissions mostly come from the manufacture and use of hardware, software, data centres, network systems and cloud.

As a consulting company specialising in IT services, we assume our responsibility in the face of these challenges, working from a dual perspective: the continuous optimisation of our internal operations to reduce our environmental impact, and the active accompaniment of our customers in their sustainable digital transformation processes, where we believe that technological innovation, applied responsibly, is key to building a more sustainable future.

The following IROs related to this block have been identified:

E1 Climate change

IMPACTS

- Increased energy demand
- Disruptions in supply chains due to climate change
- Opportunity for innovation in climate change adaptation
- Increased energy efficiency of digital services
- Development of digital services with low energy efficiency
- GHG emissions from business travel
- Use of green software for energy efficiency
- Artificial Intelligence for environmental protection

OPPORTUNITIES

- Opportunity for innovation
- Increased revenues linked to digital energy efficiency services
- Environmental application of artificial intelligence

RISKS

- Disruption in supply chains

Net Zero: Vision 2040

NTT DATA Group echoing the environmental impact of digital technologies, including hardware, software and cloud services, as well as the entire data centre infrastructure and customer data centre infrastructure, launches its decarbonisation plan " **NTT DATA** Net Zero Vision 2040".

NTT DATA Europe & Latam joins the challenge of the Group, acquiring the same commitments to achieve Net Zero by 2040. This Net Zero commitment focuses on the goal of reducing our greenhouse gas emissions by 90% by 2040.

To reach this milestone, **NTT DATA Europe & Latam** has analysed the most relevant sources of emissions, setting short, medium and long term targets. Focusing our efforts mainly on two main time horizons:

2035 Net Zero
Scope 1 and **Scope 2**

90% reductions in emissions

Zero net emissions for direct emissions and indirect emissions by imported energy

2040 Net Zero **Scope 3**

90% reductions in emissions

Zero net emissions for indirect emissions in the supply chain

NTT DATA Group's targets have been validated by the Science-Based Targets (SBTi) initiative and aligned with its Net Zero standard. This validation confirms our commitment to the Paris Agreement and to global efforts to limit the global temperature increase to 1.5°C.

Climate risk analysis

To comply with the European Taxonomy and CSRD, in FY24 we conduct a quantitative climate risk assessment, using scenario analysis to identify and understand the main physical and transitional climate risks. The analysis considered two climate scenarios - RPC 2.6 and RPC 8.5 - and three-time horizons - 2030, 2040 and 2050.

The assessment found no residual high or very high climate risk. This can be common in the professional services industry, especially where in the case of our company, the data centers we use are leased and not owned, and compared to other sectors and industries, the emissions are relatively low, there is less resource use and dependence on nature, and more control over where work can be done.

Climate risk assessment model

Inherent Risk		

Exposure	✖	**Vulnerability**	✖	**Adaptation**	=	**Residual Risk**

Probability of the risk occurring, based on projections of different risk factors.

Assessment of the potential impact on the business if the risk materialises

Correction factor based on the company's perception of residual risk assessment and adaptation measures

Operational risks that have a financial impact on the business

Physical risks:

P1: Temperature changes

P2: Thermal stress

P3: Heat wave

P4: Cold snap

P5: Storms

P6: Changes in precipitation types and patterns

P7: Water stress

P8: Heavy rainfall

P9: Floods

Transition risks:

T1: Rising carbon prices

T2: Regulation of existing products/services

T3: Reputation and customer behaviour change

T4: Transition to low-emission technology

NTT DATA Europe & Latam Results

Inherent risk | RCP 8.5 2050 | SSP1 2040

Risk scale:
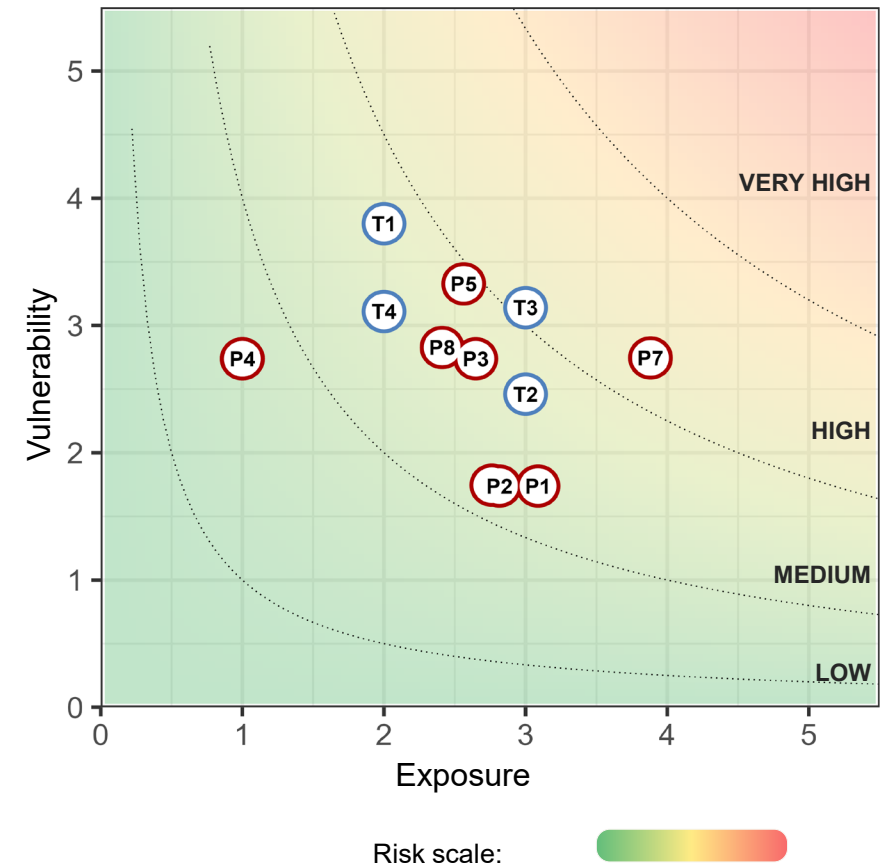
*Model designed by external consultants.

Climate risk analysis - Adaptation measures

As part of this analysis, it was assessed how well prepared the company is to prevent and respond to the occurrence of any of these risks, and how effective the implementation of these measures would be in reducing the impact of climate risks on the company's assets.

The table below highlights areas where the company needs to improve prevention and control measures to reduce the potential impact that climate risks could have on its assets:

Increased coverage of adaptation measures.

Reduced coverage of adaptation measures.

	Temperature change	Thermal stress	Heat wave	Cold snap	Storm	Change in precipitation	Water stress	Heavy rainfall	Flooding
Risk prevention (Avoiding harm):	34%	38%	41%	41%	39%	35%	30%	25%	25%
Risk response (Reducing harm):	26%	27%	16%	16%	30%	14%	17%	19%	19%
Risk financing - Insurance (Financing of non-prevented harm):	3%	3%	2%	2%	60%	62%	2%	63%	63%

Examples of adaptation measures in some of the company's countries:

Risk prevention - Brussels
They use high-quality insulation and solar panels to improve energy efficiency, along with water-saving mechanisms. The building has proactive thermal control and prioritises energy efficiency.

Risk response - Romania
The national *RO-Alert* system notifies people when they are near an emergency, sending warnings and alerts to people with mobile devices when they are within certain areas.

Risk response - DACH Germany, Austria and Switzerland have installed emergency power supplies to keep critical systems running in case of power loss during heat waves.

Risk financing - Global
The global insurance policy covers certain risks such as: specific guarantees for storm, wind, fire and flood damage.

From strategy to action: Our path to Net Zero

Our roadmap to Net Zero is articulated through a set of mechanisms that comprehensively address our direct and indirect emissions. These initiatives, aligned with our corporate policies and certified management frameworks, enable us to transform our operating models, optimise resource use and mobilise our internal and value chain processes towards real and measurable decarbonisation.

This section will present some of the main initiatives that were implemented during FY24 in the various countries where we are present.

Priority areas for action

Scope 1:
direct emissions

Scope 2:
indirect emissions
from acquired energy

The priority is to reduce direct emissions and indirect emissions associated with energy consumption. To this end, we are making progress in the continuous improvement of energy efficiency in the operations of our facilities, the progressive electrification of processes and the contracting of 100% renewable electricity. These efforts are supported by our ISO 14001, ISO 50001 management systems, as well as sustainable building certifications (BREEAM and LEED).

Scope 3: indirect emissions in the value chain

Travelling
- Business travel
- *Commuting*

Upstream energy acquired
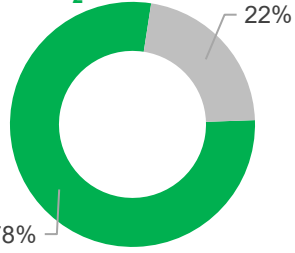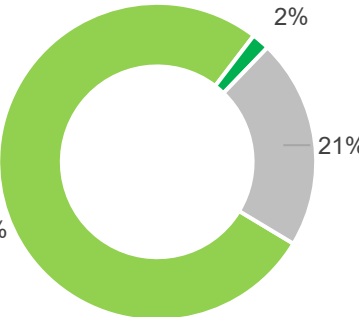
Supply chain
- Goods & services
- Capital goods
- Transport & distribution *downstream*

Indirect emissions from our value chain represent the biggest challenge on our path to Net Zero. To address this, we apply environmental criteria in our procurement policies for goods and services, travel and e-waste, and actively work with suppliers and partners to jointly reduce our carbon footprint.

NET ZERO: Decarbonization mechanisms

Scope	Emissions base year FY24	Main action measures	Objectives	Policies
Scope 1: direct emissions **Scope 2:** indirect emissions from acquired energy	Total emissions scope 1&2: **5,229 tCO$_2$e** 22% 78%	Renewable electricity Energy efficiency Refrigerant gases Electrification of the vehicle fleet	↓ **90%** emissions reduction scope 1&2 by **2035** **100%** renewable electrical energy: **2030**	**Sustainability & ESG**: Promote that the business model contributes to the generation of shared value and to a more prosperous and sustainable society. **Purchasing**: Manage the quality, timing and cost of necessary procurements in line with the sustainability strategy. **Environmental and energy:** Common framework of baseline alignments to identify, prevent, support and constantly review our processes and implement a strong and environmentally conscious culture.
Scope 3: indirect emissions in the value chain Travelling • Business travel • *Commuting* Upstream energy acquired Supply chain • Goods & services • Capital goods • Transport & distribution *downstream*	Total emissions scope 3: **122,096 tCO$_2$e** 2% 21% 77%	Selection of sustainable suppliers Life cycle of acquired goods Sustainable travel Remote working Sustainable technology Education and awareness-raising	↓ **90%** scope 3 emission reductions by **2040**	**Travel**: Manage the travel of the company's professionals efficiently and in accordance with the sustainability strategy. Minimum sustainability rules applicable to travel to all countries are established. **Waste management of electronic devices**: Proper management of obsolete hardware within the company's IT department, ensuring safe, responsible and sustainable handling of decommissioned devices.

NET ZERO: Decarbonization mechanisms

Renewable electricity

NTT DATA has committed to transition to 100% renewable electricity by 2030, closing this fiscal year with a total of 87%, up from 76% in FY23.

This has been achieved through the purchase of certified renewable energy, as well as self-generated renewable energy from solar panels at our offices. Several **NTT DATA** regions are currently evaluating the feasibility of installing on-site solar solutions in collaboration with our landlords.

3,238 tCO_2e

reduced due to the purchase of renewable energy during FY24

55 tCO_2e

avoided due to solar panels during FY24

11% increase in renewable electricity consumption from FY23 to FY24.

Certified renewable electricity (86%) + renewable electricity from self-consumption from solar panels (1%).

NET ZERO: Decarbonization mechanisms

⏱ Energy efficiency

Renewable energy procurement and production have been key to decarbonizing our offices, but improving energy performance is equally important. This includes reducing total electricity consumption, consumption per professional and energy intensity (kWh/m²).

Our **Environmental and Energy Policy** manages our impacts, promotes efficiency and ensures the responsible use of resources. Real Estate teams have implemented measures such as IoT sensors to monitor energy consumption, space optimisation, closure of inactive areas, use of renewable energy and improved energy efficiency, including charging points for electric vehicles.

As a result, we have achieved:

- ISO 50001 certification in **Spain**, covering 27% of our surface area, facilitating energy conservation.
- Adoption of ISO 14001 in **14 countries** (53% of the surface area) (More information in section 2.2.5 Certifications).
- LEED certification by 31% and BREEAM by 20% for efficient buildings.

In the last year, we renovated meeting rooms with energy-efficient audiovisual technology and improved remote connectivity, reaffirming our commitment to a sustainable working model.

↓ **-13%** of electricity consumption per professional since FY21

↓ **-2%** of energy intensity since FY21

Scope	Main action measures
Scope 1: direct emissions **Scope 2:** indirect emissions from acquired energy	Energy efficiency

Emissions awareness at facilities

Romania 🇷🇴

NTT DATA Romania seeks to optimise the size of rented workspaces to reduce energy consumption and emissions. By renting only the space needed, heating, cooling and lighting requirements can be minimised. This involves analysing the number of professionals and the use of space for efficient use of resources.

4,114 m² reduced in FY24

Italy 🇮🇹

In Italy, the use of renewable energy is promoted through the installation of photovoltaic systems. In Bari, it is planned in the medium term to implement a system that generates 76.4 MWh/year of electricity, using solar energy to produce electricity and thermal energy.

76.4 MWh/year of electricity expected to be generated with solar energy

NET ZERO: Decarbonization mechanisms

❄ Refrigerant gases

In relation to air conditioning equipment, **NTT DATA** has implemented two strategic lines of action:

- **Periodic maintenance and leak detection**: Maintenance protocols are in place that include regular checks and prompt repairs for any leaks in the heating, ventilation and air conditioning (HVAC) systems.

- **Improvements in HVAC systems**: Systems are being upgraded with more efficient models that use refrigerants with lower global warming potential (GWP) at the end of the equipment's lifetime, helping to reduce the release of fluorinated gases into the atmosphere.

Our proactive approach not only seeks to mitigate environmental impact but also aims at upgrading to more advanced and energy-efficient HVAC systems, using refrigerants with a lower global warming potential compared to conventional fluorinated gases.

54% reduction in refrigerant gas emissions from our air conditioning systems compared to FY21

🚗 Electrification of the vehicle fleet

NTT DATA has its own fleet of vehicles in several company regions. Since FY24, the scope of the fleet of own vehicles has been extended to include not only those corresponding to business trips, but also the vehicles that **NTT DATA** puts at the service of its professionals for private use for the benefit of the professional.

An electric fleet of vehicles is currently available for Italy and the DACH region (in Germany and Austria). **NTT DATA** is in the process of drawing up a plan for the electrification of our company vehicles, with the aim of limiting the purchase of petrol and diesel vehicles by revising the 50 g CO_2/km limit for new vehicle orders, which prevents the purchase of vehicles with micro-hybridisation.

↓ **-172 tCO2e** avoided in FY24 thanks to the electric fleet in Italy and DACH, based on a market approach.

NET ZERO: Decarbonization mechanisms

Scope

Main action measures

Scope 3: indirect emissions in the value chain

Selection of sustainable suppliers
Life cycle of acquired goods

Remote working

Selection of sustainable suppliers

The sustainability of our suppliers is key to reducing our indirect Scope 3 emissions. **NTT DATA** Group's participation in the CDP Supply Chain programme reinforces our decarbonization strategy, allowing us to assess and engage our suppliers based on their environmental performance and energy transition policies. Through the CDP questionnaire, we promote climate transparency and prioritize business relationships with companies that effectively manage their environmental impacts.

This approach is complemented by the actions described in Section 4.3.3 Suppliers contributing significantly to the reduction of emissions along our supply chain. In FY24, we continue to use a sustainability questionnaire as part of the homologation process, which requires our suppliers to report their renewable energy use, carbon footprint, emission reduction targets and, if applicable, that these are aligned with the SBTi initiative.

During FY24, 69% of our emissions originated from the procurement of goods and services, underlining the strategic importance of this area in achieving our Net Zero commitments.

69% of our emissions originated from the purchase of goods and services.

Life cycle of acquired goods

Given the nature of our Real Estate business and portfolio, where we do not have our own data centers, and are leased in our offices, most of our purchases are focused on services, rather than physical products. However, electronic equipment and office furniture are two key items where we are working to reduce our emissions by working with different suppliers and agencies to extend the life of products. More detail can be found in Chapter 3.3 Resource use and circular economy.

Remote working

NTT DATA recognises that digitization is key to increasing productivity and combating climate change. That is why we have invested in technology solutions that facilitate hybrid working and digital collaboration.

Learning from the pandemic, we enhanced our work environments with advanced video conferencing systems and energy-efficient equipment, enabling seamless connections from any location. This has improved the experience of our teams and customers, as well as reducing travel emissions.

Since FY23, we have been monitoring commuting emissions through a mobility survey to understand the emissions associated with our professionals' commutes to the office.

At **NTT DATA**, 78% of professionals have a hybrid work model (more details in section 4.1.3 of Work Organisation). Thanks to our Be-Flex models, we have avoided 34,050 tCO$_2$e in commuting during FY24.

NET ZERO: Decarbonization mechanisms

✈ Sustainable travel

Due to our consulting services business model, travel represents our main source of emissions (11%). We have therefore revised our Travel Policy to fully integrate sustainability, establishing guidelines that prioritize more sustainable travel options. This includes a requirement for professionals to take the train instead of the plane for trips of less than four hours, as well as the selection of bookings in hotels with sustainable certifications (ISO 14001, LEED, etc.).

Since FY21, we have worked with low carbon transport providers, focusing on reducing emissions from air travel through airlines using sustainable aviation fuel (SAF). To ensure the implementation of local plans, FY23 saw the start of monitoring emissions per business trip, broken down by professional, region and country, in collaboration with local sustainability teams to advance decarbonization, where we were able to reduce our total emissions per business trip by 8% in FY24 compared to FY23 and by 9% per professional.

FY23 → **FY24**

0.30 → **0.27**

tCO$_2$e/professional   **tCO$_2$e/professional**

Scope	Main action measures
Scope 3: indirect emissions in the value chain	Sustainable mobility

Emissions awareness for business travel

DACH 🇨🇭 🇩🇪 🇦🇹

This project promotes transparency in CO$_2$ emissions in business travel by train by opting for trains that use 100% electricity from renewable sources, showing the emissions avoided by not using other alternatives such as air travel. This is expected to reduce the use of planes, encourage the use of trains and reduce business travel by increasing awareness of emissions.

Chile & Colombia 🇨🇴 🇨🇱

The initiative promotes the use of renewable energy-based transport for corporate travel in the executive segment. Priority is given to sustainable mobility services, such as electric taxis and private transport platforms, such as Cabify, which use low- or zero-emission fleets.

NET ZERO: Decarbonization mechanisms

Scope	Main action measures
Scope 3: indirect emissions in the value chain	Sustainable technology

Sustainable technology

Ensuring sustainable IT practices throughout our operations and value chain is key to improving our energy efficiency and moving towards Net Zero. To this end, **NTT DATA** focuses on the following lines of action:

Green Software:

Promoting environmental initiatives in software development to reduce resource consumption. Collaborating with the Green Software Foundation (GSF) and promoting the concept of Green FaaS (Function as a Service), laying a solid foundation for a more sustainable future. On 10 October 2024, the "Green Software Foundation Global Summit 2024" was held at our offices in Madrid, where we shared experiences on how companies can measure and transform their application ecosystem to support the Sustainable Development Goals.

Cloud:

In collaboration with AWS, we have developed a service that facilitates the secure migration and modernisation of applications to the cloud. This accelerates digital transformation in complex corporate environments and aims to enable organisations' IT to operate more efficiently, mitigating resource use and reducing the carbon footprint. At NTT DATA, we firmly believe that Cloud technology is fundamental to achieving our decarbonisation goals and those of our customers.

Digital Carbon Footprint

As part of our decarbonization strategy, we have integrated **digital carbon footprint** measurement and management as a key element in achieving our Net Zero targets.

Digital transformation, while facilitating operational efficiency and sustainability, also leads to an increase in the consumption of energy resources related to data storage, processing and transmission. For this reason, assessing the environmental impact of our digital infrastructure has become a strategic priority.

During this fiscal year, the total amount of storage in **NTT DATA Europe & Latam's** systems has been registered and monitor for the first time to proactively manage our "digital emissions". This data will be used as a baseline and will allow us to analyse its evolution and implement new policies, processes and action measures to help us reduce it.

At the end of the financial year, **total storage was** 1,749,988 GB

Corporate storage	Gigabytes
Total Storage in corporate SharePoint and Microsoft Teams	1,184,501 GB
Total Office 365 storage (including corporate email and One Drive)	565,487 GB
TOTAL	**1,749,988 GB**

NTT DATA Europe & Latam's digital footprint

8.33 kg of CO_2 per professional FY24

To calculate this digital footprint, we use the total volume of data stored and a conversion factor defined by the International Energy Agency, according to which 4 GB of data stored on servers and other data storage media for one year consumes 2 kWh of energy and produces 1 kg of CO2.

During FY24, we ran several Digital Clean Up campaigns across the region, as part of the movement led by the **Digital Cleanup Day** organisation.

NTT DATA EMEAL deleted 375000GB of data and reduced global CO2 by 93750 kg per year!

DIGITAL CLEANUP DAY 2024 16 MAR

digitalcleanupday.org
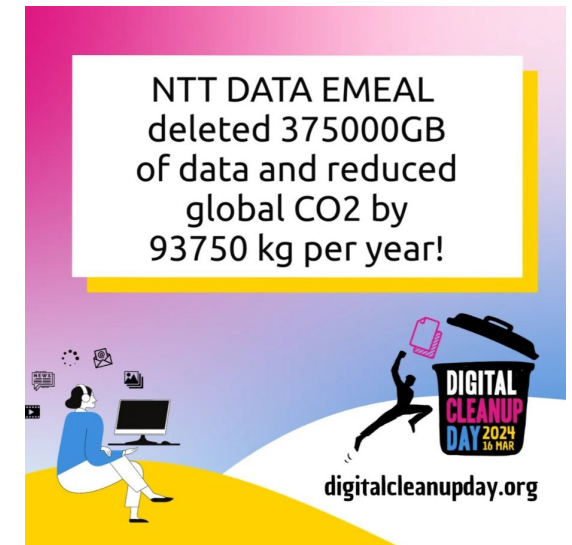
Thanks to the collaboration of our IT teams and other professionals, **we were able to remove 375,000 GB from our systems**, resulting in an estimated **reduction of 96,137 kg of CO_2**.

NTT DATA

(03)
Environmental information

3.1.1

Consumption

Energy consumption

During FY24, **NTT DATA's** European territories accounted for 92% of the total energy consumption, mainly due to different reasons: on one hand, they account for 64% of NTT DATA's professionals and 90% of NTT DATA's surface area.

On the other hand, European offices not only have electricity consumption, but also air-conditioning energy consumption associated with natural gas boilers and district heating-cooling systems. All this, together with the variation in the degree days throughout the year in European latitudes, compared to NTT DATA's territories in LATAM and North Africa, explains the high concentration of energy consumption in this region.

NTT DATA is committed to be 100% renewable electricity by 2030, reaching a total of 87% of electricity consumption from renewable sources in FY24, up from 76% in FY23.

NTT DATA currently has self-consumption systems using photovoltaic solar panels at the offices of NTT DATA Towers (Spain) and The Sign (Italy), where a total of 201 MWh was generated in FY24. Over the next few years NTT DATA will install solar photovoltaic panels at its offices in Carbajosa (Spain), Britania (Spain), and DUSA (Chile) as part of its decarbonisation strategy.

Thanks to a better distribution of professionals in the offices, and a better efficiency of the air conditioning systems, it has been possible to reduce the total energy consumption by **5%** in FY24, compared to FY23.

0.38
MWh/employee

0.093
MWh/m²

(*) For more detailed information by country, see Annex: INDICATOR 1. ENERGY CONSUMPTION.

Energy consumption	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**9,478**	**7,439**	**-22%**
Natural Gas	MWh	1,821	2,080	14%
Diesel	MWh	7	14	95%
Electricity purchased from fossil fuel sources	MWh	3,821	1,828	-52%
District Heating/cooling from non-renewable sources	MWh	3,830	3,518	-8%
Total energy consumption from renewable energy sources	**MWh**	**11,815**	**12,706**	**8%**
Electricity purchased from renewable sources	MWh	11,533	12,506	8%
Consumption of self-generated electricity	MWh	282	201	-29%
Percentage of total electricity from renewable sources	**%**	**76%**	**87%**	**11%**
Percentage of total energy from renewable sources	%	55%	63%	8%
Total energy consumption	**MWh**	**21,191**	**20,145**	**-5%**
Total energy consumption/professional	**MWh/ professional**	**0.41**	**0.39**	**-5%**
Energy intensity - Total energy consumption/surface area	**MWh/m²**	**0.092**	**0.093**	**1%**
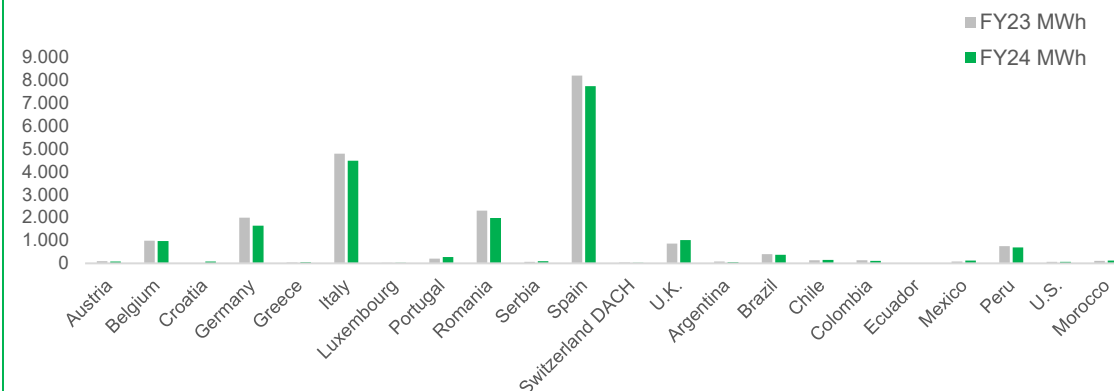
Water consumption

Water consumption in **NTT DATA** offices comes only from the local water supply networks in each country.

As with energy consumption, **NTT DATA's** European region accounts for 76% of the company's total consumption at EMEAL level.

Thanks to the strategies implemented by **NTT DATA's** Real Estate teams related to the optimisation of water use, through measures such as the installation of timers and perlators on taps and dual flush cisterns, the closure of floors in offices in FY24, and the closure of offices compared to FY23, as well as the Be-Flex remote working contract models, have produced a reduction in total water consumption of 23% in FY24, compared to FY23.

.

0.9
m³/employee

	Units	FY23	FY24	% vs FY23
Water consumption	**m³**	61,255	47,439	**-23%**
Total water consumption/ Professional	**m³/ professional**	**1.2**	**0.9**	**-23%**
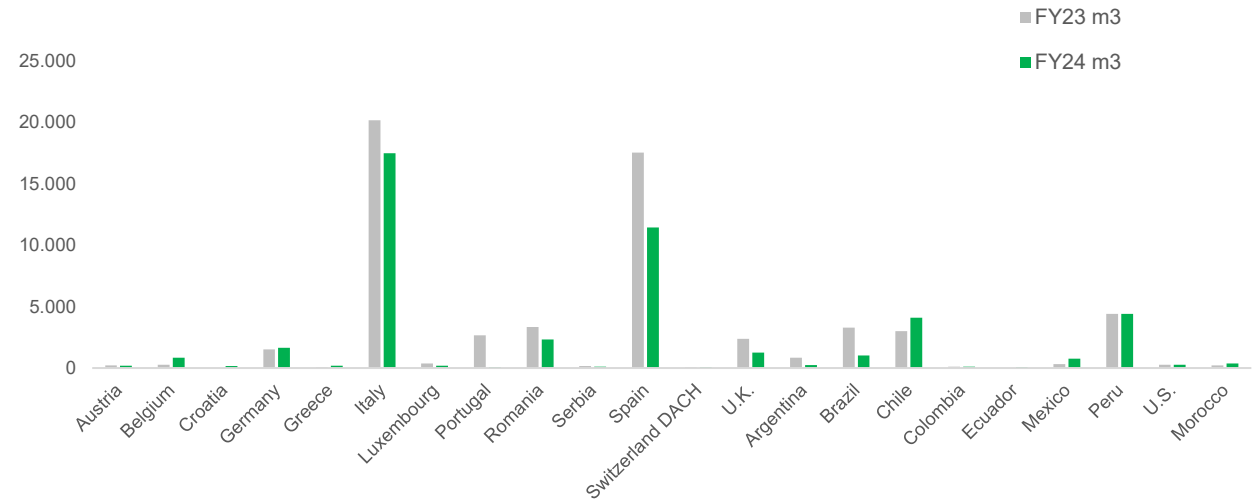
In relation to consumption per professional (m³/professional), Colombia is presented as the most efficient country in water use for the fourth consecutive year (0.05 m³/professional).

NTT DATA

(03)
Environmental
information

3.1.2

Carbon Footprint

Methodology for calculating emissions

NTT DATA Europe & Latam calculates its greenhouse gas (GHG) emissions following the methodology described by the international calculation standard GHG Protocol and utilizing a financial control approach. Since FY24, we reported our environmental information to NTT DATA, Inc., which consolidates all information from the other business units within the group. Due to this new reporting model for the NTT DATA Inc. group, new Scope 3 calculation categories, not previously reported, were added during FY24. This significant change in methodology has had a significant impact on results and prevents comparison of our total emissions with previous years. We are currently working on recalculating emissions from our base year to meet our Net Zero goals and allow for year-over-year comparisons.

Data collection period

For most sources of GHG emissions (energy consumption, business travel, fluorinated gases, waste and water), information is collected monthly or quarterly from countries and offices within organisational boundaries.

Remote working data is collected annually through a global survey.

Data on purchased goods and services, capital goods, and upstream transportation is collected annually by **NTT DATA Inc** in collaboration with the Group's procurement team, using a combination of spend data and supplier or product specific data.

Emission Factors

NTT DATA uses two types of emission factor sources:

1. Databases published by governments and internationally recognised entities, including:

    - ✓ **UK Government (DEFRA)**
    - ✓ **Ministry of Environment and the Demographic Challenge (MITERD)**
    - ✓ **Environmental Protection Agency (EPA)**
    - ✓ **International Energy Agency (IEA)**
    - ✓ **Carbon Disclosure Project (CDP)**
    - ✓ **Intergovernmental Panel on Climate Change (IPCC)**

2. Data provided directly by suppliers for services related to office supplies (natural gas and district heating and cooling), electricity consumption suppliers emission factors for a market-based approach, as well as supplier emission factors for Scope 3 emissions related to purchased goods and services, capital goods, and business travel.

Emissions sources

Scope 1: Direct GHG emissions, originating from facilities within the boundaries of the organisation.

✓ Direct emissions with natural gas consumption.
✓ Direct emissions from generators.
✓ Direct emissions by own fleet.
✓ Direct emissions from refrigerant gas leaks.

Scope 2: Indirect GHG emissions

✓ Indirect emissions from electricity consumption.
✓ Indirect emissions from District Heating/Cooling consumption.
✓ Indirect emissions from own electric fleet.

Scope 3: Indirect GHG emissions, which are neither owned nor controlled directly by the organisation, but which are related to the organisation's activities

✓ Category 1: Indirect emissions from purchases of goods and services.
✓ Category 2: Indirect emissions from the acquisition of capital goods.
✓ Category 3: Indirect emissions from fuel and energy activities (not included in Scope 1 or Scope 2).
✓ Category 6: Business travel.
✓ Category 7: Displacement of professionals to work centres.
✓ Category 9: Transport and distribution *downstream*.(*)

(*) New calculation categories included during FY24, as part of NTT DATA Inc's strategy.

Estimation and data uncertainty

Every year we seek to improve our collection process and work with the various areas involved, suppliers and business partners to put in place processes and systems that allow us to collect real and quality data, such as consumption in kWh or m^3 through digital metering systems or invoices and mileage data from the records shared with us by travel agencies and from expense systems, etc.

When this is not possible, and the following cases occur, an estimation of the data is performed:

• When actual data is delayed beyond our fiscal year-end cut-off date: in the case of this report, data received beyond 1 April 2025. In these cases, data for the missing months is estimated with the directly preceding months, or if the period is longer than a quarter, with the audited data for those months in the previous fiscal year.

• As we lease all offices, we sometimes do not have direct access to invoices and infrastructure to collect real data. In most cases, building owners provide us with actual data, but in other cases, we use estimates to compensate for missing data, or the % occupancy of our floor area in relation to the total building, when it is not possible to disaggregate the data.

The calculation of emissions associated with remote working by professionals is based on the results of the mobility survey for FY24. These responses provided information on the distance travelled by professionals by each mode of transport and the number of days they go to the office per week. For each country, the average commuting emissions per employee have been calculated and extrapolated by country to reflect the total number of professionals and associated remote working emissions.

Thanks to our methodology, we have a robust and consolidated GHG emissions accounting process that ensures that the areas of impact of GHG emissions are recorded as accurately as possible.

Carbon Footprint results

NTT DATA Europe & Latam FY24

The economic activity growth in **NTT DATA** has led to increased hiring and the resulting increase in the number of professionals, and the associated environmental impact.

Furthermore, space optimisation, based on teleworking contract modalities, and improved efficiency of occupied spaces, has facilitated the closure of office floors, and even the closure of offices themselves, reducing the usable area for FY24, reducing impacts and saving costs.

As mentioned above, during FY24, as part of the **NTT DATA Inc.** group's emissions alignment, Scope 3 emissions associated with the purchase of goods and services, capital goods, and downstream transportation and distribution have been included, preventing emissions comparisons with previous years.

NTT DATA	FY21	FY23	FY24	% vs FY23
Nº of professionals (*)	46.101	51.989	52.732	1%
Nº of offfices (**)	86	85	78	-8%
Surface (m2)	214.353	231.391	216.109	-7%
Nº of countries (***)	22	24	27	13%

(*) In the case of professionals from the United States, expatriate professionals have also been taken into account.

(**) Data from offices in France, the Netherlands, Switzerland (Benelux), Uruguay and Vietnam are not taken into account, as these are coworking spaces between several companies, with little operational control, and poor quality of the reported data.

(***) For the footprint calculation, Switzerland is counted as two distinct countries because they belong to different business units: Switzerland (Benelux) and Switzerland (DACH). Data from Lithuania and Ireland are not included.

NTT DATA emissions FY24

% tCO2e FY24 NTT DATA

- Scope 1: **3%**
- Scope 2: **1%**
- Scope 3: **96%**
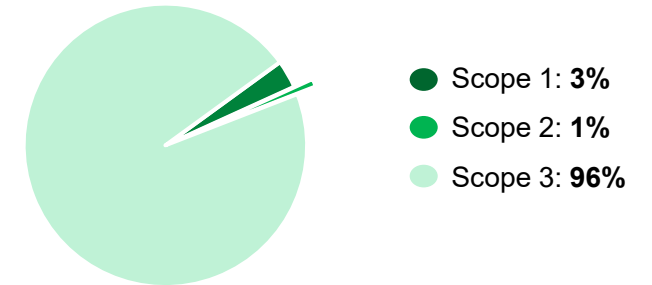
Global:

127.325 tCO_2e

2,41 tCO_2e/professional

Avoided:

34.277 tCO_2e

Offset:

1.267 tCO_2e

Carbon Footprint

Detail of **NTT DATA** FY24 emissions

Scope 1:
direct emissions

Scope 2:
indirect emissions from acquired energy

Scope 3: indirect emissions in the value chain

Travelling
- • Business travel
- • *Commuting*

Upstream energy acquired

Supply chain
- • Goods & services
- • Capital goods
- • Transport & distribution *downstream*

3% tCO_2e Scope 1

Main emissions source: own fleet.

1% tCO_2e de Scope 2

Thanks to the renewable electricity consumption 87%

96% tCO_2e de Scope 3

77% tCO_2e goods and services purchased, capital goods, and downstream transport and distribution.

21% tCO_2e employees travelling and commuting

2% tCO_2e activities related to purchased fuel and energy

NTT DATA	Units	FY24
Scope 1	tCO_2e	**4,078**
Stationary combustion	tCO_2e	417
Mobile combustion	tCO_2e	3,328
Refrigerant gases	tCO_2e	334
Scope 2 *(Market-Based)*	tCO_2e	**1,150**
Electricity consumption *Market Based*	tCO_2e	518
District Heating/Cooling	tCO_2e	632
Electric fleet	tCO_2e	0
Scope 2 *(Location-Based)*	tCO_2e	**4,389**
Electricity consumption *Local Based*	tCO_2e	3,711
District Heating/Cooling	tCO_2e	632
Electric fleet	tCO_2e	45
Scope 3	tCO_2e	**122,096**
1. Goods and services purchased	tCO_2e	87,370
2. Capital Goods	tCO_2e	6,356
3. Indirect emissions from activities related to purchased fuel and energy	tCO_2e	2,221
6. Business travel	tCO_2e	14,368
6.1. Business travel by air	tCO_2e	11,612
6.2. Business road trips	tCO_2e	1,120
6.3. Business travel by train	tCO_2e	500
6.4. Business Ferry Travel	tCO_2e	66
6.5. Business trips: overnight stays	tCO_2e	1,070
7. Travel of professionals to the workplace	tCO_2e	11,761
9. Downstream Transport and Distribution	tCO_2e	19
TOTAL EMISSIONS *Market Based*	tCO_2e	127,325
TOTAL EMISSIONS *Location Based*	tCO_2e	130,563
Avoided emissions	tCO_2e	34,277
Offset emissions	tCO_2e	1,267
KPI Total Emissions *Market Based*	tCO_2e/professional	2.41

| 3.1.2 | Carbon Footprint |

NTT DATA FY24 carbon footprint by country

In terms of emissions, European offices account for 83% of **NTT DATA's** global emissions due to their larger presence in terms of people and offices.

In terms of total emissions, the top five countries that contribute the most to the company's global emissions in FY24 are as follows:

🇪🇸 **29.50%**

🇮🇹 **14.28%**

🇧🇪 **13.93%**

🇬🇧 **11.07%**

🇩🇪 **10.26%**
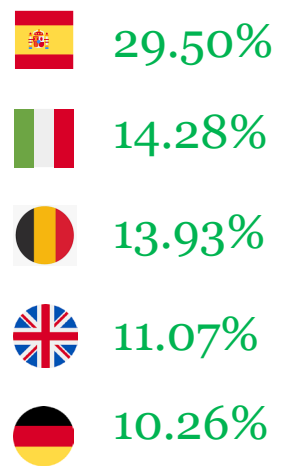
Due to the results obtained during FY24, local decarbonization plans to achieve the Net Zero objective are considering as priority actions those focused on reducing emissions derived from the purchase of goods and services, and travel associated with professionals to reduce Scope 3 emissions, continuing with the purchase of renewable electricity to reduce Scope 2 emissions, and focusing on the gradual electrification of the vehicle fleet to reduce Scope 1 emissions.

Country	FY24 tCO_2e	FY24 % tCO_2e	FY24 tCO_2e/ professional
Europe			
Belgium	17,741	13.93%	61,82
Croatia	39	0.03%	1,52
DACH	13,215	10.39%	8,31
Germany	13,057	10.26%	6,08
Austria	101	0.08%	0,96
Switzerland DACH	57	0.05%	1,27
Spain	37,565	29.50%	1,85
France	30	0.02%	0,61
Greece	248	0.19%	2,56
Italy	18,187	14.28%	3,15
Luxembourg	51	0.04%	0,47
Netherlands	646	0.51%	11,13
Portugal	2,954	2.32%	1,79
U.K.	14,101	11.07%	9,05
Romania	715	0.56%	0,59
Serbia	88	0.07%	1,27
Switzerland Benelux	72	0.06%	4,00
America			
Argentina	1,022	0.80%	0,97
Brazil	5,373	4.22%	1,01
Chile	3,308	2.60%	2,15
Colombia	1,970	1.55%	0,91
Ecuador	503	0.40%	1,25
U.S.	1,004	0.79%	2,72
Mexico	3,284	2.58%	1,44
Peru	4,667	3.67%	0,90
Uruguay	73	0.06%	36,45
Africa			
Morocco	455	0.36%	0,78
Asia			
Vietnam	13	0.01%	0,04
Total	**127,325**	**100%**	**2.41**

Emissions offset

1,266.72
tCO2e
Offset in FY24

Argentina 🇦🇷

During 2024, **NTT DATA Argentina** used Cabify for 9,642 km offsetting 100% of its Emissions. The offset project in which it participates belongs to the Genneia Wind Farm, which contributes to increasing renewable energy in the grid and reducing GHG emissions, generating 1,094 GWh of renewable electricity per year with 46 wind turbines connected to the Interconnection System.

1.45
tCO2e
offset

Brazil 🇧🇷

Brazil contributes to offsetting emissions by financially supporting the service of capturing carbon stored in certified forest areas through the Envira Amazonia Project, a tropical forest conservation project in Acre, Brazil.

190.12
tCO2e
offset

Colombia 🇨🇴

The project in Colombia has as its mission the reforestation and creation of decent employment in the Guainía and Negro rivers, combating greenhouse gas emissions while generating benefits for the community. During 2024, **NTT DATA Colombia** used Cabify for 93,301 km offsetting 100% of its emissions.

13.75
tCO2e
offset

DACH 🇨🇭 🇩🇪 🇦🇹

Customers of *bahn.business* travel within Germany on DB local and long-distance trains using 100% electricity from renewable sources, thus avoiding direct emissions. All indirect emissions, as well as unavoidable proportions of diesel in local transport, are 100% offset based on the Gold Standard. Through LUFTHANSA they also offset their emissions by booking offset flights marked as 'value fare' in the online booking engine.

102.07
tCO2e
offset

Italy 🇮🇹

The Lufthansa Group confirms that the offsetting of flight-related CO_2 emissions is done through internationally certified climate protection projects based on the Gold Standard or, in the case of technology-based projects, through VCS or Puro.earth.

13.27
tCO2e
offset

Portugal 🇵🇹

Portugal takes measures to reduce its carbon footprint by supporting projects aimed at carbon sequestration. Annually they renew their support to the ES_Sponsor project, the first to be certified under the Ecosystem Services Certification in Portugal, financially supporting the service of capturing the carbon stored in the certified forest areas surrounding the Paiva Passages.

946.06
tCO2e
offset

(03)
Environmental
information

3.2

Circular economy

"Integrating circular economy principles into technology is key to optimizing resources and reducing environmental impact."

Circularity is a new economic parameter with which to measure the potential, efficiency and viability of any project, company, business or initiative. **NTT DATA** is concerned about the elements that define circularity along the value chain of the company and our activities, and we have started to design initiatives involving IT, Procurement and Corporate Sustainability that guarantee it, supporting its implementation.

By the type of business model of the company, we have the following priority areas of action:

1. Use of physical resources in offices.

2. Waste management in offices.

3. Electronic waste management.

4. Sustainable and circular value chain (More details in Sustainable Procurement section).

The package of policies and processes that help us to promote and advance the integration of circularity are:

- **Environmental and Energy Policy**. Promoting efficiency in the use of resources (water, paper and energy) and carrying out operational control of the waste generated.

- **Sustainability Policy,** commitment to the circular economy both for the reduction, reuse and recycling of waste and for the correct segregation and management of waste.

- **IT Equipment Waste Management Policy**, which promotes the reuse, recycling and proper traceability of electronic devices at the end of their useful life.

- *Welcome Pack* **Ambiental**, a course with good environmental practices is made available to all new recruits with the aim of improving **awareness** of the rational use of resources and circular economy in their day-to-day work.

The following IROs related to this block have been identified:

E3 Circular Economy

IMPACTS

- Corporate culture that embraces a sustainable value chain and promotes circular economy

- Increase in e-waste generation

- Increase in waste generation

- Air pollution along the value chain

- Reducing the use of physical resources in offices

- Incorrect disposal of damaged devices

RISKS

- Unsustainable supply chains

- Increase in e-waste generation

Use of physical resources and waste management in offices

Regarding the use of physical resources in our offices, the Real Estate teams catalogue disused office furniture, maximizing its reuse in new centers or donating it to other entities.

393

Donated furniture

In addition, we operate under an **Environmental Management** System (EMS), in accordance with **ISO 14001** in 14 countries, which promotes efficient resource management and waste reduction with commitments that include:

- Compliance with current environmental legislation.
- Control of environmental aspects and effects derived from its activities.
- Environmental awareness of professionals.
- Pollution prevention through good environmental practices.

Monitoring waste management allows us to establish a solid baseline to move towards zero waste, on the following page we present the results of waste management during FY24.

Electronic waste management

Regarding hardware, our IT teams extend the lifetime of laptops by maintenance, refurbishment through specialised companies and in accordance with the Waste Electrical and Electronic Equipment (WEEE) Directive 2012/19/EU. If this option is exhausted, other devices are sent for resale, donation and finally destruction, and sustainability criteria are reviewed prior to purchase to ensure the use of more efficient models when replacement is the only option.

This approach helps to keep equipment functional and efficient for longer, and where possible, to have a social impact, through donations.

11,556
Electronic devices resold

4,682
Electronic devices destroyed

1,479
Electronic devices donated

€249,312.62
Annual device resale revenue

Waste management and monitoring

In FY24, **NTT DATA**, as part of its circular economy strategy, continued to prioritize waste monitoring, increasing the number of offices reporting waste to 52 in FY24, compared to 37 in FY23, which prevents accurate comparisons between years.

As happens with consumption, the European region accounts for 93% of the waste reported during FY24, with Romania (26.10%), Spain (20.60%), and Germany (16.19%) being the company's largest waste generators.

Regarding the treatment of the waste generated, a total of 44% of the waste was recycled and reused during FY24, compared to 55% of the waste destined for landfill.

In this regard, Germany, Argentina, the United States, Italy and Switzerland DACH recycled and reused 100% of their reported waste, while the countries that have deposited the most waste in landfills are Romania (87% of their total waste) and Spain (63% of their total waste).

Waste classification

Wastes	Unit	FY24
Non-hazardous	**t**	**274.72**
Re-use	t	0.69
Recycled	t	118.99
Composting	t	0.02
Incinerated with energy recovery	t	1.85
Incinerated without energy recovery	t	0.00
Landfilled	t	153.17
Hazardous	**t**	**4.52**
Re-use	t	0.00
Recycled	t	4.52
Composting	t	0.00
Incinerated with energy recovery	t	0.00
Incinerated without energy recovery	t	0.00
Landfilled	t	0.00
Total wastes generated	**t**	**279.24**
Total wastes generated/professional	**t/professional**	**0.01**
% Wastes disposal in landfills	**%**	**55%**
% Wastes recycled-reused	**%**	**44%**

Measures to reduce waste generation

DACH 🇨🇭 🇩🇪 🇦🇹

The awareness page on **DACH** Sustainability Sharepoint, which is accessible to all professionals, contains tips for waste reduction.
Reusable food containers were implemented in three **DACH** offices to reduce packaging waste when ordering take-away food during lunch.

Italy 🇮🇹

The largest production of plastic in offices in **Italy** is due to the use of plastic water bottles. For this reason, water dispensers have been installed, and reusable water bottles have been distributed to all professionals. In this way, water has become a free good and the use of plastic bottles has been reduced.

Portugal 🇵🇹

NTT DATA Portugal and its professionals during 2024 delivered 1,100 kg of Nespresso capsules for recycling which made an overall donation possible of 2.15 million meals to families served by the Food Bank, through 107,500 kg of donated rice.

Greece 🇬🇷

The Greek office succeeded in becoming paperless, aiming to minimize printing by selectively printing documents to be handled in original rather than electronic format. To this end, e-signatures have been promoted, notably through a platform created by the Greek authorities to facilitate official e-signatures.

Luxembourg 🇱🇺

At the **NTT DATA Luxembourg** office, glass cups are provided as an alternative to plastic. Paper is not used, and the use of reusable food containers is encouraged.

United Kingdom 🇬🇧

Reduction measures include promoting the use of reusable containers, utensils and cups in the working environment. We work with suppliers who offer products with minimal and recyclable packaging to reduce waste.

NTT DATA

Environmental information

3.3

Analysis of the EU Taxonomy

Introduction

The Taxonomy Regulation (EU) 2020/852 is a key component of the European Union's strategy to achieve the objectives of the European Green Deal. Published by the European Commission in 2020, this regulation, along with its Delegated Acts and amendments, establishes the criteria for assessing whether an economic activity is environmentally sustainable.

Although the European Taxonomy is under changes and development due to the Omnibus package, during 2024 **NTT DATA** analysed the six* environmental objectives of the EU Taxonomy and we will present the results of the exercise in this chapter on a voluntary basis, one year ahead of the mandatory reporting schedule. As this is the first year **NTT DATA** is reporting under the EU Taxonomy, there is no requirement to disclose the prior year figures.

Once the final version of the EU Taxonomy requirements is ready, we will continue to refine our internal processes to identify and analyse projects and activities that comply with them.

The scope of the current report includes **NTT DATA Europe & Latam Group**, in line with the scope of the Group's Consolidated Financial Statements. The reporting period is fiscal year 2024 (1 April 2024 to 31 March 2025).

* Climate change mitigation, Climate change adaptation, Sustainable use and protection of water and marine resources, Transition to a circular economy, Pollution prevention and control, Protection and restoration of biodiversity and ecosystems.

1. Eligibility Analysis

We have carried out a screening of the complete list of activities included in the European Taxonomy compass, with special consideration for the sectors of "Information and communication", "Professional, scientific and technical activities" and "Construction and real estate activities", which include potentially applicable activities for the group.

A deep review of the activities in the portfolio was carried out to identify which of them match the description of each activity included in the regulation. The preliminarily identified activities have been confirmed through interviews and questionnaires with internal stakeholders from multiple departments. We have reviewed our portfolio of sustainability-related projects and verified transactions related to leased/purchased cars, leased buildings, building improvement measures, data centre activities and internally developed assets.

For relevancy purposes, certain eligible activities identified with a minimal impact on the total denominator (below 0.001%) were not included in the current report. However, they will continue to be monitored and may be reported in the future if their relevance to the business increases.

Therefore, for the first reporting year, the eligible activities identified are as follows:

Climate change mitigation:

• 6.5 Transport by motorbikes, passenger cars and light commercial vehicles

• 7.3 Installation, maintenance and repair of energy efficiency equipment

• 7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)

• 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings

• 7.7 Acquisition and ownership of buildings

• 8.1 Data processing, hosting and related activities

• 8.2 Data-driven solutions for GHG emission reductions

• 9.3 Professional services related to the energy performance of buildings

Sustainable use and protection of water and marine resources

• 4.1 Provision of IT/OT data-driven solutions for leakage reduction

None of our activities contribute to multiple objectives and therefore do not require disaggregation of KPIs.

2. Alignment analysis

The work process for the alignment analysis has followed the below steps:

Substantially contribute
to at least one of the six environmental objectives

Do no significant harm
to any of the other five environmental objectives

Comply with **minimum social safeguards**

DNSH analysis of aligned activities

We identified aligned activities pertaining only to the Climate change mitigation objective and describe the results of the analysis below:

DNSH to Climate change adaptation
- In line with Appendix A of Delegated Regulation 2021/2139, **NTT DATA** has completed a climate risk analysis to identify the material physical and transitional climate risks, covering various activities and locations. For more details on climate risk analysis, see Chapter 3, Point 3.1.
- All relevant eligible activities comply with the DNSH criteria.

DNSH to Transition to a circular economy
Restricted substances
We have analysed manufacturers' technical sheets and product environmental reports for the most common laptop models used by **NTT DATA** employees, and they are compliant with the limitations for restricted substances.

Waste management and end-of-life treatment
- Given the nature of our business as an IT provider, this topic is more relevant to hardware vendors than to our own operations.
- However, in terms of waste management, we have several actions in place to manage waste:
  - Disposal of the equipment by selling it to specialised refurbishing companies. These companies refurbish the equipment and resell it on the second-hand market to individual consumers.
  - When resale is not viable, waste electrical and electronic equipment is disposed of through authorised disposal and recovery companies, ensuring that WEEE is managed in compliance with European regulations for EU countries.
  - Some of the equipment is covered by a buy-back guarantee, which allows for return in exchange for a proportional payment based on its condition, and suppliers recycle the parts.
  - In addition, a percentage of equipment that is no longer needed but in good condition is donated by some countries to be reused.
- In the case of leased equipment, the responsibility for waste management lies with the lessors, as we return the equipment at the end of the contract.
- Multiple NTT DATA offices are certified under the ISO 14001 environmental management system, which means that various measures have been implemented, from optimal use of resources and waste management to environmental performance monitoring. See list in Section 2.2.5 Sustainable certifications.

Eco-design
- Our applications are hosted on third-party servers and data storage equipment and, according to their statement, those in Italy comply with DNSH criteria.

In addition, as part of our process improvements, we are working on incorporating the relevant criteria of the EU Taxonomy into the procurement policy and supplier homologation process.

Minimum Social Safeguards

NTT DATA implements the necessary mechanisms, procedures and policies to ensure compliance with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labour Organisation on Fundamental Principles and Rights at Work and the International Bill of Human Rights. More details are disclosed in Chapters 2, 4 and 5.

Accounting principles - double counting

Double counting has been avoided by carrying out reconciliation with consolidated accounting information and using consistent sources of information, which avoids considering the same item in two different indicators or twice within the same indicator.

Turnover

It is calculated by dividing:

Net turnover derived from products or services associated with Taxonomy-eligible and respectively aligned economic activities

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Total net turnover, as shown in "Net revenue - Services rendered" in the Consolidated Income Statement.

NTT DATA develops sustainability projects funded by EU and/or local grants that comply with the EU Taxonomy description, but the associated revenues are reported as "Other operating revenue – Operating grants taken to income during the year" in the Consolidated Income Statement and are therefore not considered as turnover according to the European Taxonomy.

Most of our services, such as consultancy, systems maintenance, software development and digital services/solutions, are not included in the current list of EU Taxonomy activities.

CapEx

The CapEx ratio refers to:

Assets or processes that are associated with Taxonomy-aligned economic activities.

The denominator includes additions to tangible and intangible assets during the reporting period before depreciation, amortisation and any re-measurements, including those arising from revaluations and impairments, and excluding changes in fair value. It also includes additions to tangible and intangible assets resulting from business combinations.

Information for CapEx denominator are provided in notes 5 "Intangible assets", note 6 "Property, plant and equipment" and note 7 "Right-of-use assets and lease liabilities" of Consolidated Financial Statements.

OpEx

The OpEx ratio includes:

Operational expenditures related to assets or processes that are associated with Taxonomy-aligned economic activities.

The denominator comprises direct non-capitalised costs such as research and development, building renovation measures, short-term leases, maintenance, repair and other expenses related to the day-to-day servicing of property, plant and equipment assets, including cleaning and hosting services.

Such costs are mainly recorded in "External services" in Note 24(c) in the Consolidated Financial Statements. Other major expense components such as professional services, advertising, transport, insurance or utilities are included in this note which do not meet the definition of operating expenses in the EU Taxonomy and are therefore excluded. **NTT DATA** has thoroughly evaluated its OpEx items to identify those eligible and then differentiate between those that comply with the technical screening criteria and those that are not covered by the Taxonomy.

€3,777,142 thousand

€98,955 thousand

€89,181 thousand

Note: The tables of nuclear and fossil gas related activities confirmation are presented in Annex 4.

Summary by activity

	Turnover	CapEx	OpEx
Denominator	3,777,142	98,955	89,181
A.1. Taxonomy-eligible and Taxonomy-aligned activities	**5,338** **0.14%**	**988** **1.00%**	**155** **0.17%**
CCM 8.2 Data-driven solutions for GHG emission reductions — Digital services or solutions delivered to clients.	4,237	988	155
CCM 9.3 Professional services related to energy performance of buildings — Technical consulting services (energy consulting, energy simulations, project management, energy performance contracts, trainings, LEED/BREEAM certification) linked to the improvement of energy performance of buildings and accredited energy audits and building performance assessments. We have considered a proxy to estimate the revenue portion of the projects associated with the energy performance.	1,101	-	-
A.2. Activities eligible under the taxonomy but not aligned with the taxonomy	**18,084** **0.48%**	**34,849** **35.22%**	**23,693** **26.57%**
CCM 6.5 Transport by motorbikes, passenger cars and light commercial vehicles — New acquisition and leasing of cars and related maintenance and repair costs. Based on analysis performed together with our leasing partners, compliance of tires with the EU Taxonomy criteria cannot be assessed at vehicle level at this stage.	-	11,146	169
CCM 7.3* Installation, maintenance and repair of energy-efficient equipment — Installation and maintenance of energy-efficient light sources, as well as HVAC and water heating systems.	-	144	251
CCM 7.4 Installation, maintenance and repair of electric vehicle charging stations in buildings — Installation and maintenance of charging stations.	-	89	2
CCM 7.5* Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings — Installation and maintenance of thermostat systems and detection equipment, building automation and control systems and lighting control systems.	-	78	449
CCM 7.7 Acquisition and ownership of buildings — Additions to the right of use of buildings under IFRS 16 and cleaning, maintenance and repairs for existing facilities. For multiple offices, we have one or more environmental certifications (e.g. BREEAM, LEED, WELL, ISO 14001:2015, ISO 50001), however, they do not provide sufficient evidence to be aligned.	-	23,193	10,313
CCM 8.1 Data processing, hosting and related activities — License revenue from the sale of internally developed software generated by the Software as a Service type agreements. OpEx represent hosting costs paid to hyper-scalers and renting space in colocation data centers for internal use. We do not own, nor control the data centers supporting this activity.	11,435	-	12,129
CCM 8.2 Data-driven solutions for GHG emission reductions — Digital services or solutions delivered to clients for which it could not be demonstrated substantial life-cycle GHG emission savings as compared to the best performing alternative solution already available on the market.	4,717	79	357
WMR 4.1 Provision of IT/OT data-driven solutions for leakage reduction — Internally developed solutions that mitigate leakage in water supply systems. The project doesn't manage KPIs related to good water status and good ecological potential.	1,896	120	23

* In the evaluation of activity CCM 7.3 and CCM 7.5 we encountered significant challenges due to their complexity, which has made the alignment analysis impractical at this stage. We are committed to refining our processes to enhance the effectiveness of future analyses..

Proportion of Turnover from products or services associated with Taxonomy-aligned economic activities - disclosure for fiscal year 2024

Financial year		2024		Substantial contribution criteria						DNSH Criteria (Does Not Significantly Harm)									
Economic activities	Code	Turnover (thousands of euros)	Proportion of Turnover, 2024	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) Turnover, 2023	Category: Enabling activity	Category: Transitional activity
		EUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Data-driven solutions for GHG emission reductions	CCM 8.2	4,237	0.11%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	N/A	E	
Professional services related to the energy performance of buildings	CCM 9.3	1,101	0.03%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	N/A	E	
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**5,338**	**0.14%**	**0.14%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**N/A**		
Of which Enabling		5,338	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Y	Y	Y	Y	Y	Y	Y	N/A	E	
Of which Transitional		-	0.00%	0.00%						Y	Y	Y	Y	Y	Y	Y	N/A		T
A.2 Taxonomy Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Data processing, hosting and related activities	CCM 8.1	11,435	0.30%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Data-driven solutions for GHG emission reductions	CCM 8.2	4,717	0.13%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Provision of IT/OT data-driven solutions for leakage reduction	WMR 4.1	1,896	0.05%	N/EL	N/EL	EL	N/EL	N/EL	N/EL								N/A		
Turnover of Taxonomy eligible, but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**18,048**	**0.48%**	**0.43%**	**0.00%**	**0.05%**	**0.00%**	**0.00%**	**0.00%**								**N/A**		
A. Turnover of taxonomy-eligible activities (A.1+A.2)		**23,386**	**0.62%**	**0.57%**	**0.00%**	**0.05%**	**0.00%**	**0.00%**	**0.00%**								N/A		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy non-eligible activities(B)		**3,753,756**	**99.38%**																
TOTAL		**3,777,142**	**100.00%**																

Proportion of Turnover / Total Turnover		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.14%	0.57%
CCA	0.00%	0.00%
WTR	0.00%	0.05%
CE	0.00%	0.00%
PPC	0.00%	0.00%
BIO	0.00%	0.00%

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities - disclosure for fiscal year 2024

Economic activities	Code	CapEx (thousands of euros)	Proportion of CapEx, 2024	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx 2023	Category: Enabling activity	Category: Transitional activity
Financial year		2024		Substantial contribution criteria						DNSH Criteria (Does Not Significantly Harm)									
		EUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Data-driven solutions for GHG emission reductions	CCM 8.2	988	1.00%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	N/A	E	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**988**	**1.00%**	**1.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**N/A**		
Of which Enabling		988	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Y	Y	Y	Y	Y	Y	Y	N/A	E	
Of which Transitional		-	0.00%	0.00%						Y	Y	Y	Y	Y	Y	Y	N/A		T
A.2 Taxonomy Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Transport by motorbikes, passenger car and light commercial vehicle	CCM 6.5	11,146	11.26%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of energy-efficient equipment	CCM 7.3	144	0.15%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of electric vehicle charging stations in buildings (and parking spaces adjacent to buildings)	CCM 7.4	89	0.09%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings.	CCM 7.5	78	0.08%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Acquisition and ownership of buildings	CCM 7.7	23,193	23.44%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Data-driven solutions for GHG emission reductions	CCM 8.2	79	0.08%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Provision of IT/OT data-driven solutions for leakage reduction	WMR 4.1	120	0.12%	N/EL	N/EL	EL	N/EL	N/EL	N/EL								N/A		
Capital expenditure of Taxonomy eligible, but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**34,849**	**35.22%**	**35.10%**	**0.00%**	**0.12%**	**0.00%**	**0.00%**	**0.00%**								**N/A**		
A. CapEx of taxonomy-eligible activities (A.1 + A.2)		**35,837**	**36.22%**	**36.10%**	**0.00%**	**0.12%**	**0.00%**	**0.00%**	**0.00%**								N/A		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy non-eligible activities(B)		**63,118**	**63.78%**																
TOTAL		**98,955**	**100.00%**																

Proportion of CapEx/Total CapEx		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	1.00%	36.10%
CCA	0.00%	0.00%
WTR	0.00%	0.12%
CE	0.00%	0.00%
PPC	0.00%	0.00%
BIO	0.00%	0.00%

Proportion of OpEx for products or services associated with Taxonomy-aligned economic activities - disclosure for fiscal year 2024

Financial year	2024		Substantial contribution criteria						DNSH Criteria (Does Not Significantly Harm)								
Economic activities	Code	OpEx (thousands of euros)	Proportion of OpEx, 2024	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity	Minimum safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx 2023	Category: Enabling activity	Category: Transitional activity
		EUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Data-driven solutions for GHG emission reductions	CCM 8.2	155	0.17%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	N/A	E	
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**155**	**0.17%**	**0.17%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**N/A**		
Of which Enabling		155	100.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Y	Y	Y	Y	Y	Y	Y	N/A	E	
Of which Transitional		-	0.00%	0.00%						Y	Y	Y	Y	Y	Y	Y	N/A		T
A.2. Taxonomy Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Transport by motorbike, passenger car and light commercial vehicle	CCM 6.5	169	0.19%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of energy-efficient equipment	CCM 7.3	251	0.28%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	2	0.002%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Installation, maintenance and repair of instruments and devices for measuring, regulating and controlling the energy performance of buildings.	CCM 7.5	449	0.50%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Acquisition and ownership of buildings	CCM 7.7	10,313	11.57%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Data processing, hosting and related activities	CCM 8.1	12,129	13.60%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Data-driven solutions for GHG emission reductions	CCM 8.2	357	0.40%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								N/A		
Provision of IT/OT data-driven solutions for leakage reduction	WMR 4.1	23	0.03%	N/EL	N/EL	EL	N/EL	N/EL	N/EL								N/A		
OpEx of Taxonomy eligible, but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**23,693**	**26.57%**	**26.54%**	**0.00%**	**0.03%**	**0.00%**	**0.00%**	**0.00%**								**N/A**		
A. OpEx of taxonomy-eligible activities (A.1+A.2)		**23,848**	**26.74%**	**26.71%**	**0.00%**	**0.03%**	**0.00%**	**0.00%**	**0.00%**								**N/A**		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy non-eligible activities(B)		65,333	73.26%																
TOTAL		**89,181**	**100.00%**																

Proportion of OpEx/ Total OpEx		
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.17%	26.71%
CCA	0.00%	0.00%
WTR	0.00%	0.03%
CE	0.00%	0.00%
PPC	0.00%	0.00%
BIO	0.00%	0.00%

(04) Social information

Positive for people

Positive for people is the social pillar of our sustainability strategy, through which **NTT DATA** is committed to leading with responsibility and innovation.

In this chapter, we will explore the goals, policies, actions and results of **NTT DATA** during FY24 in response to today's societal challenges, covering four key areas:

- **People**: We are dedicated to creating an inclusive work environment that promotes both the professional and personal development of our professionals. We have implemented a number of initiatives to promote diversity and improve the quality of working life, as well as to facilitate work-life balance.

- **External staff**: This year marks a milestone for us, as for the first time we are publishing information about our external staff. We consider it essential to assess the impact of our operations on those who work with us indirectly.

- **Affected communities**: We are committed to strengthening the communities where we operate. Through our social work, we have carried out various actions focused on generating shared value with local populations and contributing to local development, prioritising the reduction of the digital divide and the creation of a more sustainable value chain.

- **Clients**: With a client-centric approach, we work to provide solutions that not only respond to business needs, but also generate a positive impact on society.

52,496 people

28 countries

1,640,251 hours of training

€1,618,252.05 donated to social impact organisations

![NTT DaTa]

(04)
Social information

4.1

People

Our culture in the workplace

Bringing together people from different backgrounds, with unique experiences and individual differences, creates a modern, dynamic and innovative workplace. Many of the current achievements and developments in **NTT DATA Europe & Latam** would probably be unthinkable without diversity in the workplace.

We realise that the diversity of our teams is a great opportunity for us as a company. That is why we are transparent and continuously develop our environment and culture so that the differences between our professionals are respected and valued. We believe that, in addition to acceptance and appreciation of differences, real inclusion and a sense of belonging are crucial to unlocking the full potential of each professional.

"A **professional** for **NTT DATA** is any natural person who provides personal services for our company, by virtue of their organisational power, in exchange for remuneration."
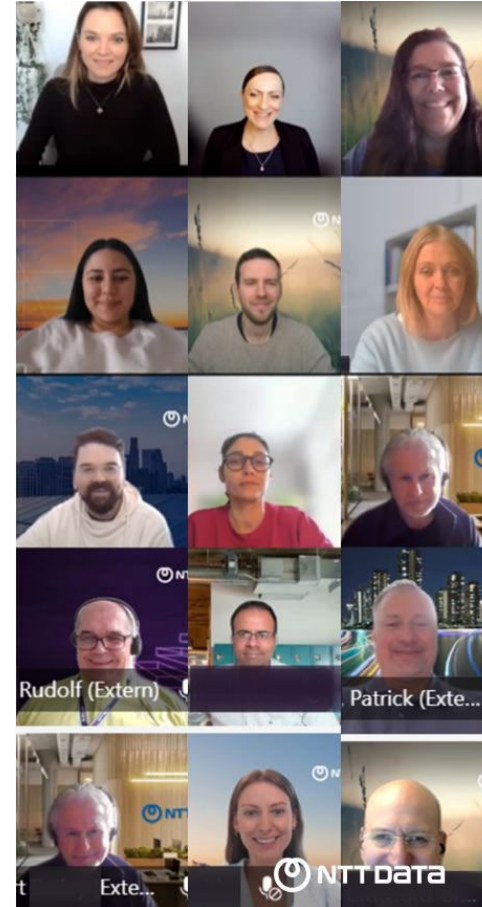
The following IROs related to this block have been identified:

S1 Own staff

IMPACTS

- Diversity as a basis for the integration of our teams
- Loss of talent in the IT sector
- Creating a diverse and inclusive environment
- Gender inequality
- Data protection and privacy breaches
- Fair working hours and wages
- Attracting talent by guaranteeing excellent working conditions
- Adequate wages for non-employees
- Work-life balance
- Ensuring health and safety conditions
- Sustainability training

OPPORTUNITIES

- Fair working hours and wages
- Sustainability training
- Digital transformation opportunities
- Improved operational efficiency through STEM profiles

RISKS

- Loss of talent
- Labour obsolescence
- Gender inequality
- Health and safety
- Professional misconduct in the workplace
- STEM profiles
- STEM profile training
- IT infrastructure, software and tools
- Anti-diversity behaviour

Mitigating potential risks to talent

NTT DATA has developed a comprehensive approach to mitigate the company's potential risks to its professionals, called "***People Compliance Universe***". This approach focuses on integrating compliance, ethics and risk management into the *People* strategy, with the aim of proactively protecting and developing talent in the face of actual or potential negative impacts.

It seeks to provide an in-depth understanding of the challenges faced by our *People* departments across the region, implementing a focus on compliance as an opportunity for improvement and growth.

Key points:
- ***Awareness***: Promoting the training and awareness of the *People* teams in the different countries on the challenges they manage.
- **Global and holistic vision**: The "*People Compliance Universe*" classifies and contributes to both the identification of contingencies related to talent management and the impact they have on other corporate areas of the company.
- **Articulated Map**: A dynamic taxonomy is used to map and analyse compliance at different levels and disciplines, allowing the compliance management strategy to be tailored to the specific day-to-day processes of each of the teams.

One of the priorities for **NTT DATA** is the protection and development of talent in a proactive manner.

Total number of professionals and distribution

At the end of fiscal year 2024, the total number of professionals in the 28 countries where **NTT DATA Europe & Latam** has a presence amounts to **52,496**.

Distribution by continent

Europe	America	Africa	Asia
63.90%	34.42%	1.11%	0.57%
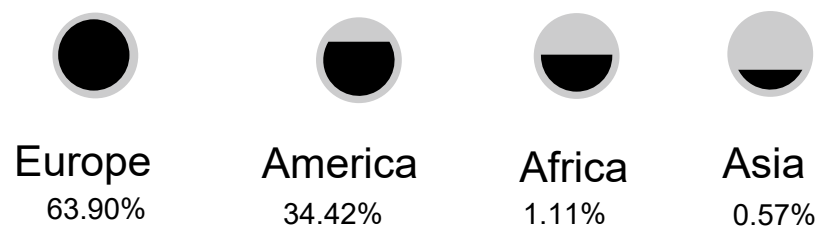
* Of the 28 countries that make up the company, no data is presented for Lithuania.
** In previous years it was reported together with other countries and is not disaggregated.
Reference to Financial Statements: The total number of professionals does not match as the Financial Statements include also the members of the Board, and in this report only the professionals are included.

Country	Women FY24	Men FY24	Gender: Other FY24	Total FY24	FY23	FY22
Europe						
Belgium	138	149		287	302	267
Croatia	11	15		26	25	**
DACH	726	1573		2300	2,456	2,425
Germany	684	1464	1	2149	2,282	**
Austria	32	74		106	106	**
Switzerland	10	35		45	68	18
Spain	6,651	13,672		20,323	20,460	19,789
France	15	34		49	56	51
Greece	25	72		97	108	71
Ireland	1	11		12	-	-
Italy	1,704	4,072		5,776	5,775	5,674
Luxembourg	28	79		107	97	92
Netherlands	18	40		58	72	77
Portugal	672	982		1,654	1,564	1,379
United Kingdom	436	1,122		1,558	1,810**	1,903**
Romania	595	617		1,212	1,342	1,243
Serbia	24	45		69	65	
Switzerland (Benelux)	6	12		18	-	-
The Americas						
Argentina	332	724		1,056	1057	942
Brazil	1,778	3,521		5,299	5,309	5,046
Chile	404	1,136		1,540	1,543	1,768
Colombia	761	1,406		2,167	1,715	1,451
Ecuador	122	281		403	293	-
Mexico	754	1,521		2,275	2,365	2,248
Peru	1,556	3,640		5,196	4,769	-
Uruguay	1	1		2	1	-
United States	36	96		132	117	102
Africa						
Morocco	265	317		582	494	455
Asia						
Vietnam	70	228		298	306	-
TOTAL	17,129	35,366	1	52,496	52,101	50,199

NTT DATA Europe & Latam has a talent architecture that includes five main professional categories to value and ensure global consistency, equity and talent empowerment. An analysis is presented for each category grouped into age segments (under 30, 30-50 and over 50) and gender (male, female, other gender).

NTT DATA develops a personalised career plan for each person, with the aim of developing each person in the areas that most interest them.

Our commitment is to accompany professionals in their integral development so that each one is who they want to be, creating an environment of autonomy and taking into account the diversity and uniqueness that we do through:
- Personalised mentoring programmes and continuous feedback conversations.
- A process of constant development.
- Endless opportunities to create new challenges.
- Recognition of developments with personalised promotions.

Professional categories	%* Women	No. Women	%* Men	No. Men	Total FY24
Junior	34.53%	5,487	65.47%	10,401	15,889
Professional	32.52%	9,159	67.48%	19,006	28,165
Manager	32.18%	2,005	67.82%	4,226	6,231
Senior Manager	24.82%	412	75.18%	1,248	1,660
Executive	11.98%	66	88.02%	485	551
Total	**32.63%**	**17,129**	**67.37%**	**35,366**	**52,496**

*Percentages are calculated on 100% of each category.

Professional categories	> 50 No.	> 50 %*	30-50 No.	30-50 %	< 30 No.	< 30 %	Total FY24
Junior	647	4.07%	5795	59.45%	9,447	36.47%	15,889
Professional	2,380	8.45%	17,812	63.24%	7,973	28.31%	28,165
Manager	1,139	18.28%	4,932	79.15%	160	2.57%	6,231
Senior Manager	599	36.08%	1,059	63.80%	2	0.12%	1,660
Executive	316	57.35%	235	42.65%	0	0%	551
Total	**5,081**	**9.68%**	**29,833**	**56.83%**	**17,582**	**33.49%**	**52,496**

*Percentages are calculated based on the total workforce

Recruitment management

NTT DATA has developed a recruitment management process to ensure that the selection of project professionals meets the company's business needs, projects and professional expectations.

The selection process starts with the request for resources from the business or support units. Depending on the profiles requested, the most appropriate ways of recruiting candidates are identified and used accordingly. Some of the possible channels for obtaining applications are jobsites, universities, job offers in the press, corporate website, headhunters, etc. In addition, spontaneous applications are also received, as well as those sent by company personnel.

Successful candidates are called for interview and candidates who do not pass the test phase are notified in writing of the outcome of the process and their participation in the process is finalised and recorded.

Number and evolution of recruitments

	Women FY24	Men FY24	Total FY24	FY23	FY22
Europe	1,638	3,313	4,951	6,386	9,252
The Americas	1,694	3,834	5,528	4,996	5,924
Africa	71	102	173	114	191
Asia	10	43	53	-	-
Total	**3,413**	**7,292**	**10,705**	**11,496**	**15,367**

During the year, **NTT DATA** secured a total of **10,705 new recruits**, a decrease of 791 compared to the previous year.

In Europe, 67.84% of new recruits were concentrated in Spain, with a total of 3,834. In America, the countries with the highest volume of recruits were Peru with 1,857, followed by Brazil with 1,472 and Colombia with 951.

Distribution of contract modalities

In terms of the total and the distribution of contracts in the company, **97.7% of contracts are permanent** while temporary contracts account for 2.3%.

Type of contract	% Contracts FY24	% Contracts FY23	% Contracts FY22
Permanent	**97.7%**	97.4%	92.0%

In terms of country distribution, they all present a similar pattern, with a majority of permanent and full-time contracts. Of particular note is the case of Brazil and Peru, where no temporary or part-time contracts are recorded.

Contract modalities by gender

Type of contract	Women	Men	Gender: Other	Total
Permanent	16,757	34,531	1	**51,289**
Temporary	372	835	-	**1,207**
Full-time	16,524	34,885	-	**51,409**
Part-time	605	481	1	**1,086**

97.9% of the contracts are full-time while part-time contracts make up 2.1%.

The average annual number of contracts broken down by country, gender, age and occupational classification can be found in Indicator 4 in Annex 5.

*Percentages are calculated based on the total workforce

Country	Permanent	Temporary	Full-time	Part-time
Europe				
Belgium	287	0	287	0
Croatia	23	3	22	4
DACH	2293	7	1857	442
Germany	2144	5	1734	414
Austria	106	0	85	21
Switzerland	43	2	38	7
Spain	20310	13	19961	362
France	49	0	49	0
Greece	97	0	97	0
Ireland	11	1	12	0
Italy	5767	9	5776	0
Luxembourg	107	0	107	0
Netherlands	58	0	58	0
Portugal	1654	0	1653	1
United Kingdom	1520	38	1558	0
Romania	1051	161	936	276
Serbia	69	0	68	1
Switzerland (Benelux)	18	0	18	0
The Americas				
Argentina	1056	0	1056	0
Brazil	5299	0	5299	0
Chile	1538	2	1540	0
Colombia	2164	3	2167	0
Ecuador	403	0	403	0
Mexico	1497	778	2275	0
Peru	5196	0	5196	0
Uruguay	2	0	2	0
United States	132	0	132	0
Africa				
Morocco	582	0	582	0
Asia				
Vietnam	106	192	298	0
TOTAL	**51,289***	**1,207**	**51,409**	**1,086**

Staff turnover

The overall staff turnover has increased from 11.80% to 18.15%. This indicator varies significantly by age group: it is highest among professionals under 30 years of age, with 22.9%, followed by those between 30 and 50 years of age with 16.04%, and finally those over 50 years of age, with a rate of 13.5%. The percentage of professionals over 50 years of age is 9.68%.

Turnover data is obtained from the sum of voluntary departures, dismissals, retirements and deaths in the workplace.

Figures broken down by age and country can be found in Indicator 2 in Annex 5.

Turnover rate (%)

FY22	FY23	FY24
18,47%	11,80%	18,15%

Europe	America	Africa	Asia
15,67%	22,95%	14,74%	21,75%
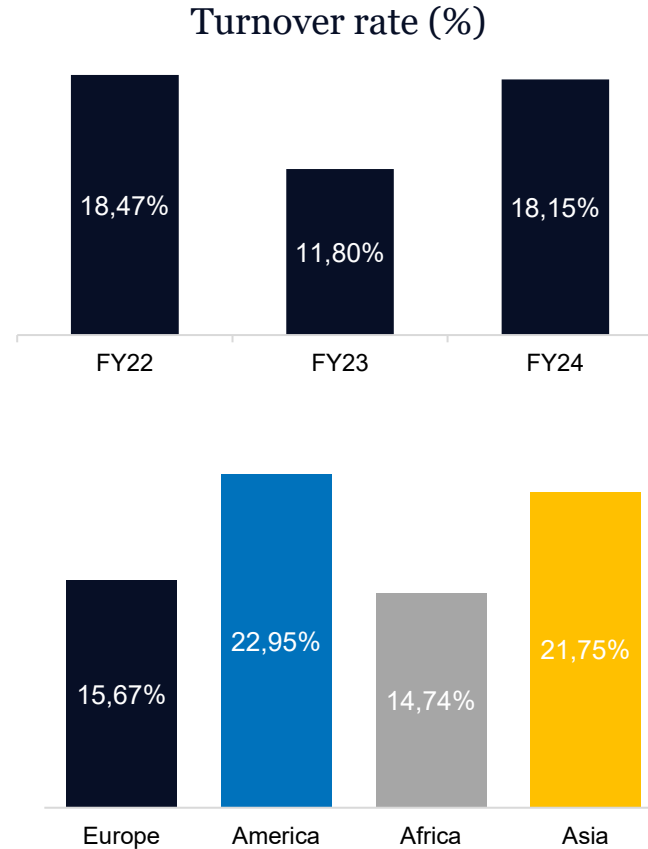
Number and turnover rate (%)

Country*	FY24 Number	FY24 %	FY23 %	FY22 %
Europe				
Belgium	69	24.03	4.20	-
DACH				
Germany	222	10.04	8.46	-
Austria	18	16.27	13.04	17.66
Switzerland	10	20.73	7.09	-
Spain	3,295	16.17	11.92	17.03
France	17	32.08	15.12	19.05
Greece	27	24.94	17.47	15.03
Italy	559	9.66	8.86	-
Luxembourg	21	20.64	7.57	9.42
Portugal	314	19.32	14.52	19.73
Netherlands	10	15.19	17.48	14.62
United Kingdom	346	20.76	12.18	-
Romania	380	30.00	12.55	25.38
Serbia	14	21.08	25.93	
The Americas				
Argentina	212	19.39	16.42	23.03
Brazil	1,412	27.03	8.67	17.59
Chile	195	12.58	10.92	15.91
Colombia	458	24.05	14.68	20.93
Ecuador	54	14.87	11.18	19.74
Mexico	502	21.20	12.91	23.40
Peru	1,200	24.04	15.81	24.07
United States	12	9.51	1.72	17.69
Africa				
Morocco	79	14.74	12.23	17.03
Asia				
Vietnam	64	21.75	21.92	-
Total NTT DATA	**9,490**	**18.15**	**11.80**	**18.47**

*Data from Ireland is not included. The turnover rate of Croatia, Switzerland (Benelux) and Uruguay is zero.

Terminations

During the current fiscal year, **NTT DATA Europe & Latam** recorded **2,924 terminations** (847 female and 2077 male), representing 5.6% of its total workforce of 52,496 professionals at the end of FY24. This figure reflects a slight increase over last year.

Terminations are obtained from data on dismissals with cause, unfair (without just cause), by mutual agreement, not passing the probationary period and subrogation (desired).

Terminations

FY22	FY23	FY24
1.947	2.814	**2.924**
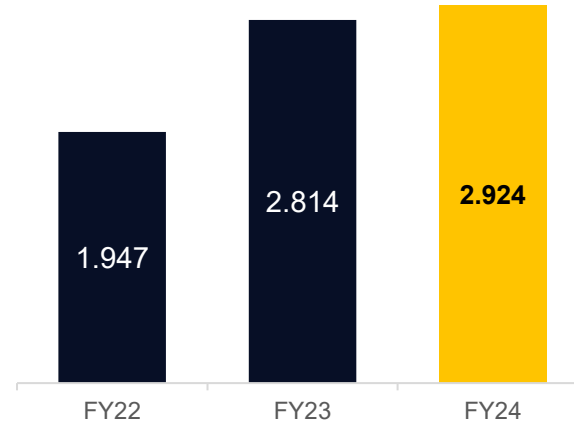
The number of terminations by sex, age and occupational classification can be found in Indicator 3 of Annex 5.

Retirement

During FY24, 14 retirements were recorded, of which seven were male and seven female. The countries with retired people are Spain (8), United Kingdom (3), Brazil (2) and Belgium (1).

In Germany there is a multi-year programme offering professionals the possibility to take early retirement, based on the Partial Retirement Act (AltersTZG), in force since 23 July 1996. This year, 42 people (13 women and 29 men) joined this programme.

Some 9.7% of **NTT DATA Europe & Latam's** workforce is over 50 years old, while the average age of the workforce is 36 years old.

(04)
Social information

4.1.1

Compensation

NTT DATA has developed a remuneration model with salary bands associated to roles and categories, with a roadmap that can vary depending on motivation, interest and opportunities.

In line with this model, there is an annual evaluation process managed through the Performance & Growth platform where a conversation is held with those responsible to align the definition of new challenges and jointly draw up a development plan to achieve them.

Performance & Growth

Adequate salary compliance

NTT DATA Europe & Latam ensures that all professionals receive an adequate salary in accordance with the minimum wage regulations of each country in which it operates, providing in all countries salaries above the minimum wage, thus contributing to the economic well-being of our professionals.

Average staff remuneration

In **NTT DATA**, each professional category has a clearly defined salary structure. The company promotes the continuous development of its professionals through a training catalogue accessible to everyone. It also provides funding for training and languages. For professionals at entry-level knowledge development levels, internal mobility is encouraged, allowing participation in diverse projects, exposure to new sectors and customers, and exploration of different areas of expertise as part of their professional growth.

Average pay by age group

Professional categories	> 50 FY24	> 50 FY23	30-50 FY24	30-50 FY23	< 30 FY24	< 30 FY23
Junior	€27,296	€28,050	€18,068	€18,766	€16,264	€16,772
Professional	€45,405	€45,414	€35,434	€35,815	€28,321	€29,115
Manager	€69,261	€68,512	€57,069	€56,361	€48,236	€47,726
Senior Manager	€105,936	€106,736	€90,074	€89,989	€53,202	€71,241
Executive	€168,775	€146,107	€157,944	€130,960	-	-
Total average value	**€63,256**	**€61,744**	**€38,542**	**€38,696**	**€22,027**	**€22,483**

Wage gap

NTT DATA is working towards equal pay and continues to drive structural measures to improve female representation at all organisational levels and progressively reduce the gender pay gap in the medium to long term.

Between FY23 and FY24, the gap increased from 4.41% to 5.06%. This increase can be partly explained by an increase in localised areas of the region as a result of the integration process, with a considerable impact on the overall average for the region.
For example, in the specific case of Germany, the analysis points to a combination of relevant factors:
- A significantly higher turnover of women in middle management, especially in the Manager and Professional categories, reduced their representation in mid-high salary positions, which had a direct effect on the female median salary and thus on the increase of the overall indicator.
- A volume of departures concentrated in operational profiles, mostly female, where the pay gap tends to be lower, thus amplifying the impact on the pay gap.

It should be noted that the analyses by professional category do not reveal any significant pay gaps, in line with the company's remuneration policy, which guarantees pay equity without distinction as to sex or any other diversity variable.

Gender Gap	FY24	FY23	FY22
NTT DATA	**5.06%**	4.41%	4.48%

These values correspond to the wage gap without Business Support Area (BSA), Business Process Outsourcing (BPO) and Executives.

The wage gap is defined as the difference in salaries between groups of professionals at the same level, i.e. it is calculated by comparing the remuneration of equivalent talent segments (same category, same region/country, business unit, etc.), however, our data is presented on an aggregated basis, therefore the calculation does not include talent segments that do not contain at least one professional and one employee in similar roles or with similar characteristics. For the calculation of the gap we have used the hourly cost of professionals taking into account the working hours of each person and country. The formula used was:
***Wage gap**= (Average Hourly Cost for Men - Average Hourly Cost for Women) / (Average Hourly Cost for Men)*
***Average Hourly Cost x Hour** = Wage 100% * % Working Day * 7 / 365.25 / Hours x Week*
For the Cost per Hour, the 100% Salary has been used which includes the Mission Allowance and the Chilean Bonus, but no variable or long-term incentive concepts or mission-based remuneration by geographical location have been included.

Ratio of average remuneration of women versus men

Professional category	Ratio FY24	Ratio FY23
Junior	0.89	0.91
Professional	0.92	0.92
Manager	0.91	0.91
Senior Manager	0.81	0.82
Executive	0.90	0.91
Total average value	**0.87**	**0.88**

The ratio is obtained by dividing the average female remuneration of each professional category by the average male pay of that category.

Average remuneration by professional category and sex

Professional category	Female FY24	Female FY23	Male FY24	Male FY23
Junior	€16,009	€16,666	€18,021	€18,383
Professional	€32,285	€32,660	€34,959	€35,383
Manager	€54,893	€54,153	€60,006	€59,471
Senior Manager	€79,189	€79,545	€97,301	€96,944
Executive	€142,453	€121,632	€158,404	€134,400
Total average value	**€31,062**	**€31,267**	**€35,533**	**€35,608**

Management Remuneration

NTT DATA complies with the regulatory criteria in force regarding the formalities and remuneration parameters of its Corporate Management.

In our commitment to transparency and fairness, we present the ratio between the annual compensation of our highest fixed salary employee and the average annual fixed compensation of the remaining employees: 13.42.

Average remuneration Corporate Management	FY24	FY23	FY22
Average remuneration	€597,528.41	€525,270.86	€426,809.56
Average remuneration for men	€667,357.79	€605,108.51	€544,927.11
Average remuneration for women	€492,784.35	€405,514.40	€463,038.01

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

Average remuneration Top management level *	FY24	FY23	FY22
Average remuneration	€991,248	€886,677	€1,014,937
Average remuneration for men	€1,058,390	€938,772	€1,067,551
Average remuneration for women	€487,683	€469,915	€541,410

*Includes total annual remuneration (fixed salary, bonus and expatriation allowances) of Top-Level Executives (CEO's and country managers).

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4.1.2

Occupational health
and safety
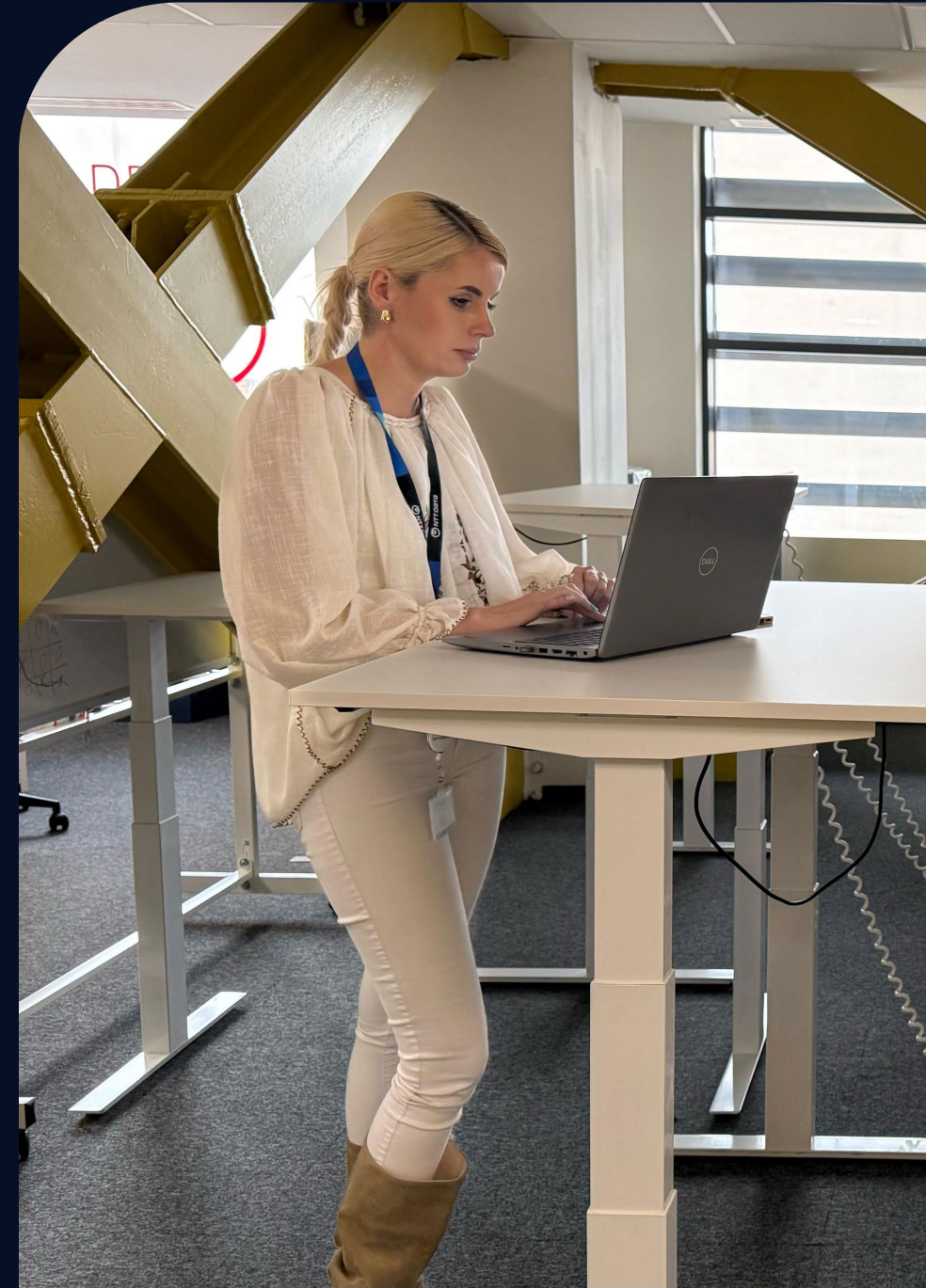
Occupational health and safety

Based on the premise that all accidents and occupational illnesses can and should be avoided, **NTT DATA** establishes occupational risk prevention measures and policies in the countries in which it operates with the commitment to ensure the maximum safe, hygienic, ergonomic and healthy working conditions for each of our professionals, ensuring:

- Compliance with the applicable legislation on occupational risk prevention, other commitments and agreements that the company subscribes to in this field.

- Promotion of continuous improvement of the performance management system and occupational risk prevention behaviours and standards.

- Encouraging the participation, information, training and consultation of all staff in order to maintain an adequate level of prevention in the company.

In addition, health and safety policies and plans exist in almost all countries, as well as procedures for investigating accidents, incidents and occupational illnesses occurring on company premises or at customer premises. For example, in the case of Spain, with the aim of avoiding risks that could lead to occupational accidents and any other type of harm to the health of professionals, in addition to complying with the obligations and requirements of the applicable legislation in force. As in Brazil, where there is a regulatory standard, NR-5, in which companies must have an Internal Commission for Accident and Harassment Prediction (CIPA+A).

All countries have 100% of the professionals covered by the health and safety management system, except for the United States due to the type of regulation in this country and Morocco, due to the different types of contracts it manages internally.

Qué hacer en caso de Accidente Laboral
Más información →

Información para Puesto de Trabajo

Información útil para el embarazo y la diversidad funcional

Información Equipos de protección individual, Herramientas y productos químicos

Emergencias en la Oficina
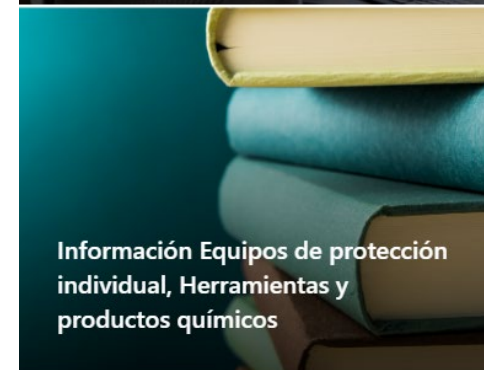
Workplace incidents

The number of **occupational accidents** in FY24 decreased compared to the previous two years, considering a 20% increase in new recruits (10,705 professionals).

An accident at work is considered to be any event that causes harm to the professional, occurs during the exercise of their work activity and generates medical leave, such as falls, slips, cuts, etc.

On the other hand, during this exercise, one **death** was unfortunately recorded in the UK during working hours and was immediately reported to the authorities.

In terms of **occupational illnesses**, only three countries with a total of ten people have been recorded in Belgium (6), Brazil (2) and Chile (2). Most of them correspond to psycho-occupational illnesses.

Accidents, frequency and severity

The formulas for calculating the Severity and Frequency Index used are those available from the Spanish Ministry of Employment and Social Security:

The frequency index (FI) represents how many working hours a lost-time accident occurs in each period. The following formula has been used to calculate it:

FI = No. accidents / (No. hours worked per year x average number of professionals) * 1,000,000

The **severity index (SI)** relates the time not worked because of occupational accidents to the time worked by the professionals exposed to the risk.

SI = No. of days lost due to sick leave/ (No. of hours worked per year * average number of professionals) * 1000 hours

This calculation does not include **accidents on the way to work**, common illnesses (flu, COVID-19, operations, etc.), maternity, paternity and breastfeeding leave, as well as incidents that do not result in sick leave (minor cuts, minor falls, etc.).

Country*	Accidents FY24	Accidents FY23	Accidents FY22
Europe			
Germany	1	3	7
Spain	8	8	9
Italy	2	2	1
America			
Argentina	3	0	0
Colombia	5	3	0
Ecuador	1	1	-
Peru	1	1	0
TOTAL	**21**	**28**	**25**

Country*	Accidents by sex FY24		Total Accidents	Frequency Index		Severity Index	
	Women	Men	Total	Women	Men	Women	Men
Europe							
Germany	0	1	1	0	0.26	-	0.0005
Spain	4	4	8	0.11	0.11	0.001	0.0031
Italy	1	1	2	0.09	0.09	0.005	0.0005
America							
Argentina	3	0	3	0.09	-	0.0035	
Colombia	1	4	5	0.27	1.06	0.001	0.0031
Ecuador	1	0	1	1.38	-	0.001	
Peru	0	1	1	-	0.10	-	0.0001
TOTAL	**10**	**11**	**21**				

*No accidents occurred in Belgium, Croatia, Austria, France, Greece, Luxembourg, Morocco, Portugal, United Kingdom, Romania, Serbia, Switzerland, Brazil, Chile, Mexico, Uruguay and the United States.
*Data from Ireland and Vietnam is not included.

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4.1.3

Work organisation

The company has consolidated its **Be Flex policy**, which allows it to adjust to the needs of professionals through a hybrid work model that combines remote working with office attendance. In this way, depending on the type of project, each person has the flexibility to decide whether to work remotely or in the office.
All the countries in which **NTT DATA** operates have different **hybrid working models**. On average, **78% of the** company's **professionals** have this type of contract.

Working hours

In **NTT DATA**, working hours vary from country to country and are adapted to local regulations and organisational needs. The most common modality is **8 hours a day, 5 days a week**. However, some countries have slightly shorter working hours, such as the UK with an average of 7.5 hours per day, Austria with 7.7 hours and France with 7.8 hours. Here are some examples of different modalities of working day according to local contexts:

- **Spain:** The average working day is 8.5 hours per day during the year, with a reduction during the summer to 35 hours per week between 1 July and 15 September.
- **Portugal:** In SDCP and CPOR companies, they may reduce their working hours by 4 hours per day during the summer months (June, July and August), provided that these hours are compensated in the rest of the year.
- **Morocco:** The possibility of adjusting the working day during the Ramadan period is envisaged, respecting the country's cultural and religious practices.

These adaptations reflect the company's commitment to flexibility and the well-being of its professionals, within a framework of efficiency and respect for regional diversity.

Absenteeism

This aspect is not significant in **NTT DATA** given that the work and performance of the professionals is carried out by objectives, giving flexibility in the development of their tasks.

Absenteeism, for **NTT DATA** EMEAL as a whole, was 1,928,567 hours in FY24 compared to 1,597,109 hours in FY23 as a result of a higher number of professionals in this year.

Country	In person contracts (%)	Hybrid contracts (%)	Remote contracts (%)
Europe	**16.0**	**79.4**	**4.6**
Belgium	51.4	48.6	
Croatia		100.0	
DACH			
Germany		100.0	
Austria		100.0	
Switzerland		100.0	
Spain	1.9	88.6	9.6
France	4.0	96.0	
Greece		87.0	13.0
Italy		100.0	
Luxembourg	86.0	14.0	
Netherlands		100.0	
Portugal		99.8	0.2
United Kingdom	100.0		
Romania	1.2	96.5	2.3
Serbia		51.0	49.0
Switzerland (Benelux)	11.1	88.9	
America	**6.4**	**69.7**	**23.9**
Argentina		92.8	7.2
Brazil	6.0	61.0	33.0
Chile	0.9		99.1
Colombia	29.8	64.8	5.4
Ecuador		100.0	
United States	10.0	20.0	70.0
Mexico	11.0	89.0	
Peru		100.0	
Uruguay		100.0	
Africa		**85.0**	**15.0**
Morocco		85.0	15.0
Global	**7.5**	**78.0**	**14.5**

The well-being of the people who form part of the company is a priority, and for this reason various initiatives aimed at improving physical and mental health in the workplace have been promoted. From actions that favour better organisation of work to proposals that promote digital disconnection, here are some local examples that reflect this commitment.

New Times Approach to Work

In the **DACH** region, internal meetings in *Teams* are scheduled with a reduced duration (25 minutes instead of 30 and 50 instead of 60) to facilitate breaks between meetings.

In addition, meeting-free concentration slots have been defined: Mondays before 10:00, Fridays after 13:00, and every day before 8:00 and after 18:00.

Smart work

In **Italy** , professionals are offered flexibility in smart work management, allowing up to four working days per week in remote mode.

These days may be freely distributed or accumulated within the month, provided that there is agreement with the supervising person and the operational and technical continuity of the team is guaranteed.

Digital disconnection protocol

In **Spain**, a Digital Disconnection Protocol has been established that applies to all professionals in the country. This protocol aims to guarantee the right to digital disconnection, promoting an adequate organisation of working time that respects personal and family life.

It includes measures to ensure the effective enjoyment of rest and holidays, as well as the protection of privacy, regardless of the type of working day or working arrangements.

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Social information

4.1.4

Work-life balance and well-being at work

NTT DATA promotes work-life balance as an essential part of people's well-being. For this reason, we promote conciliation and flexibility measures that allow us to develop a full life project, facilitating remote work and the adaptation of functions when possible.

The following are a series of initiatives aimed at improving the work-life balance and well-being of professionals.

Mental health care initiatives

Assistance programs for professionals

In **Austria**, professionals have an **emotional support programmes** that offers confidential counselling and accompaniment services. This initiative is designed to offer support to those who are going through complex personal situations, providing a safe space where they can express their concerns and receive tools to deal with them in a more comfortable way.

NTT DATA Cares-Openup

An online platform, which can be accessed by any professional in the **Benelux** region. This platform provides access to psychology professionals and workshops related to mental health.

Financial education and support initiatives

Minu 🇲🇽

MINU is an application that is made available to professionals in Mexico, giving them access to tools that help them better manage their finances, promote savings and provide support on health and wellness issues.

With MINU, **NTT DATA** Mexico professionals have the availability of advances of **up to 30%** of their net salary, as well as discounts at **10,000 establishments**.

+Apoio 🇵🇹

+Apoio is an Employee Assistance Programme (EAP) available to all people working at **NTT DATA Portugal**. Through this service, confidential and specialised support on legal, financial, family or social issues is offered through a **24/7** helpline. This initiative seeks to accompany and support people in different aspects of their lives, promoting their overall well-being inside and outside the work environment.

129
Employees benefited

Support areas covered

Legal	Fiscal	Psychological	Psychosocial	General information	Financial	Coaching	Animal welfare
59	39	16	10	4	4	1	1
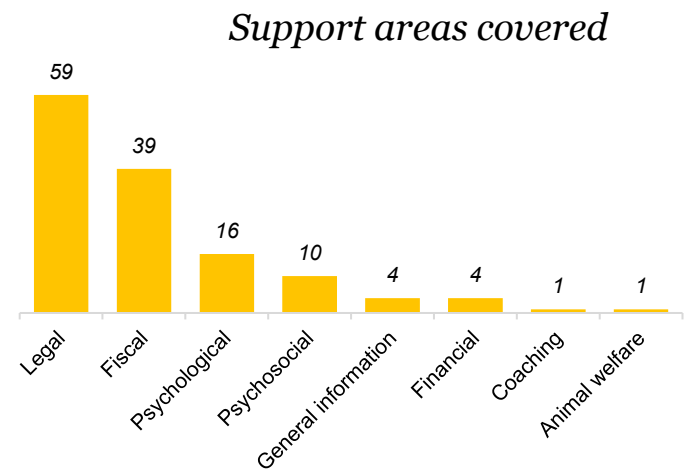
Family support initiatives

Team coaching for new parents 🇮🇹

As part of our commitment to work-life balance and well-being, a team coaching programmes for new mothers and fathers is offered in **Italy**. Its aim is to accompany the return to work after the arrival of a child, facilitating adaptation to this new stage and promoting a healthy balance between personal and professional life.

5
volunteers

30
beneficiaries

Health promotion initiatives

Afastados program 🇧🇷

NTT DATA Brazil has a personalized follow-up programme for people on long-term medical leave. Through the accompaniment of nursing professionals, a close and humane follow-up is carried out, with the aim of offering support, resolving doubts and facilitating their recovery and possible reincorporation into the work environment.

31
professionals accompanied

Health and Flavor Fair 🇪🇨

A health promotion initiative was carried out at three of our sites in **Ecuador**, benefiting **250 professionals**. Through training sessions, the benefits of healthy eating and the importance of regular medical check-ups were addressed. This action sought to promote healthier lifestyles and a greater awareness of self-care, contributing to the overall well-being of our team.

250
trained on the benefits of healthy eating and health checks

Colorectal cancer screening 🇩🇪

As part of the health prevention actions, a programme for early detection of colon cancer was implemented in **Germany**, aimed at our professionals. This initiative offered the possibility of specific check-ups, while promoting awareness of the importance of prevention and preventive diagnosis.

97
professionals took the test

Family-related leave

In line with our commitment to building a culture of well-being and work-life balance, we present the data corresponding to the professionals who have made use of parental leave during the last fiscal year. This information reflects the move towards a more inclusive and respectful working environment for different stages of life.

Country*	Men	Women	Total
Europe			
Belgium	8	12	20
Croatia	0	3	3
DACH			
Germany	49	73	122
Austria	1	4	5
Switzerland	0	0	0
Spain	1,023	476	1,499
France	1	1	2
Greece	5	3	8
Italy	229	179	408
Luxembourg	3	6	9
Netherlands	2	2	4
Portugal	42	42	84
United Kingdom	72	14	108
Romania	127	179	306
Serbia	0	4	4
Switzerland (Benelux)	0	0	0
America			
Argentina	15	10	25
Brazil	152	111	263
Chile	24	19	43
Colombia	31	31	62
Ecuador	31	14	45
United States	4	2	6
Mexico	24	25	49
Peru	164	102	266
Uruguay	0	0	0
Africa			
Morocco	38	88	126
Global	**2045**	**1400**	**3467**

*Data from Ireland and Vietnam is not included

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Social information

4.1.5

Training

A culture of continuous learning

NTT DATA is a company whose main asset is its people, so one of its objectives is to promote their comprehensive development through a culture of personalized learning that fosters curiosity and collaboration among its professionals. We promote and encourage the evolution of each person through new talent models closely related to continuous learning and new challenges where everyone can develop their full potential.

To this end, the **NTT DATA University** has designed a series of **Knowledge Schools and Academies** which will enable any professional to face their future challenges related to the acquisition of knowledge.

These areas range from the most specific knowledge of our business or functional knowledge, to knowledge of the most transformative technologies, to the basic, key and indispensable skills that any professional must develop in order to achieve professional excellence.

As part of the training tools, during the last year a new LMS (Learning Management System) has been implemented for some countries as a training portal through which NTT DATA professionals will be able to access all the training offerings assigned according to their role, unit, sector or country. In addition, at a local level, countries have other physical and virtual training mechanisms, depending on their needs, such as Udemy, Languages, Bootcamps, Soft skills, technical training, among others.
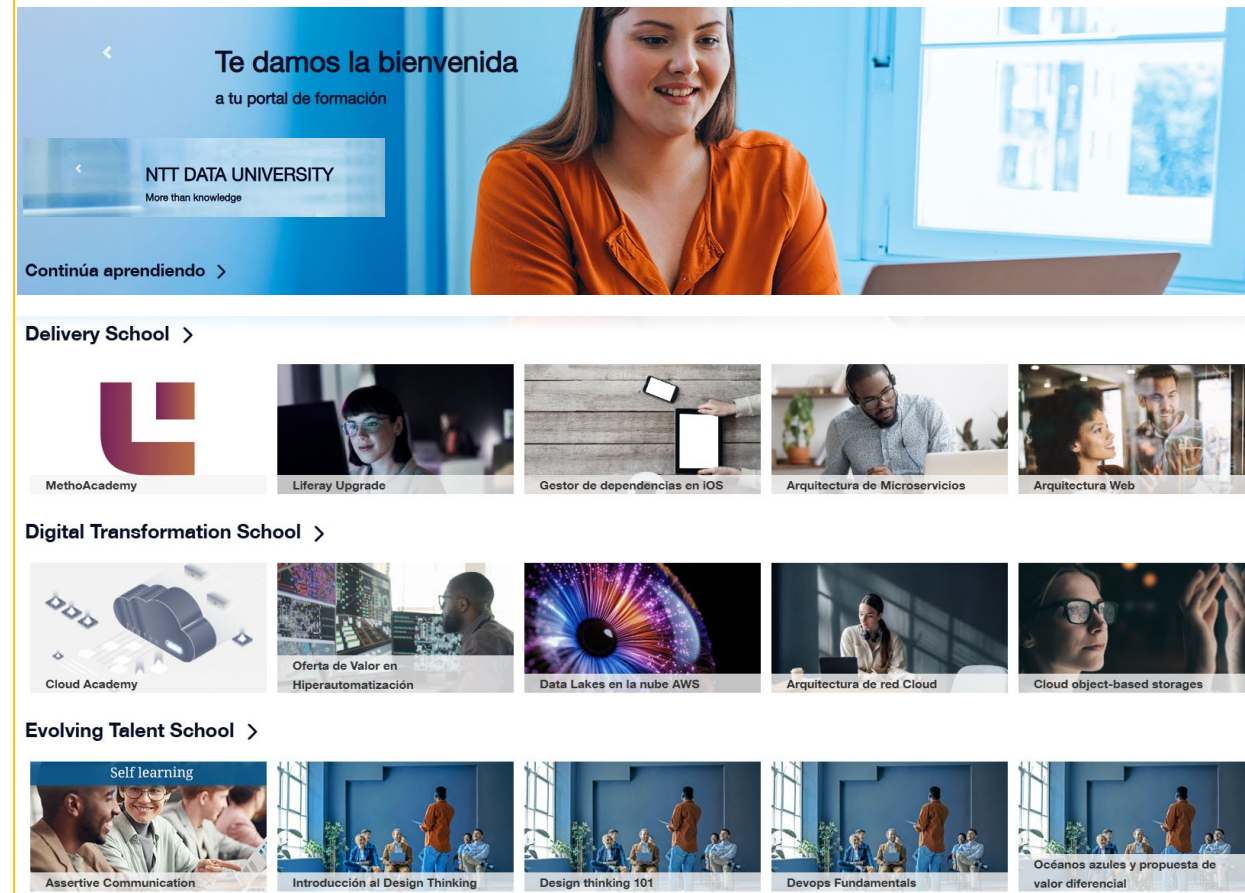
Hours and investment in training

During FY24, **NTT DATA Europe & Latam** invested more than **55 million euros** in the training of professionals.

The investment has been calculated by adding the amount of the development of the course plus the hourly cost of the time invested in the training of the professionals who took part.

The number of training hours increased compared to the previous year, reaching **1,640,251 hours.**

Some courses related to areas of the company are diversity, equity and inclusion, compliance, basic and mandatory security, general information security, *Gen AI Academy* training, and language training, details of which can be found in the following sections.

Training hours broken down by occupational category, sex and country can be found in Indicator 5 in Annex 5.

Average hours of training by sex	
Average hours of training	
Women	28.3
Men	27.5
Global	31.2

Country*	FY24 Investment (€)	FY24 Average Hours	FY24 No. of Hours	FY23 No. of Hours	FY22 No. of Hours
Europe					
Belgium	380,429	17	4,853	8,423	1,810
DACH	12,487,712	53	121,512	30,464	89,214
Spain	17,700,000	30	610,555	438,577	408,870
France	78,670	22	1,066	873	441
Greece	226,366	39	3,782	1,436	740
Italy	12,770,895	30	172,251	162,773	10,850
Luxembourg	71,051	13	1,369	1,598	225
Netherlands	200,620	39	2,255	4,043	1,065
Portugal	3,300,379	36	79,944	44,759	21,077
United Kingdom	511,000	25	38,633	25,741	2,422
Romania	925,672	52	62,717	6,007	63,134
Serbia	38,569	32	2,190	315	5,491
Switzerland (Benelux)	64,246	23	407	507	109
America					
Argentina	1,531,535	43	45,867	27,577	11,029
Brazil	455,285	35	185,055	152,588	132,059
Chile	468,348	35	54,393	55,905	23,644
Colombia	858,915	25	54,230	38,094	42,287
Ecuador	26,002	43	17,452	2,798	-
Mexico	1,325,917	19	48,386	5,560	35,471
Peru	1,306,304	21	107,681	163,418	51,676
Uruguay	199	4	7	-	-
United States	344,100	17	2,285	0	458
Africa					
Morocco	350,447	40	23,363	3,855	2,701
TOTAL	**€55,422,663**		**1,640,251 hours**	1,175,311	904,773

*Data from Croatia, Ireland and Vietnam is not included.

**Data for Chile, Brazil and Ecuador had errors in the publication of last year's report, corrected data for FY23 is presented in this table.

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Social information

4.1.6

Social dialogue

Collective bargaining agreements

In some countries, **NTT DATA Europe & Latam** professionals are covered by collective bargaining agreements regulating working conditions. These documents set out key issues such as wages, working hours, holidays, job security, social benefits and dispute resolution mechanisms. The main objective is to guarantee minimum rights for professionals, to promote a balance between the parties and to provide a framework to regulate labour relations, ensuring transparency and stability in the labour sphere. In addition, some countries also have legal worker representation that focuses on ensuring that employees' rights are respected, the promotion of employees' interests, collective bargaining and feedback mechanisms such as regular meetings, surveys or assemblies in the different regions.

Country*	Structure	Methods of participation and communication
Germany	Independent working councils per office/group of offices	Quarterly meeting with professionals; mailing list for dissemination of updates; participation in internal projects (e.g. office relocation); website with contact details and news and feedback on groups.
Austria	Voluntary trade unions and statutory employee representation	Limited individual meetings on request.
Belgium	Works Council: *Comité pour la Prévention et la Protection au Travail*	Monthly work tips and shared documentation in the cloud.
Brazil	Trade Union	
France	Trade Union	*Comité économique et social* meets every two months; mailing list for the dissemination of updates; plus the figure of the *Refferent harcèlement*.
Spain	Works councils and staff delegates in some workplaces in Barcelona, Madrid and Seville.	Meetings on request, and regular information sent.
Italy	Trade unions, mainly in Rome and Milan	Biannual meetings and discussions on special regulatory issues; private spaces for interviews with workers; online meetings for wider participation; mailing list for dissemination of updates.
Luxembourg	Trade Union	Meetings once every two months.
Morocco	Workers' representatives	
Portugal	FETESE and others for NTT DATA Portugal, S.A and NTT DATA Portugal Centers; AGEFE and FEPCES for NTT DATA BPO Portugal.	Figures and channels in the company that reflect the concerns of professionals: Career development advisors, business unit managers, mentors, Portugal Orienta mailbox and others.
United Kingdom	Prospect Union	
Romania	Three representatives elected every two years	General assembly meetings, feedback surveys every two years, and representatives can participate in exit interviews and receive feedback through other channels.

*Countries without legal worker representation are excluded.

The table below shows the percentage of professionals covered by agreement, broken down by country, in accordance with the applicable regulations:

Percentage of professionals covered by collective bargaining agreements

Country*	Professionals covered by collective bargaining agreement (%)
Europe	
Belgium	100
DACH	
Germany	98
Austria	98
Switzerland	98
Spain	100
France	100
Italy	100
Morocco**	100
Portugal	100
Romania	100
Serbia	100
The Americas	
Brazil	6

*Countries without a collective bargaining agreement are excluded.
**Morocco has internal regulations, validated by the Labour Inspectorate, which regulate the rights and obligations of employees, as well as disciplinary procedures, ensuring a clear and compliant regulatory framework, in agreement with staff representatives.

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Social information

4.1.7

Communication and engagement of professionals

Open and permanent communication

The participation of professionals in the life of the company, both through the legal representative bodies and other forms and channels of communication implemented by the company itself, is a constant priority for **NTT DATA**.

We connect with professionals using a wide range of direct and digital communication methods. These channels include email, invitations via Outlook, dedicated chats in Teams and dedicated pages in SharePoint or Knowler 365. To build a more responsible and conscious work environment, we continuously launch initiatives that engage our professionals in key areas such as internal policies, people, diversity, equity and inclusion, wellbeing and other relevant information. We also promote an open-door policy, encouraging professionals to express their queries or concerns through their preferred channel of communication.

Doorways

Access portal to all corporate applications and tools. Through our *Digital Workplace* professionals can keep up to date with the latest news, share content and discover 'communities' where they can find information relevant to their day-to-day work.

Its interactive search engine and its wide range of documents allow them to find all the information related to the *Be Flex* process, office plans, working methods, etc.

In addition, several campaigns are carried out throughout the year where different events are organised to promote dialogue with professionals, in addition to disseminating corporate messages to multiple teams and individuals.
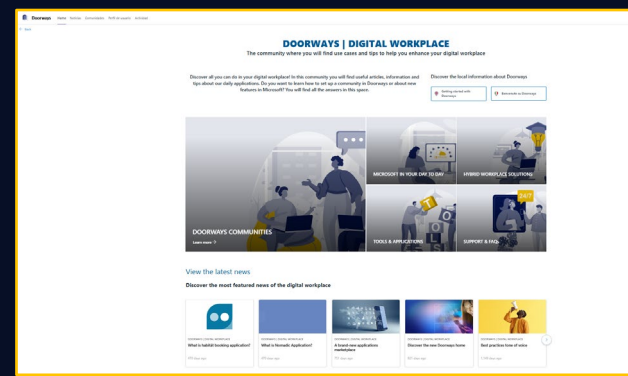
Email and Newsletters
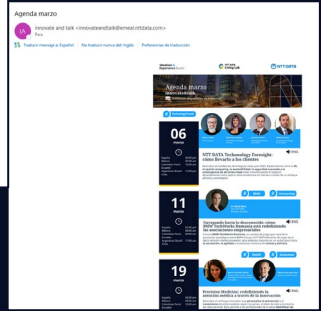
Knowler365
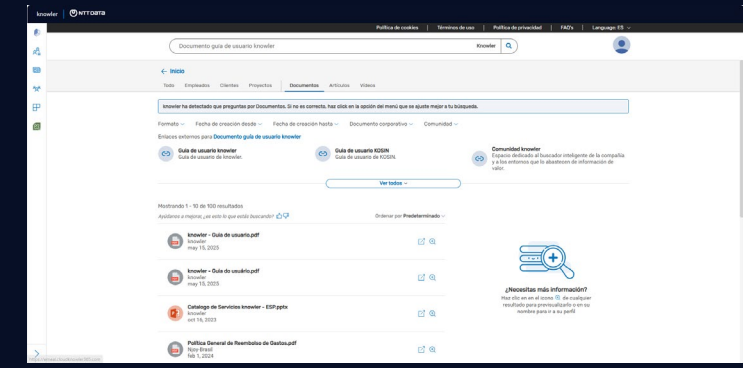
Local channels

The different countries that make up **NTT DATA Europe & Latam** use additional communication channels to transmit news, events, internal policies, or any other information, according to the local context, to increase the participation of professionals. Some examples are shown below.

NTT closer to you

This space is designed so that the team of partners can get closer to the projects and in this way get to know and resolve doubts, as well as to tell them about the organisation's news.

People & Culture (intranet)

It provides links to different groups and individuals to talk to, such as *Our Change Ambassadors* which connects professionals with initiatives, playing a key role in People and Culture activities. These ambassadors provide feedback, participate in discussions and communicate changes to their teams.
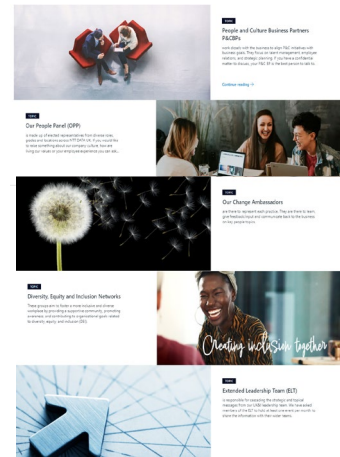
WhatsApp **NTT DATA**

Broadcasting channel in Peru, where we make important company announcements and reinforce the daily content of our communications such as corporate events, talks, campaigns, competitions, benefits, training, among other key actions.

People time

This is a space created for professionals who have been with the company for three months, with the aim of getting to know how they are adapting to the company.

People Argentina

Channel for the dissemination of relevant information about People in Argentina.

Viva *engage*

Platform used in the Americas region to communicate updates on initiatives, business unit activities, can publish achievements, messages and allows interaction.
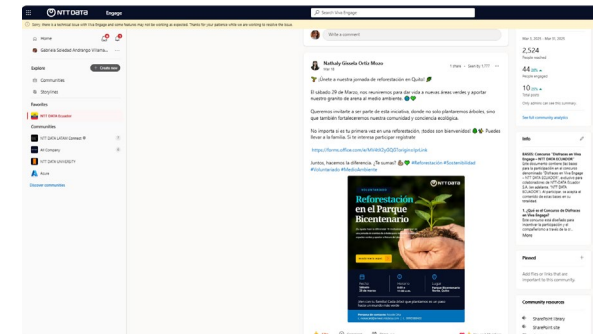
Communication and engagement of professionals

One Voice

One Voice is a survey conducted globally every year, within all the companies that make up the **NTT DATA** group, which assesses the internal perception of professionals, as well as their degree of satisfaction and engagement.

The survey was open from 24 February to 21 March 2025, with a **final participation** rate **of 76%** (37,617 responses received) for **NTT DATA Europe & Latam**.

One Voice not only measures the level of engagement and commitment of professionals, but also a series of key factors for country and business unit managers to define specific action plans for improvement in each area.

In 2025, we transitioned from the eMotiva tool to Qualtrics, which implied a change in the methodology used. It is important to bear in mind some considerations:
- The method of calculating aggregated results (by category) in Qualtrics differs from eMotiva.
- The survey was reduced to 53 questions to simplify it and increase the participation rate.
- Several questions were reworded to bring them into line with the new Qualtrics methodology, making it difficult to compare data with previous years.

For the first time, One Voice was launched simultaneously in all **NTT DATA Inc.** countries and with the same set of questions for all countries, making the survey a unique mechanism in the group for listening to professionals.

Starting this year with the transition to the new tool and to align with **NTT DATA Group's** strategy, we have changed the employee satisfaction indicator to professional engagement (4KPI), with the aim of improving the employee experience. The **4KPI** combines the following factors:
1. Work commitment, work performance with a sense of accomplishment and enthusiasm.
2 and **3.** Organisational & Emotional Engagement, the pride employees feel towards the company and their intention to recommend it as a great place to work.
4. Willingness to contribute, behaviour that many organisations expect from employees that goes beyond their defined responsibilities, such as compassion, a cooperative attitude and consideration, which are key to problem solving.

In addition to this new indicator, other relevant data on the perception of professionals in different areas can be found on the right.

87%
Team environment

81%
Working environment

72%
Work-life balance

83%
NTT DATA's global culture

80%
Diversity and inclusion

71%
NTT DATA Sustainability and initiatives

(04)
Social information

4.1.8

Diversity, equity and inclusion

Diversity, equity and inclusion

NTT DATA believes in the uniqueness of people and the value that each person can bring to society. We work every day to ensure **equal opportunities** within the company and to make people feel **included and respected** in the **NTT DATA** community, regardless of their personal and social characteristics.

The **Diversity, Equity and Inclusion Policy** provides guidelines for the inclusion of various groups, including women, people with disabilities, members of the LGBTQ+ community and people of different ages, races, nationalities, cultures and religions. It emphasizes the importance of valuing the unique qualities and Uniqueness of each person.

DEI Global Strategy 2023/25

Comprehensive framework to ensure diversity, equity and inclusion (DEI) within all the group's operating companies. The aim is to align all the company's offices under the same DEI strategy, in order to generate a positive impact both on the lives of our professionals and on the society around us. To achieve this, we developed the following lines:

Recruitment and promotion

We promote that both the selection teams and the leaders involved are trained in DEI and are aware of their biases. From the first contact with candidates to career development opportunities, a culture that values diversity is fostered, reviewing key indicators and removing barriers to foster the growth of women and minorities at all levels of the organisation.

Training

We continue to work actively to improve the accessibility of our training platforms. We integrate inclusive content into the training offer and promote a broad understanding of diversity in all its dimensions.

Awareness-raising

We develop campaigns, training and internal and external communications that raise awareness of unconscious bias, cultural stereotypes and the importance of valuing the uniqueness of each person.

Internal communication

We promote inclusive and accessible communication that values and respects the identity of each of our professionals.

Gender equality

The equality plan is underpinned by our DEI policy, with a focus on gender equality. While **NTT DATA** ensures pay equity and non-discrimination based on gender or other diversity variables, there is a gender imbalance in senior-level positions due to the under-representation of women in the *STEAM* and consulting fields.

We have set specific targets to increase the percentage of women in key roles by FY25, as shown in the table to the right. While progress has been made, with a steady increase in the representation of women from **March 2022** to **March 2024**, the table highlights the need for continued attention, especially at the *Executive* and *Senior Manager* levels, where the current figures stand at **11.98%** and **24.82%** respectively.

Our target is to reach **20%** at an *Executive* level and **30%** at a *Senior Manager* level in the short term, by **March 2026**, reflecting our commitment to gender equity and diversity.

To address this, the commitment of the executive team to the DEI policy is crucial. Key measures include empowering women through programmes such as *Women Together*, establishing specific policies and KPIs to ensure gender equity in recruitment, reviewing promotion processes to provide equal opportunities for women, implementing measures to support work-life balance (*Parents, We Care* and *Be Flex*) and establishing a governance model to monitor progress on gender equity until 2025.

Professional categories	% Women			
	March 2022	**March 2023**	**March 2024**	**Target March 2025**
Junior	30.92	32.26	34.53	**35.0**
Professional	30.22	32.34	32.52	**35.0**
Manager	28.93	29.61	32.18	**35.0**
Senior Manager	19.26	24.12	24.82	**30.0**
Executive	13.44	13.04	11.98	**20.0**

*Percentages are calculated on 100% of each category.

32.6%
Women in the workforce

30.6%
Female executives

12%
Top Female Executives

Inclusion of people with disabilities

NTT DATA believes that diversity in teams drives innovation, improves decision-making and fosters an inclusive work culture. We therefore actively promote the training, recruitment and professional development of people with disabilities, ensuring accessible environments and collaborating with specialised organisations to strengthen a more inclusive and equitable corporate culture.

At the end of FY24, 798 people with disabilities were part of our workforce, which represents 1.52% of the total number of professionals.

*Data from Ireland and Vietnam is not included.
**When the targets for hiring people with disabilities required by local legislation are not met, the legal requirements are met by contracting services with suppliers approved for the inclusion of people with disabilities, donating to entities that promote inclusion or obtaining certificates from the relevant public organisations.

Country*	Percentage of numerical quota required by law	No. of people with disabilities FY24	% people with disabilities FY24	No. of people with disabilities FY23	No. of people with disabilities FY22
Europe					
Belgium	0%	0	0%	2	1
Croatia	2%	0	0%	-	-
DACH	-	53	2.3%	48	43
Germany	5%	53	2.5%	48	43
Austria	4%	0	0%	0	0
Switzerland	0%	0	0%	0	0
Spain	2%	290	1.4%	272	225
France	6%	0	0%	0	1
Greece	8%	0	0%	0	0
Italy	7%	188	3.3%	186	179
Luxembourg	2%	0	0%	0	0
Portugal	2%	14	0.8%	8	10
Netherlands	0%	0	0%	0	0
United Kingdom	0%	6	0.4%	0	
Romania	4%	9	0.7%	8	6
Serbia	2%	0	0%	0	0
Switzerland	0%	0	0%	0	0
The Americas					
Argentina	0%	0	0%	0	0
Brazil	5%	199	3.8%	187	166
Chile	1%	17	1.1%	13	15
Colombia	0%	5	0.2%	4	4
Ecuador	4%	10	2.5%	-	-
Mexico	0%	2	0.1%	2	2
Peru	3%	5	0.1%	6	7
Uruguay	4%	0	0%	-	-
United States	N/A	0	0%	N/A	N/A
Africa					
Morocco	0%	0	0%	0	1
TOTAL		**798**	**1.52%**	**736**	**660**

Diversity is one of the cornerstones of our business, as we recognise that differences in identity, culture, experience and perspective enrich our organisation and enable us to approach challenges with creativity, empathy and innovation. That is why we work constantly to ensure that everyone in our community feels valued, respected and supported in an environment where they can develop to their full potential.

LGBTQ+ community

We work continuously to eradicate the exclusion and discrimination faced by LGBTQ+ people in the workplace by adapting work-life balance systems and internal protocols to eliminate gender stereotypes, raising awareness and training our professionals in concepts related to sexual diversity and ultimately creating a safe and inclusive working environment for LGBTQ+ people.

Race, ethnicity and nationality

We understand that our diversity makes us culturally rich, innovative and creative. That is why we strive to prevent any kind of discrimination based on race, ethnicity or nationality by raising awareness, developing actions and strategies and creating safe spaces for our professionals.

Generational diversity

The *STEAM* sector is characterised by its dynamism, youth and constant growth, resulting in teams with a wide generational diversity. **NTT DATA** is working to raise awareness among our leaders about managing multigenerational teams, through mentoring programmes and by strengthening our culture of continuous training and knowledge updating.

Local initiatives

One of the main objectives of the DEI Strategy is to encourage countries to develop their local strategic plan, with local programmes and initiatives, aligned with the global DEI strategy.
We are therefore committed to ensuring compliance with the DEI Policy and to making every effort to share existing programmes and initiatives in different countries, assisting and facilitating their implementation.

On the right there are some of the local initiatives developed during FY24:

Inclusion of people with neurodivergences

Neurodiversity 🇧🇪

NTT DATA Belgium has recently partnered with the secondary school "*École des 4 vents*", whose pedagogical project is to prepare teenagers with autism and Asperger's syndrome for the professional world to enable them to grow even more as professionals.

Hidden Talents & Neurodivergence 🇪🇸

Training on Asperger's Syndrome (ASD) and Work Environments, within the framework of the *Hidden Talents* Project, especially focusing on Neurodivergence, aimed at the different Offices and Centres in Andalusia.

45
Trained professionals

Living with autism:
Development of transversal competences 🇵🇹

NTT DATA Portugal initiative with three associations specialised in autism spectrum disorders (Innovar autismo, Apsa and Cadin) with the aim of informing **NTT DATA** professionals on the main strategies to be used to manage the talent of autistic people in the teams.

6
People in the Pilot Project team

Gender equality in technology

Women Together Europe 🇮🇹 🇵🇹 🇷🇴 🇧🇪 🇳🇱 🇱🇺

The *Women Together* programme is an initiative designed to propel women into management-level positions through comprehensive professional and personal development resources. This programme incorporates training sessions, networking opportunities and mentoring from senior executives. It fosters a supportive community for women to share experiences, exchange knowledge and inspire each other. During FY24, **20 women** benefited from this programme.

Local editions of the *Women Together* programme have also been held*,* such as the **Spain** edition, which benefited **44 women**, or the **Brazil** edition, which benefited **10**.

NTT DATA *Break*: *Tech* Mums 🇨🇱

A conference was held with the tech mums community focused on "Respectful motherhood and parenting in the technological world". What kind of mum are you? How do you identify yourself? Thus began this special session where the mothers of our company met for the first time to share anecdotes, experiences and generate a support network in which they could share data, advice and enjoy a pleasant conversation. The session had **two volunteers,** and **18 women** attended.

Tech Women 🇦🇷

NTT DATA Argentina created this programme with the purpose of contributing to reducing the gender gap within the technology sector of the company, accompanying women who are already part of the workforce to continue evolving and developing professionally and promoting the recruitment of more women. The company works in partnership with different foundations and civil society organisations that train women in different technologies.
Through this programme, **25 women** joined the company during the current fiscal year.

Authentic Women Programme 🇨🇴

This **NTT DATA Colombia** initiative aims to provide tools with a gender focus for the development of skills that enable the self-leadership of the group of women *Staff and Leaders* through a programme that allows them to rediscover themselves, increase their confidence levels and strengthen their leadership, personal branding and networking.

During FY24, **160 women** benefited from this programme.

Cultural diversity

Lunch around the world

🇬🇷 🇳🇱 🇧🇪

Through this initiative, the diverse backgrounds of the **NTT DATA Benelux** teams were celebrated with international themed lunches. Each participant brought a dish representative of their regional cuisine, which allowed for an enriching cultural exchange.

24

Participants

Intercultural Fair

🇦🇷

A space for the exchange of customs and nationalities that took place in Argentina within the framework of the National Day for the Respect of Cultural Diversity.

69

Participants

Language Learning Tandem

🇨🇭 🇩🇪 🇦🇹

Initiative carried out to help professionals in the **DACH** region to learn different languages and to interact with each other, overcoming language barriers.

Racial diversity

300

Assisting professionals

Alegría Conference

🇧🇷

Several workshops were held at **NTT DATA Brazil**, one of which was organised by the ethno-racial diversity affinity group that addressed joy as a powerful form of resilience in the face of racism and expression of collective resistance, being concepts rooted in ancestral traditions and knowledge. Delivered by an African philosopher and CEO of the NGO Colmeia.

20

Professionals attending the launch

DNA Genera Kit

🇧🇷

DNA Genera Kit - for people of African descent, an action promoted with the aim of working on the sense of belonging of black people, whose ancestral origins were taken away by the slave movements in Brazil in the past.

Inclusion of people with disabilities

On-site laboratory for inclusion 🇧🇷

With the aim of showing the day-to-day difficulties of a person with a disability, **NTT DATA Brazil** launched a laboratory of inclusive face-to-face activities where topics related to people with disabilities were addressed such as:
- The experience of how a visually impaired person works through screen readers and blindfolds.
- Lip-reading.
- The experience of low vision.
- Assistive technology for people with quadriplegia.

20

Assisting professionals

Inclusive Olympics 🇷🇴

Event organised in Brasov, where professionals, also as in Brazil, experienced what it is like to live with a disability. The main objective of the event was to raise awareness of the challenges that people with physical disabilities face in their daily lives.

24

Assisting professionals

Communities and support networks
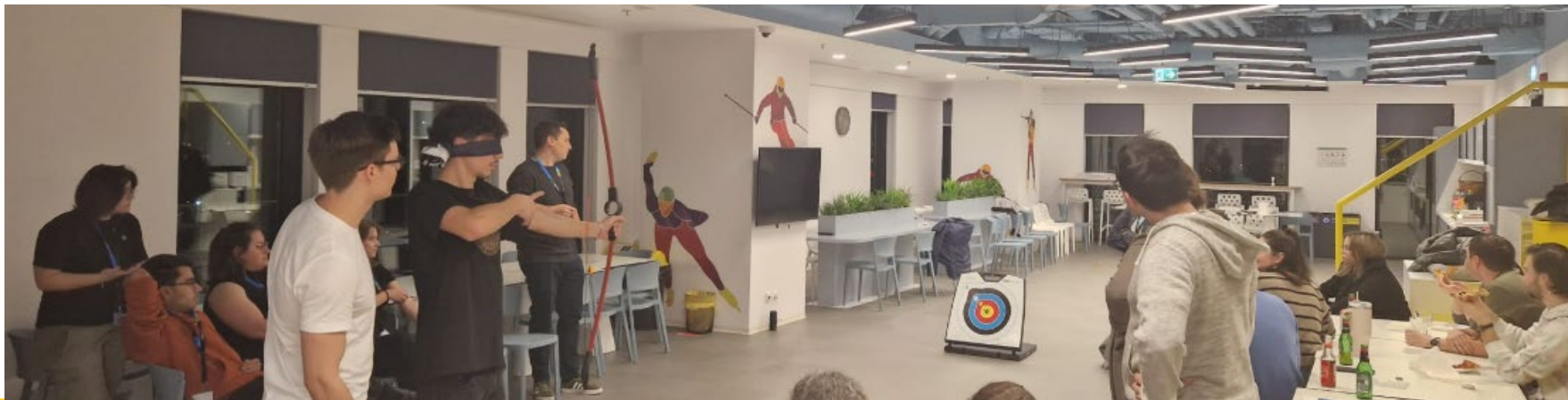
LGBTQ+ Collective

Sexual diversity

Gender transition is a complex process that involves adaptation both socially and in the workplace. **NTT DATA Chile** launched its first protocol for accompanying people in gender transition, a major milestone that is part of its #EmpathyInAction campaign and aims to provide the necessary support to trans professionals, ensuring that they feel accompanied, respected and understood in their process, within a safe, empathetic and inclusive work environment. In addition, it provides precise and clear guidelines for the Culture & DEI team and the people involved in the process.

96
Hours invested by our professionals

ERGs

In the Benelux region there are five communities (women, people with disabilities, culture and ethnicity, family and carers, and LGBTQ+), led by five professional ambassadors and one partner as a sponsor.

Inclusion networks

In the United Kingdom, the following are to be found: Women's Business Network, Culture and Ethnicity, Neurodiversity, Friends of the Armed Forces, Family Network and Pride.

Ethnic-racial affinity groups

Recognised as a safe space for people to express themselves and share their experiences, including the occasional participation of the CEO of **NTT DATA Brazil**.

40
Members of the Group

Partnership Programme

This programme consists of a series of campaigns in the **DACH** region, designed to actively engage over-represented groups within our organisation/community, inviting them to become allies committed to equity and inclusion.

14
Assisting professionals

Awareness raising and active participation

In our organisation, we promote a culture of Diversity, Equity and Inclusion (DEI) through actions that combine awareness-raising, training and active participation. These activities often include spaces for dialogue and reflection, internal and external communication campaigns, educational workshops, and content adapted to different cultural and legal contexts. Key issues such as social inclusion, gender equality, mental health, accessibility, and valuing individual differences are addressed. All these actions seek to strengthen more respectful, safe and representative working environments, where each person can develop fully and feel valued. Some examples of campaigns and talks that have taken place during FY24 include:

- *Talks Day* 🇧🇷
- Diversity Talks 🇦🇷
- DEI Talks 🇨🇱
- JOIN 🇲🇽
- Pride Month EMEAL

933

Total number of professionals attending the various diversity talks

- Diversity Month EMEAL
  The main focus was on the inclusion of neurodivergent people in society, the work environment and work teams. Through personal testimonies and conversations about inclusive leadership, we promoted greater understanding and empathy.

101
participants

- Cultural Galas 🇨🇭🇩🇪🇦🇹
  Campaigns carried out in the DACH region with the aim of providing information on technical professions to young women, enabling them to make a valid choice about their future profession, encouraging them to pursue IT and technology.

30
Assisting professionals

- *DiversiNews* 🇧🇷
  Monthly newsletter with all actions related to diversity in the company, providing links to additional materials, recordings, minutes, etc.

5,300
Professionals receiving the newsletter

Diversity, equity and inclusion training

Throughout FY24, various training courses on diversity, equity and inclusion were launched for the company's professionals, with a participation rate of **12.80%**.
The table below shows, by country, the percentage of the company's professionals who have completed at least one of the DEI trainings.

At a local level, several countries also developed local training:

Local DEI training

A series of training sessions were held in **Argentina** for leadership groups, covering concepts such as diversity, equity and inclusion, and providing tools to help create more inclusive teams.

In **Brazil**, strategic training on LGBTQ+ diversity for executives and mentoring programmes for people with disabilities focused on professional empowerment was carried out.

In **Colombia**, the company has promoted various awareness-raising and training actions on Diversity, Equity and Inclusion, addressing issues such as unconscious bias, inclusive language, accessibility, female empowerment in technology and recognition of cultural diversity, with the aim of building a more inclusive and representative work environment.

In the **Benelux** region**,** courses and workshops on DEI, inclusive leadership and onboarding sessions with a focus on diversity are available to professionals.

There are several training options in **Spain** on parenting and childcare, neurodivergences, LGBTQ+ inclusion and inclusive recruitment processes.

In **Portugal**, training on autism has been developed for People teams, women's empowerment events in technology and reskilling programmes with the integration of new talent in technological areas.

Country	% of professionals who have completed at least one training course in DEI
Europe	
Belgium	3.48
DACH*	96.00
Spain	13.20
France	2.04
Italy	10.00
Luxembourg	0.93
Netherlands	3.45
Portugal	0.60
United Kingdom	64.00
Romania	47.00
Serbia	57.00
The Americas	
Argentina	14.30
Brazil	91.00
Chile	0.84
Colombia	2.35
Mexico	41.00
Peru	2.36
Africa	
Morocco	0.17

*DACH includes data for Germany, Austria and Switzerland.
**Countries that scored 0% on the indicator are not included.

Physical and virtual accessibility

Physical and virtual measures are being promoted in all countries to ensure that people with physical disabilities can access and enjoy our offices and virtual spaces in the best possible conditions. In addition, the Health and Safety areas assess compliance with current regulations and review emergency and evacuation arrangements, ensuring that they meet the specific needs of those working in each building:

In **Peru**, access ramps and lifts adapted for people with reduced mobility have been installed to facilitate access to the main offices.

In **Mexico**, there are also access ramps and lifts with Braille buttons and auditory stimuli to indicate the reference floor, adapted to people with motor and/or visual disabilities. The doors and desks are sized for the comfortable use of wheelchair users, and both offices and rooms are numbered and labelled in Braille, making them easy for visually impaired people to find.

In the **Benelux** region, lifts and adapted toilets are available on the ground floor. Videos posted on SharePoint pages or sent by email include subtitles to ensure comprehension. It also provides for the possibility of adapting office tools if required, thus promoting a more inclusive and accessible working environment.

In **Ecuador**, access to the offices has also been adapted by means of ramps, specialised lifts for people in vulnerable situations, corridors and doors to facilitate access for people with assistive devices.

Diversity, equity and inclusion

Similarly, in **Romania**, physical accessibility measures such as ramps, lifts, adapted toilets and desks, as well as Braille and acoustic signage have been implemented at some sites. On the digital side, internal tools comply with WCAG 2.1 accessibility criteria and the immersive reader function is offered in Outlook.

In the **UK**, a certificate has been awarded recognising commitment to an inclusive and accessible recruitment process. This endorsement ensures the equitable promotion of vacancies, the offer of interviews to people with disabilities who meet the minimum requirements, the implementation of reasonable accommodation, and support for professionals with disabilities or long-term health conditions.

Finally, in the **DACH** region, measures have been implemented at all locations, such as the appointment of a Disability Delegate, who represents the interests of people with disabilities in the workplace, parking spaces for people with disabilities and lifts with Braille buttons. In addition, height-adjustable desks and access ramps have been installed in **Germany and Austria**.

At the **Cologne** site **in Germany,** a voice-activated lift has also been installed to facilitate the use of the lift by visually impaired people and, in **Austria**, acoustic and illuminated signs and guide plates have been installed to facilitate mobility within the offices.

(04)
Social information

Human Rights

NTT DATA is committed to respecting the Human Rights of all people with whom it interacts, all professionals, customers, suppliers, business partners and other stakeholders.

In coordination with the General Management and the different operational areas, the company seeks to promote policies and processes that prevent and reduce conflicts and high-risk situations in all its labour and commercial relations, as well as in its global value chain.

To **prevent risks of human rights violations**, **NTT DATA** has carried out actions with various work teams that complement each other to achieve this objective in a cross-cutting and efficient way:

- **Human Rights Policy**: The implementation of this policy reaffirms the Company's commitment and stipulates the actions to be taken in operations and stakeholder relations, in line with international best practice.
- **Due Diligence Process** to measure and catalogue any Human Rights incidents that occurred during the year.
- **SAP Ariba Risk Supplier**: The implementation of this system makes it possible to detect potential risks in the suppliers that are approved by the company.

During this fiscal year, there have been no human rights violations and therefore no amount has been recorded to compensate for possible damages.

Human Rights Policy

In the **Human Rights Policy** , **NTT DATA Europe & Latam** recognises the following areas as the most relevant to our operations and, therefore, the priority for the Business:

- Prohibition of discrimination
- Prohibition of forced labour and child labour
- Fair wages
- Freedom of expression
- The right to use a technology according to high ethical standards
- Right to responsible use of data and to data privacy
- Right to work in a healthy and safe environment
- Respect for human and labour rights
- Promoting a culture of respect for human rights

This document complies with international standards, such as the International Labour Organisation ("ILO") conventions. Likewise, as a member of the United Nations Global Compact, we reaffirm our commitment to the protection of Human Rights by translating it into a policy for these principles to be implemented in its operations and value chains, promoting ethical and sustainable practices in accordance with the values of the organisation.

Due diligence process

At **NTT DATA Europe & Latam**, **Due Diligence** has been carried out to measure and catalogue any Human Rights incidents that occurred during the year, classifying them by levels according to their impact. With the results obtained, there is a vision for defining new strategies or reinforcing existing ones.

In addition, a Global Due Diligence Policy is being prepared to reinforce the provisions of the Human Rights Policy regarding the process and actions taken in the event of any incidents of human rights violations by each stakeholder group, including customers.

Code of Ethics and Professional Conduct

NTT DATA Europe & Latam has a **Code of Ethics and Professional Conduct,** published in May 2024, whose purpose is to determine the values, principles and standards that should govern our actions in the context of the company's activities.

The code includes, among others, the company's commitment to treat all people with dignity and respect and to not tolerate any form of harassment, hateful behaviour or violence, regardless of their position and whether the person is a professional, client or business partner. The details of this document can be found in Chapter 5.

In addition, each **NTT DATA** entity may introduce additional, more specific content or standards in accordance with the legal requirements of the jurisdiction in which it is located or as suggested by best practice, or coverage of certain exceptions or local specificities based on such legal requirements, which shall always be aligned with the contents of the Code.

Measures for the prevention of harassment

As part of the various local measures that exist to reinforce respect for human rights, some measures for the prevention of harassment are listed below:

Specific measures for the prevention of harassment	
Europe	
Germany	*Arbeitsordnung (working rules)*
Belgium	Psychosocial burden procedure
Croatia	*Employee Dignity Protection*, on the appointment of a person other than the professional concerned to receive and resolve complaints relating to the protection of the dignity of the individual.
Spain	Sexual Harassment Prevention and Punishment Policy, Moral Harassment Policy
France	Prohibition of moral harassment under Article L.1152-1 of the French Labour Code. SEC (Social and Economic Committee)
Greece	Policy against violence and harassment in the workplace
Italy	PdR125 Certification, Gender Equality
Luxembourg	Harassment policy
Portugal	Local conduct guide
United Kingdom	Anti-bullying and harassment policy, Anti-sexual harassment policy, Equal opportunity policy
Romania	Dignity at work policy
Serbia	Regulation on the prevention of abuse at work in accordance with Serbian legislative framework
The Americas	
Chile	Protocol for the prevention of sexual harassment, workplace harassment and violence at work
Colombia	Coexistence Committee
Ecuador	Policy on Prevention and Punishment of Sexual Harassment
United States	Employee Handbook
Mexico	Anti-harassment protocol and internal working regulations.
Peru	Policy on Prevention and Punishment of Sexual Harassment
Africa	
Morocco	Internal regulations established in application of Articles 138 and 139 of Law 65-99 forming the Labour Code.
Global (EMEAL)	**Code of Ethics and Professional Conduct**

(04)
Social information

4.2

External staff

Non-employees

NTT DATA is supported by external staff to develop various projects, who provide valuable work for the company and have therefore been considered a material issue in our Dual Materiality Analysis.

For **NTT DATA,** external staff or non-employees are any natural person who provides a service for the company and is not considered a professional.

At the end of the fiscal year, the total number of non-employees in the company was **1,529**, of whom 221 were women, 741 were men and 567 were registered without available information.

Starting in FY25, we will start working on an action plan with the procurement and outsourcing area, to obtain more information on this group of non-employees and share additional data and more detail in the next report.

Country*	No. of Non-employees
Europe	
Belgium	96
Croatia	0
Spain	336
France	5
Greece	0
Italy	153
Luxembourg	5
Netherlands	25
Portugal	154
United Kingdom	436
Switzerland (Benelux)	44
The Americas	
Argentina	49
Brazil	0
Colombia	52
Ecuador	1
United States	145
Mexico	0
Peru	20
Uruguay	0
Africa	
Morocco	8
Asia	
TOTAL	1,529

*As this is the first year of reporting this information, data on the number of non-employees is not available for all countries.

The following IROs have been identified in the ESRS analysis:

S2 Professionals in the value chain

IMPACTS

- Precarious jobs and wages
- Precarious contract jobs
- Job insecurity
- Human rights violations

RISKS

- Possible precarious working conditions of professionals in the value chain
- Potential Human Rights Violations - Forced Labour
- Potential Human Rights Violations - Child Slavery

NTT DATA

(04)
Social information

4.3

Community

4.3 Community

Companies are more than economic engines; they are social actors with a fundamental responsibility towards those who directly or indirectly impact their environment. In an interconnected world, our decisions and actions transform not only markets, but also lives, communities and ecosystems. Recognising and respecting human rights is not simply an ethical obligation, but an essential principle for building a sustainable and equitable future.

NTT DATA recognises that our business goes beyond providing technology services. We are aware that, at every step of our value chain, we interact with people, cultures and territories. Our **Human Rights Policy** is therefore a commitment to our stakeholders, especially communities, who are often the most vulnerable to the impacts of our operations. Through dialogue, empathy and a comprehensive due diligence process, we seek not only to mitigate potential harm, but also to be agents of positive change, promoting dignity, respect and collective well-being.

This chapter represents our vision and our actions to protect and strengthen that bond that connects us to every community.

The following IROs related to this block have been identified:

S3 Affected communities

IMPACTS

- Digital inclusion of communities
- Sustainability offer for the community
- Support to local suppliers
- Protecting the security of local communities through IT solutions

OPPORTUNITIES

- Digital inclusion of communities

(04)
Social information

4.3.1

Social
commitment
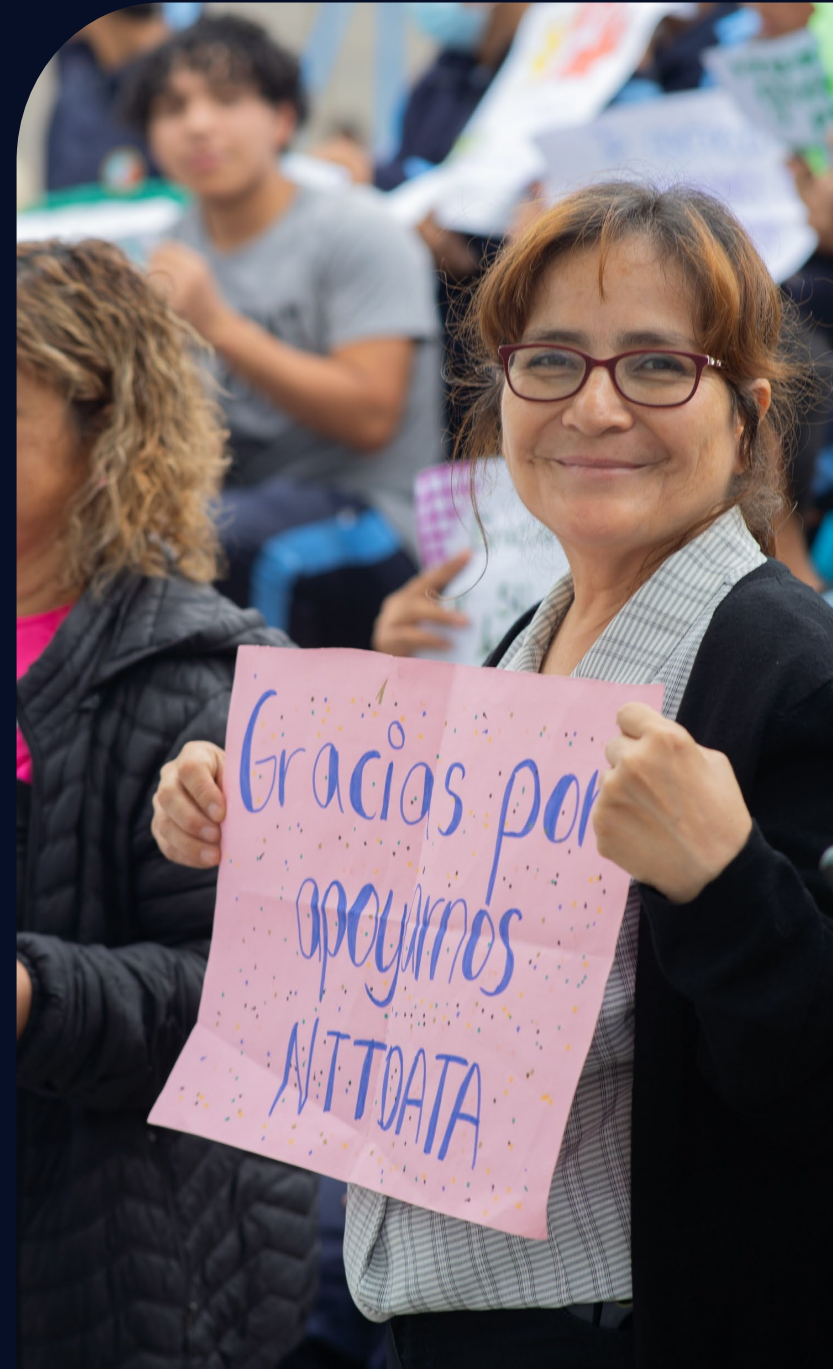
Our commitment:
Generate positive impact for society

NTT DATA is committed to making a positive impact in the communities where we operate.

We materialize our social commitment through the following actions:
- Social and environmental impact initiatives
- Voluntary actions (*BlueWave* Portal)
- Probono projects
- Monetary donations
- In kind donations
- Digital Education and Accessibility initiatives

In addition, we strengthen and fund as lead sponsors two key organisations to multiply our social impact around the world:
- The **NTT DATA Foundation**, with a presence in several countries where we have operations.
- *Teaming*, micro-donations platform.

2,329
Volunteers

83
Social and environmental impact local initiatives

2,319
Hours spent on probono projects

€1,618,252.05
Monetary donations

Blue Wave

To promote these initiatives, we use *Blue Wave,* **NTT DATA Europe & Latam's** volunteering portal driven by the diversity of talents and teamwork of all the company's professionals.

The Blue Wave (nttdatavolunteering.com)

Local initiatives

Throughout the current financial year, several social and environmental impact initiatives were developed in various countries where we operate.

In this section there are some of the initiatives carried out during FY24, aimed at generating a significant and lasting impact in the communities with which we collaborate.

Projects with the label **PROBONO** include the participation of professionals during their working day, with **NTT DATA** covering the cost of these hours for the benefit of social organisations. In this way, staff contribute to social causes by combining professional commitment and social responsibility.

1,981
Employees registered as users

7,930
Visits

+48,163
People benefited by initiatives

102
Volunteering activities published since the launch of the portal

Solidarity when natural disasters

Support for those affected by the *DANA* 🇪🇸

NTT DATA activated a contingency plan following the October 2024 *DANA* in the Valencian Community, prioritising the safety of its professionals and support for affected communities. The company donated around 700 pieces of computer equipment, and the Public Sector team supported more than 80 cases to receive public administration grants. At the same time, we created an app "*Localitza Vehicle*" for damaged vehicles, with over 70,000 registered vehicles, which we developed in record time for the *Generalitat Valenciana*.

>€135,000 donated

>100 Volunteers

>700 Computers donated

Technology to boost society

The initiatives presented below are examples of how technology and corporate volunteering can come together to make a positive impact on society. Through partnerships with NGOs, educational and cultural institutions, these actions seek to collaborate with local communities through education, art and digital tools, thus fostering meaningful social transformation.

Missing maps mapathon 🇩🇪🇦🇹🇨🇭

6,751 Mapped buildings

NTT DATA DACH participated in the *Missing Maps* project to map buildings in Nigeria and improve mapping data. This facilitates humanitarian work and promotes awareness of the value of geospatial data and collaborative work.

Lab2Market 🇵🇹

PROBONO

Lab2Market is an initiative of the IST and **NTT DATA Portugal** that helps researchers validate the commercial potential of their projects. It includes practical and theoretical mentoring in innovation and entrepreneurship.

Technology to boost society

Romanian Film promotion association 🇷🇴

NTT DATA Romania joins the Transylvania International Film Festival to support independent film and cultural innovation. It promotes digital transformation in audiovisual storytelling and supports new creative talent. This partnership reinforces its commitment to technology, education and art.

Changemakers programme 🇵🇹

PROBONO

NTT DATA Portugal's corporate volunteering program allows professionals to participate in volunteer activities in collaboration with NGOs working on social causes that the company considers a priority.

106
Volunteers

3
Beneficiary NGOs

Digital Jungle 🇷🇴

PROBONO

NTT DATA Romania's *Digital Jungle* project teaches cybersecurity to students aged 7 to 18 to prevent risks such as cyberbullying and phishing. The initiative is implemented in schools during the national educational programme "*Săptămâna Altfel".* It includes training young volunteers who then pass on the knowledge to other schools. It was recognised for its educational impact at the **Romania** 2024 CSR Gala.

3,000
students

Mais Impacto 🇵🇹

PROBONO

14
Volunteers

This programme aims to strengthen non-profit associations and foundations with social impact by providing them with technological tools that enable them to accelerate their digital transformation and broaden the scope of their work. In FY24, we collaborated with *CERCI Braga, Mentes Emprendedoras* and the *Teatro Nacional D. Maria II.*

Participating organisations will benefit from the Microsoft Skill Boost programme, which focuses on supporting organisations in the adoption of Office 365 and providing training tailored to the specific needs of each organisation.

Environmental initiatives

These actions reflect a comprehensive commitment to the environment that combines reforestation, environmental education, wellness promotion and community involvement.

World Clean Up Day

Nuestro grupo **NTT DATA**, **Inc**. organiza una iniciativa global que se celebra cada septiembre y moviliza a millones de personas en combatir el problema del exceso de residuos. Este año, varios países de la región de **NTT DATA Europe & Latam** como Alemania, Bélgica y España se unieron a esta causa a través de diversas iniciativas locales, junto con más de 30 países del grupo alrededor del mundo.

8,5 t.
Residuos recogidos

Reforestations

From **Germany, Argentina, Ecuador and Romania, NTT DATA** promoted reforestation actions. This global initiative reinforces its commitment to ecosystem restoration in different regions of the world.

>1,700
Trees planted

Tree love run

NTT DATA DACH funded the participation of professionals in the *Tree Love Run*, a virtual charity run dedicated to the preservation of our forests. The registration fee included a donation to support three German tree protection and reforestation organisations.

Ecological walk

A walk on the outskirts of Bogotá promoted physical well-being, mental health and environmental engagement. The day included a talk on sustainability, strengthening the link between personal care and care for the planet.

100 Participants

Recycling ambassadors

The cleaning team of the Santiago office led educational actions on recycling, carrying out face-to-face interventions where professionals were guided on the correct segregation of waste and which materials can be recycled at the clean point.

Coastal clean-up

As part of global environmental volunteer days, **NTT DATA** professionals in Argentina and Spain participated in coastal and beach clean-ups.
These actions reflect our commitment to care for the planet and the fight against litter.

216 kg   Waste collected
48 volunteers

Cleaning of parks

In the United States, a community clean-up group was organised to help preserve and beautify local parks and trails in Fairfax.

10 Volunteers

A culture of sustainable engagement

NTT DATA promotes a culture of commitment to sustainability through actions that connect its professionals with the company's values. From sports and environmental activities to digital campaigns and collaborative learning spaces, these initiatives strengthen a sense of belonging, foster leadership and empower professionals as agents of change with real impact on society and the planet. Below are some of the FY24 initiatives.

Move for the SDGs

Move for the SDGs is an initiative that seeks to transform every professional into an active ambassador for the Sustainable Development Goals (SDGs). Moving from awareness to action, becoming one of the most prominent initiatives in the region.

This year was the third edition, and sports activities were organised in different areas for wellbeing. In addition to sport, the initiative integrated ESG actions, empowering professionals as agents of change.

#NTTDATADigitalLovers
MOVE for the SDGs
READY, STEADY, *MOVE!*

8 Countries involved

>100 Activities

17,000 Professionals

CeNTT for Change

PLANT-MY-TREE®

NTT DATA DACH promotes the sustainable commitment of its employees through CeNTT for Change, a voluntary initiative that allows them to automatically donate small amounts of their net salary to environmental causes. Every six months, the proceeds go to PLANT-MY-TREE®, an organisation dedicated to reforestation in Germany.

With symbolic contributions, professionals actively contribute to reducing the carbon footprint and protecting local forests.

Monetary donations

NTT DATA reinforces its social commitment through financial contributions to support the work of non-profit organisations. This aid is aimed both at supporting vulnerable groups in their day-to-day lives and at providing rapid responses in humanitarian emergencies that require immediate action. In this way, the company seeks to make a significant and positive impact on the communities that need it most.

The choice of beneficiary entities is made considering the coherence of their mission with the main impact areas of the company's sustainability strategy, as well as with the key Sustainable Development Goals. **NTT DATA** also promotes the active involvement of its professionals, ensuring a participatory approach aligned with its corporate values.

Donations include those made globally by **NTT DATA Europe & Latam** and those made by the different countries where the company is located. The information on sponsorship is not considered nor included.

Donations to research

NTT DATA United Kingdom donates to various organisations fighting against different diseases. This FY24, in addition to the financial donation, professionals cut their hair in solidarity with the patients who suffer from them.

€13,014.32
donated to the different foundations
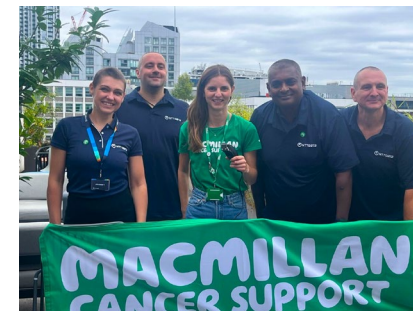
organisations: Alzheimer's Research UK; Crohn's and Colitus UK, Cancer Research, Guy's & St Thomas' Foundation, Leicester Hospital Charity, MacMillan, Motor Neuron Disease Association, Spinal Muscular Atrophy (SMA), The Gavin Glynn Foundation

Donation to AVSI

In 2024, **NTT DATA** decided to allocate the entire customer gift budget to support AVSI, a non-profit organisation founded in 1972, which carries out cooperation and humanitarian aid projects in 38 countries, including Italy. This year we supported a project that aims to improve the well-being of 450 vulnerable children in the slums of Kireka and Naguru in Uganda by ensuring they have access to education and healthcare through distance support.

€9,600
donated to AVSI

€1,618,252.05
donated to social impact organisations
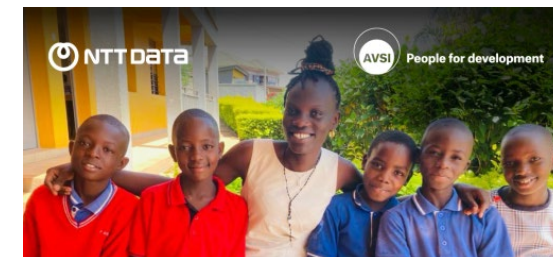
104
beneficiary organisations

15
donor countries

In-kind donations

NTT DATA conducted several material donation campaigns in FY24 to support the communities in which it is present and, in some cases, also contribute to the circular economy. Various types of donations have been made including Christmas gift drives, blood donations, donations of furniture, clothing, household appliances and electronic equipment. Some of these campaigns are presented below.

Donation of computers

From **NTT DATA Chile**, 260 computers were donated to the organisation Kyclos for its "Reuse" campaign, in collaboration with Entel.
The aim of this campaign is to collect electronic equipment such as notebooks, cell phones, tablets and CPUs throughout Chile's offices, with the aim of refurbishing them and donating them to students who need them most.

260 computers donated

Circular Economy Program

NTT DATA Colombia encouraged professionals in Bogota to actively participate in the donation of used clothing and small appliances as part of a circular economy programme.
In this way, a contribution was made to the care of the environment, and a positive social impact was generated through the use and recycling of these items.

+200 beneficiaries of the community from the Chaminade Foundation

Blood donation

NTT DATA Argentina launched a blood donation campaign in collaboration with *Hospital Garrahan* to help children who need transfusions to recover from surgery, a transplant, an accident, or for patients with leukemia or severe chronic anemia.
Blood donations were also made at **NTT DATA Chile** and **Morocco**.

136 voluntary donors

+2,129 material donations, *of which 1,479 were IT devices*

+19,000 people positively impacted

+250 volunteers

In-kind donations

Collection of toys

During the Christmas season, a campaign was carried out among the professionals of **NTT DATA Ecuador** to collect toys and donate them to the community of *La Comuna, Quito*, in alliance with the Second Chances Foundation.

A toy drive was also held to commemorate Children's Month at **NTT DATA Argentina,** and they participated in a toy factory to create and donate toys.

+80 gifts

Adopt a family

NTT DATA USA participated in the Adopt-a-Family programme in partnership with the Fairfax County Department of Family Services. This initiative supports families by donating clothes, food and toys during the festive season.

In fall, a company-wide donation campaign was organised. These donations were distributed to the identified families, helping to make their holidays more joyful.

25 volunteers

Donation of furniture

From the various offices of **NTT DATA Spain**, various items of furniture were donated and received by eight non-profit organisations.

These entities are focused on supporting vulnerable people.

393 items of office furniture donated

Donation of oxygen concentrators

NTT DATA Peru donated four oxygen concentrators to two old people's homes, which benefited 200 people:

- Trujillo Asylum.
- Arequipa Asylum.

4 oxygen concentrators

Teaming

Teaming - €1/month micro donations

The *Teaming* Foundation was co-founded by **NTT DATA** in 2012 with the aim of fostering solidarity and generating social transformation by combining technology and collaboration through the platform.

This portal is the largest free micro-donations platform in **Spain** and one of the largest in Europe: a solidarity ecosystem where anyone can help one or more social causes with 1 euro a month without commissions of any kind.

Since its inception, and especially since its designation as Patron of Reference in 2022, **NTT DATA** has played a key role in the development of technology projects aligned with its core business, focused on maximizing the continuity and impact of the platform. The technological upgrade is particularly relevant for the security of Teaming as well as for the credibility of the platform and the trust of donors.

In 2024, **NTT DATA** collaborated with the Teaming Foundation to introduce Artificial Intelligence into the process of ranking and validating social causes. Thanks to this innovation, 80% of the documents uploaded to the portal in Spain are now analysed by AI, which has contributed to the sustained growth of donor users and supported causes. In addition, the company has supported other key projects such as the creation of the new Teaming brand, the implementation of which is already underway.
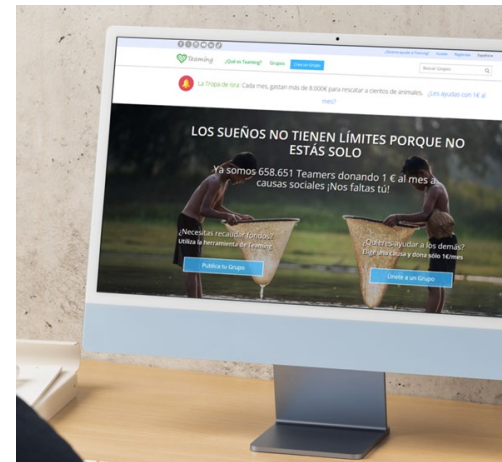
11,283
Solidarity projects

€10.4m
Collected in FY24

+€62m
Collected since its inception

71,192
New Teamers in FY24

410,734
Active Teamers

NTT DATA

(04)
Social information

4.3.2

Education and Digital Accessibility

In an increasingly technological world, digital education has become a key tool for bridging social gaps and opening new opportunities. Aware of this challenge, **NTT DATA** has strengthened its commitment to educational transformation by actively participating in initiatives that promote equitable access to digital knowledge. Below are some of the actions carried out during the FY24 fiscal year.

Digital Woman

Digital Women is a high-impact initiative led by Junior Achievement Americas together with the Inter-American Development Bank (IDB), which aims to empower women in vulnerable situations, improving their access to quality employment opportunities in the digital economy. The programme combines:
- Technical training in high-demand areas such as cybersecurity and cloud computing.
- Development of soft skills, such as communication, teamwork and adaptability, which are essential for long-term professional success.
- Employability mentoring, a key component where **NTT DATA** professionals guided participants in their career orientation, job readiness and personal development.

Through this holistic approach, Digital Women not only contributes to closing the digital skills gap, but also builds the confidence, resilience and real connections that enable women to thrive in the tech sector.

215
Women positively impacted

IT Talks

From **NTT DATA Chile**, several talks and workshops on artificial intelligence and technology were held at universities and other educational centers including the *Universidad Adolfo Ibáñez* and the *Universidad del Bío-Bío.*

These activities were aimed at both university students and children, promoting interest in AI and the development of digital skills.

710
Total attendees

Digital skills training

In collaboration with Caritas, **NTT DATA Spain** is promoting digital training programmes aimed at under-represented groups in Barcelona. The professionals participate as volunteers, providing face-to-face support during the training sessions. The initiatives focus on women in vulnerable situations and the elderly, promoting their inclusion and digital autonomy.

Addressed to:

Older people

Women 40-55 years old

Social Corporate Volunteering 🇩🇪🇦🇹🇨🇭

With the aim of promoting inclusive and quality education, this initiative was born as an internal competition where professionals proposed projects aligned with SDG 4 by **NTT DATA DACH**. A jury selected four winning proposals, which were transformed into both face-to-face and virtual volunteering opportunities in **Germany**.

Tech Trek 🇷🇴

The TechTrek programme enables students from partner universities in **Romania** to study information technology in a real working environment with mentors. This programme helps students to make the right career decision based on previous experience in the world of technology.

240
Students benefited

Future At Work 🇪🇸

In **Spain**, Future at Work is a project within our Future Youth programme, whose purpose is to bring the world of technology closer to future generations and encourage STEAM vocations. With this initiative, we seek to involve the families of our professionals and fourth-year secondary school students in Madrid, inviting them to visit our offices so that they can experience first-hand how **NTT DATA** works.

Aulas Tech 🇵🇪

Aulas Tech is a programme of **NTT DATA Peru** that installs technology classrooms in schools to reduce the digital divide and provide more educational opportunities. It promotes the use of technology as a tool for personal and social transformation. This year, two classrooms were implemented in schools in Lima, applying circular economy principles.

689
Students benefited

Tech Girl Power 🇵🇪

Tech Girl Power is a programme designed by **NTT DATA Peru** to empower and promote the professional development of women who, for various reasons, have not been able to advance in their careers.

This programme not only offers technical training in technology but also provides practical tools to facilitate their insertion into the professional market. Each participant becomes an agent of change, bringing with them skills, confidence and a new vision for the future.

Tech Girls Power has demonstrated concrete results, connecting women to real opportunities in the technology sector, thus contributing to closing the gender gap and building a more inclusive and diverse industry.

80
Women beneficiaries

NTT DATA Foundation: social commitment

During FY24, the **NTT DATA Foundation** continued to consolidate its commitment to social development through technology. Funded entirely by the company, the Foundation promotes projects that foster digital inclusion and entrepreneurship in people of all ages.

We currently have foundations in **Mexico, Colombia, Chile and Brazil**. However, actions are implemented for certain programmes in more countries where we have a presence. These initiatives, made possible thanks to the voluntary commitment of professionals, seek to transform technology into a tool for positive impact in the communities where we operate.

NTT DATA *eAwards*

Award aimed at entrepreneurs with scalable, sustainable, environmentally friendly projects that put technology at the service of society. It is a competition in which each country chooses its winning project. The winner, in addition to the mentoring and the local prize, wins the right to participate in the global final, in which they compete for 100,000 euros non-refundable and specialised mentoring for their project. In addition, the finalists (winners from each country) participate in the "Innovation Week", a series of intensive acceleration days with technology seminars, rounds with investors, one-to-one meetings with key sectors for the growth of their projects and networking, among others.

+400
mentoring hours

€449,678
Invested

International Technology Olympiads

They aim to bring children closer to technology as creators and not only as consumers. After a training stage in which they develop digital skills and acquire or enhance their soft skills, they face a competition in which they respond to challenges in their environment. The challenges are based on programming from scratch and can be video games or animation to raise awareness of a social or environmental problem.

+3,600
Children enrolled

(04)
Social information

4.3.3

Suppliers

4.3.3 | Suppliers

The central objective of the Purchasing function is to ensure quality in the purchasing and contracting processes.

To achieve this, a series of policies and procedures have been developed to formalise this commitment:

- The **Global Supplier Risk Management Policy** describes the comprehensive process for managing risks associated with the supply chain, enabling us to identify, assess and treat risks for subsequent monitoring. This policy sets out the rules, responsibilities and basic conditions for supplier risk management at corporate level and is aligned with the guidelines provided by **NTT DATA**, as well as the company-wide sustainability strategy.
- **Global Purchasing Policy,** which includes **NTT DATA Europe & Latam's** purchasing processes for goods and services, as well as the regulations, responsibilities and basic conditions for corporate procurement.
- **Supplier Code of Conduct,** which promotes sustainability-related initiatives along the value chain through responsible business activities. Suppliers are encouraged to comply with applicable legislation, respect human rights and engage in fair trade.

The purchasing area is also responsible for promoting and ensuring that third parties, suppliers, with which the Company is going to interact promote ethics, integrity, regulatory compliance and that they follow Principles of Conduct equivalent to those of the organisation, so as to avoid negative impacts on business performance.

The following IROs related to this block have been identified:

S3 Affected communities

IMPACTS

- Disruption of supply chains due to climate change
- Corporate culture that embraces the sustainable supply chain and circular economy.
- Support to local suppliers
- Corporate culture that embraces the sustainable supply chain and circular economy.

OPPORTUNITIES

- Responsible management and sustainability awareness
- Creating synergies between actors

RISKS

- Disruption in supply chains
- Unsustainable supply chains
- Precarious working conditions of value chain professionals

Approval Process and Communication with suppliers

To select the suppliers we work with, **NTT DATA** has a detailed approval process where, together with the relevant areas, we review and ensure that the supplier is aware of **NTT DATA's** policies in terms of safety, occupational risk prevention, environmental and energy policy, GDPR, etc., as well as the general terms and conditions of contracting. Part of this process also involves monitoring whether the supplier meets expectations in terms of the agreed execution and delivery times and the quality of the contracted products and services.

We encourage the selection of suppliers who share our vision of sustainability, favouring those who operate with environmentally responsible and ethical practices.

In addition, during the supplier certification process, it is essential to have efficient communication tools and channels that allow us to manage and coordinate all activities effectively. The following are the applications we use to ensure a successful homologation and to maintain a smooth and constant interaction with our suppliers.

One Desk

This application is used for the opening of incidents, both by the applicant requesting registration and by us to manage problems that arise during the approval process. It enables efficient and rapid management of incidents, ensuring that they are resolved in a timely manner.

Shori

Fundamental tool to keep the traceability of the management of the homologation. Shori allows detailed monitoring of each stage of the process, ensuring transparency and control of supplier approval.

Ariba

Supplier portal platform where suppliers register and complete qualification questionnaires. Ariba facilitates the collection of essential information from suppliers and ensures that all data required for approval is available and accurate.

SAP Ariba Supplier Risk

A solution designed to help organisations manage and mitigate the risks associated with their suppliers. It allows us to assess overall risk profiles through the monitoring of public information.

Compliance and transparency

Our company is firmly committed to complying with the payment conditions established in each order, ensuring transparency and fairness in our commercial relations. We understand that timely payment compliance contributes to the financial well-being of our members and strengthens the development of small and medium-sized companies, promoting a sustainable entrepreneurial ecosystem.

In those countries where specific regulations exist to support the growth of small businesses, we strictly respect the payment periods established by the legislation in force, ensuring equal access to favourable conditions. For example, the group's companies in **Spain** are subject to the Law on Late Payments, Law 15/2010 of 5 July amending Law 3/2004 of 29 December, which sets 60 days as the payment deadline. On this basis, supplier invoices are paid, irrespective of the size of the supplier.

It should be noted that no legal proceedings for late payments have been registered during this fiscal year.

Local purchases

By purchasing from local suppliers, **NTT DATA** contributes to the development and growth of the business fabric of its communities. In FY2024, **69% of purchases were made from local suppliers,** a slight decrease compared to 79% in FY23.

Local suppliers are those where the supplier's country of origin (registered office) coincides with the country of purchase. As in the previous year, this indicator is calculated on the basis of the invoices received during the year.

Country*	% Local purchases FY24	% Local purchases FY23	% Local purchases FY22
Europe			
Belgium	52.34	52	70
Croatia	76.00	-	-
DACH	89.90	84	-
Spain	68.37	84	84
France	76.31	97	86
Greece	83.38	90	99
Italy	87.56	87	87
Luxembourg	65.01	57	75
Netherlands	11.08	14	75
Portugal	93.08	94	90
United Kingdom	49.59	80	83
Romania	94.00	95	94
Serbia	1.73	69	75
Switzerland (Benelux)	53.26	38	99
The Americas			
Argentina	92.07	83	88
Brazil	96.39	97	99
Chile	79.53	90	91
Colombia	80.47	83	96
Ecuador	96.44	-	-
United States	86.66	94	93
Mexico	85.74	90	92
Peru	82.61	84	83
Uruguay	7.8	-	-
Africa			
Morocco	100	100	100
TOTAL	**69%**	79%	85.5%

*Excludes information from Lithuania, Vietnam and Ireland.
**Data for Brazil, Italy, Spain and Switzerland (Benelux) was incorrect in last year's report. The corrected data for FY23 is presented in this table.
***DACH includes Germany, Austria and Switzerland.

Sustainable Purchasing

NTT DATA believes that every purchasing decision is an opportunity to move towards a more sustainable future and to contribute to a world where technology and responsibility coexist in harmony.

We aim to integrate sustainability principles into every stage of our purchasing process, ensuring that our decisions not only meet the highest standards of quality and efficiency, but also promote practices that benefit the environment and the communities in which we operate, and the entire supply chain involved in our operations.

Approved suppliers with sustainability criteria

A year ago, we incorporated a sustainability chapter in the supplier approval process, whereby large companies and SMEs are assessed to determine whether they meet the minimum criteria and to measure their level of development in this area.

During FY24, the number of suppliers approved under sustainability criteria increased to 34.2%.

Approved suppliers with sustainable criteria	
FY24	FY23
34.2%	31.9%
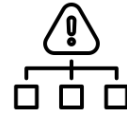
ESG risk management

Since April 2024, we have had **SAP ARIBA RISK TOOL** to **assess supplier risk**, including an ESG risk catalogue.

Training

This is the second year that we have participated with the United Nations Global Compact Spain in its Sustainability Training programmeme for SMEs. This year, 148 suppliers from 17 **NTT DATA** countries registered and members of the Global Purchasing and Spain teams are also taking this training.

Decarbonisation

We are working on adjusting our processes to include eco-design and circularity criteria for the selection of products and services, through which we can significantly reduce our Scope 3. More detail on this can be found in Chapter 3.1 on Climate Change.

Certifications

In FY24, Spain implemented and certified the ISO 20400 standard on sustainable purchasing through the Spanish Association of Purchasing and Procurement Professionals (AERCE) and *The International Federation of Purchasing* and Supply Management (IFPSM), consolidating our commitment to the integration of environmental, social and ethical criteria throughout our supply chain. Work is underway to ensure that the rest of the countries can also obtain it in the short term.

(04)
Social information

4.4

Clients

Clients

Clients are at the heart of NTT DATA's business, and together with them we are moving towards a digital future by promoting sustainability, diversity, equity and inclusion.

Our experience in innovation, technical excellence and commitment to sustainability enables us to think ahead, solve problems and help our customers transform their business.

The services and solutions we offer in the field of sustainability have a positive impact on our business and create value for a better society for all people and the environment.

Climate and Nature

Sustainable IT

Corporate Sustainability

SMART Sustainability

Sustainable Value Chain

The following IROs related to this block have been identified:

S4 Consumers and/or end-users

IMPACTS

- Sustainability offer for clients
- Client satisfaction
- Clients Digital inclusion
- Privacy and security of our clients' data
- Non-compliance with data protection and regulations
- Development of digital education services
- Artificial intelligence (AI) research

OPPORTUNITIES

- Clients Digital inclusion
- Improving education tools

RISKS

- Change in customer behaviour
- Dependence on major clients

Customer service and management process

NTT DATA, in accordance with its **Quality Management System** , maintains the following control phases in its projects:

- **Project start-up phase.** The information collected in the proposal is analysed for both internal and logistical management (client and project registration in the systems, allocation of resources, etc.).

- **Planning phase**. The work to be carried out is defined with the client, identifying deliverables, time and estimated resources.

- **Development and control phase**. Adequate monitoring and control of the project is established in coordination with the client to check that the plan is being followed, complying the established objectives in terms of quality, cost and time.

- **Finalization phase**. Tasks related to the formalization of product acceptance, the evaluation of customer satisfaction, lessons learned, and the legal and administrative termination of the product are carried out.

Delivery ecosystem

NTT DATA works every year in line with new market trends to optimize the delivery of projects to clients by integrating them into a *Delivery Ecosystem,* with the aim of increasing successful delivery*.*

The *Delivery Ecosystem* is a set of practices and processes focused on standardizing, increasing efficiency and accelerating software development based on standard market trends, supported by tools that maximize their application through automation and quality assurance.

The *Delivery Ecosystem* target model defines a corporate guideline on how to manage the project/service (governance), how to develop the software (development/knowledge/tools) and how to measure the impact (analytics).

Dashboards and KPIs to track productivity and increased delivery maturity and the impact of the **Delivery Ecosystem** implementation.

Communities of practice to facilitate the collection and exchange of experiences and questions.

Practical online training, documentation and manuals to gain experience and knowledge

Online tool to measure the level of maturity in each dimension, define a target and establish an improvement plan.

A set of corporate tools to be used to cover all the practices of the model.

Specific practices to be executed in the project/service life cycle, supported by tools and distributed in maturity levels.

| CoP |
| Analyses |
| Assessments and plans |
| Knowledge |
| Tools |
| Model |

QUALITY/SAFETY **Early detection**	**TIME TO MARKET** **Fast response**	**PRODUCTIVITY** **Efficiency**	**CONTROL** **Predictability**
The focus on testing and quality detects bugs in the early stages of development, right where their resolution involves less effort, and changes the mindset of developers, making them increase their development skills.	Process automation makes it possible to implement faster and deliver value in less time. Standardized SW development reduces the learning curve when moving between projects, focusing on what really matters.	Increased quality and safety, as well as automation of processes and practices, reduces errors and rework, improving productivity.	The more standardized software development becomes, the more predictable it becomes. Continuous monitoring of organised processes and practices facilitates the control of development.

Dialogue channels with clients

NTT DATA has Client Managers to deal directly with any concerns or worries that may arise for the customer, who accompanies the customer during all phases of the project and takes care of the associated action plan to resolve potential contingencies.

In addition, as part of its commitment to confidentiality, **NTT DATA** manages client information in accordance with contracts and relevant laws and regulations relating to the protection of personal data by establishing the following channels of dialogue:

- Satisfaction surveys
- Business proposals and their follow-up.
- Business development activities.
- Customer-oriented events: congresses and conferences.
- Annual sustainability report.

Every year there are also events organised by the **NTT DATA** Brand & Communications areas, such as the examples mentioned later, where the objective is to discuss or present topics related to the offer designed to support customers in different sectors (telecommunications, public services, technology, etc.). These initiatives extend our reach to potential customers and stakeholders, fostering relationships and showcasing our expertise.

Complaint handling and resolution

NTT DATA gives top priority to our customers' complaints and claims, understanding these as situations related to the quality level of the project.

To address these situations, the business areas apply specific mechanisms to manage complaints or claims and provide the necessary solutions to meet customer expectations and maintain customer satisfaction levels. These mechanisms include customer interaction processes, monitoring committees and escalation processes involving account, business unit and/or sector managers.

In case these measures do not resolve the situation, complaints or claims are classified as pre-litigation or litigation and referred to the legal area. During FY24 there were no complaints or grievances that resulted in customer litigation. In line with this, the quality areas regularly ask the legal area to monitor the status of these situations to analyse them and draw lessons to implement action plans at corporate level for the improvement of projects and customer satisfaction.

Likewise, communications carried out on social networks are continuously monitored, requesting them to the Brand & Communications area to be included in this same process.

Customer satisfaction

NTT DATA assesses customer satisfaction and monitors it regularly through surveys, feedback, and other means. The company analyses this information annually to identify trends and patterns of improvement and make data-driven decisions.

The objective of this analysis is to understand and measure the components that influence customer satisfaction, as well as to predict behaviors, to gain a clear view of areas for improvement. These Improvement Opportunities are mainly aimed at increasing efficiency, optimizing the use of resources or automation.

In this fiscal year, an annual value for **customer satisfaction of 85%** was obtained, a very positive value although slightly lower than in FY23 with 87%.

To improve customer satisfaction, **NTT DATA** will continue to work on two main aspects: the definition of satisfaction improvement plans for those customers where survey results have been low and the definition of action plans by region on the identified areas for improvement.
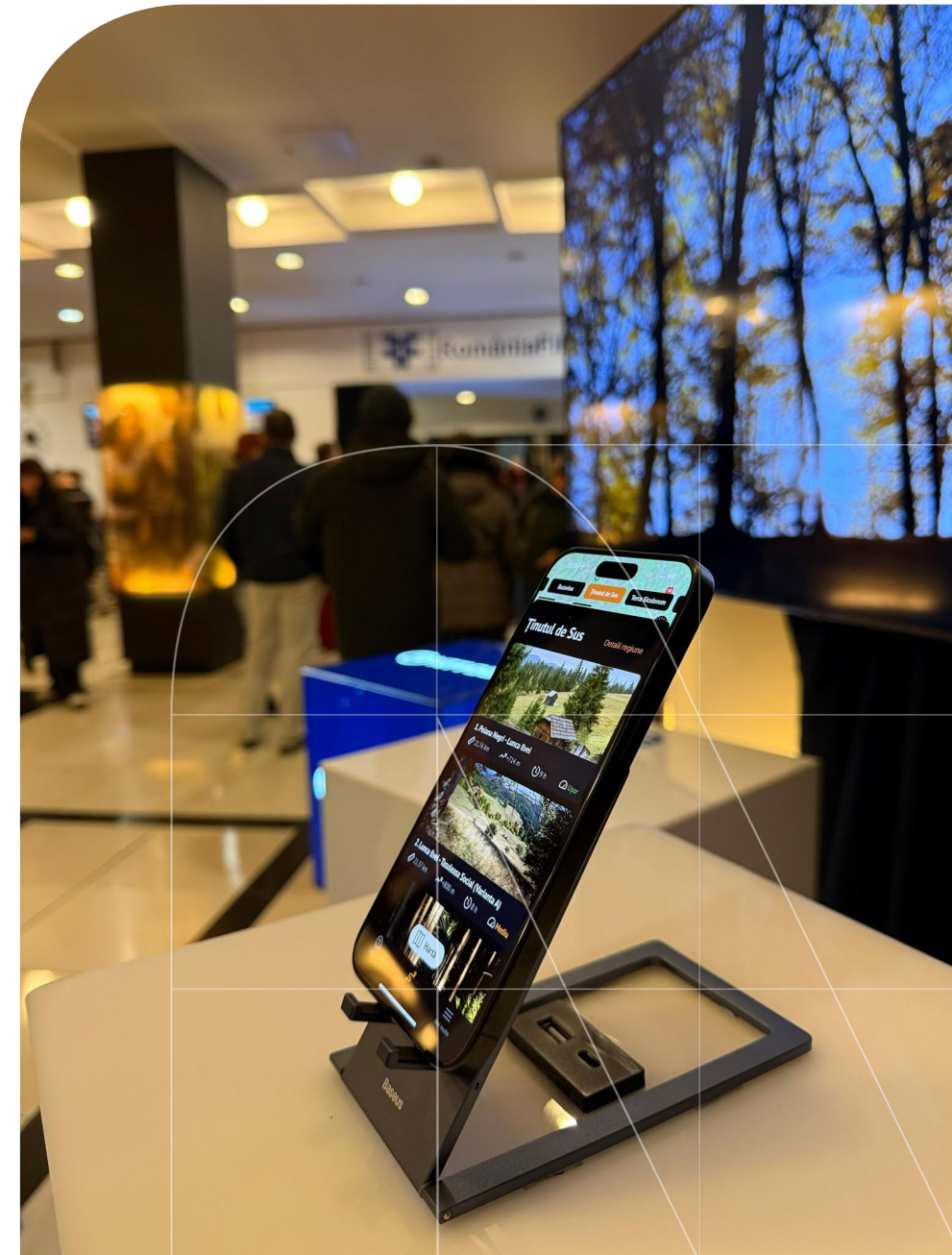
Sustainability Services **NTT DATA**

NTT DATA develops experiences that transform our customers, revolutionize industries and shape a better society for all.

The following are some of the most significant tools, projects and events carried out by **NTT DATA** for our clients related to sustainability and the environment.

Sustainability tools designed by **NTT DATA**

We are committed to the sustainability of **NTT DATA** and our clients. To this end, we have developed a series of advanced tools that facilitate and enhance the sustainability of the company and our customers by optimizing the management of resources and promoting responsible practices at all stages of the business.

CO2Sink
A smart forestry platform that measures and monitors the carbon stored in forests using advanced monitoring technologies (satellite imagery, IoT sensors and AI-based data analytics), providing real-time, public and accessible data on carbon emissions and sequestration.

VALU-EN
Natural capital governance, management and valuation tool for accounting and valuation of natural assets and ecosystem services. It digitizes the entire analytical process of natural capital, assessing, accounting, valuing and managing it, facilitating cost-effective and adaptive management of nature, ensuring the conservation of its value for society, the environment and business.

MindCharge
Platform created to provide customers with technological solutions aimed at facilitating the electric vehicle charging service, both for CPOs (those responsible for installing, activating and managing the charging infrastructure) and MSPs (those who provide the charging service to end users via apps or digital cards).

swAlert
Water Supply Infrastructure Monitoring and Protection System. An IoT software platform for pollution surveillance and early warning through the detection of pollutants by monitoring the physic-chemical footprint of water bodies.

ICT Calculator
Solution for monitoring and reporting carbon emissions related to IT systems. The tool calculates the emissions of each of the main server components (CPU, GPU, Memory and Storage) by collecting information from different sources. This tool allows organisations to monitor and store all relevant IT environmental data for easy access and analysis.

EcoDev tool
A solution that performs a static code examination to identify errors in architectural and coding practices, which could cause problems such as poor performance or high resource consumption, providing a metric that assesses code maintainability, ensuring that software is efficient and environmentally friendly and allowing an assessment on how developers, both internal and external, are applying sustainable practices when writing code.

MeetZero
Tool based on blockchain for the registration of sustainable projects (carbon, biodiversity, plastic, water and energy efficiency) and the creation of voluntary markets for the exchange of environmental credits. It emerges as a platform to support crediting operations and carbon management.

Mobility Management
A set of solutions and systems to integrate mobility and road safety management in urban and regional environments under a single platform, facilitating digital transformation and public-private partnership through innovative technologies and the integration of city services.

Syntphony Blockchain Traceability
Digital certification and traceability tool based on blockchain technology that makes it possible to manage the life of the product throughout the value chain, associating sustainability information with the traceable product.

origAMI
Comprehensive cloud-native solution to monitor and control the water distribution system, designed to digitize and optimize water network management, providing a data-driven approach for more effective and sustainable decision making.

Hydro 4.0 project, CPFL's digital dam safety platform

CPFL Energia is the main distributor, in terms of volume, of electricity sold in the Brazilian market. CPFL currently has more than **50 dams in operation** in all regions of the country, positioning itself as one of the main regional leaders in the energy sector.

NTT DATA Europe & Latam designed and developed **Hydro 4.0**, the integrated dam safety management and analysis platform that aims to transform the monitoring of hydropower plants and dams for CPFL, considering the three steps below:
- To improve remote dam risk management.
- To create a new dam safety management model that connects multiple information to improve remote analysis and provide some guidelines for decision support and technical guidance.
- To anticipate and prevent strategic and safety actions for dams.
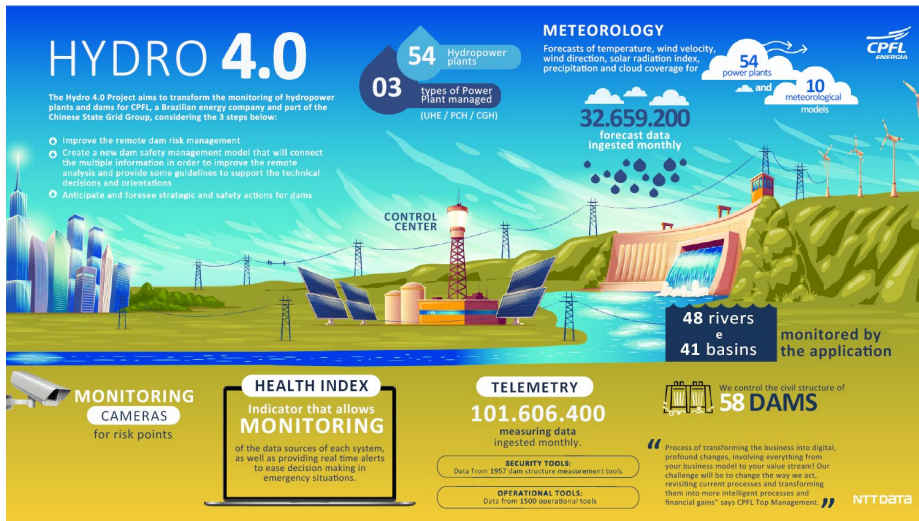
Portfolio of Strategic Ecosystem Projects in Latin America and the Caribbean

The Development Bank of Latin America and the Caribbean (CAF) is a multilateral financial institution that seeks to promote sustainable development and regional integration in Latin America and the Caribbean. In recent years, it has sought to provide management solutions to countries to avert biodiversity loss by confronting its underlying causes and addressing biodiversity and climate change issues jointly and synergistically.

NTT DATA Europe & Latam built a portfolio of projects focused on halting biodiversity loss, where funding opportunities and needs were systematized for **14 strategic ecosystems** in Latin America and the Caribbean, including the Caribbean Sea, the Amazon Rainforest, the La Plata River Basin, the Mesoamerican Biological Corridor, among others.

9   **Specific problems identified**

80   **Prioritized projects**

413,000   **Million dollars of investment needed**
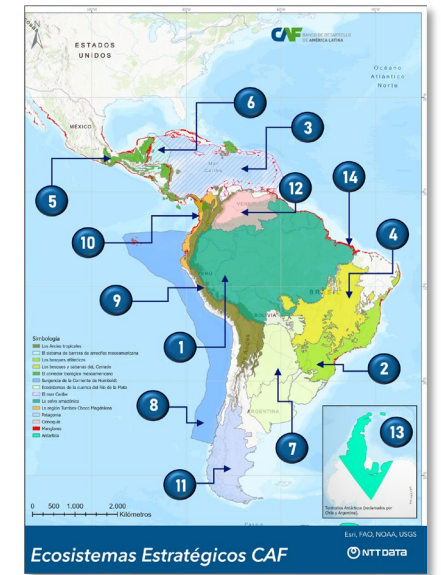
Mexico's Climate Change Data Monitoring System 🇲🇽

After signing the Paris Agreement, a global pact focused on combating climate change, Mexico adopted certain commitments in national policies, including a **35% reduction of its CO_2** emissions by 2030.

To help meet these commitments, **NTT DATA**, together with Mexican government entities, designed an **Information System** capable of monitoring the country's climate action and data. The system is designed to collect and report more than **800 variables**, in the form of KPIs and metrics, which allow:

- Estimating and monitoring CO_2 emissions nationally and by economic sector.
- Analyzing the progress of climate change adaptation initiatives.
- Monitoring and assessing climate investment flows by type.

This system will improve the accuracy and consistency of monitoring of national climate actions and their effects, enabling more effective public policy decisions and thus contributing to achieving Mexico's environmental objectives while promoting transparency.
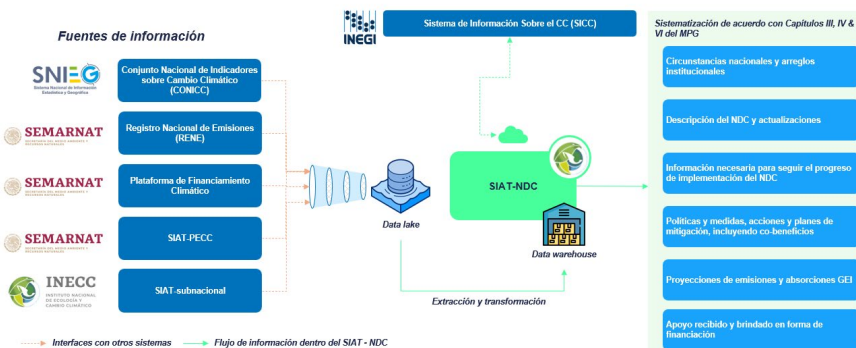
Development of Melilla's Sustainable Energy and Climate Action Plan 🇪🇸

The **Global Covenant of Mayors for Climate and Energy** is an initiative of the European Commission that brings together local authorities from more than **140 countries** to promote decarbonization, climate change adaptation and the transition to secure and sustainable energy.

In this context, **NTT DATA** has provided technical assistance to the **Autonomous City of Melilla** in drafting the **Sustainable Energy and Climate Action Plan** (PACES). As part of this work, **NTT DATA** prepared the **Baseline Emissions Inventory** (BEI), estimating energy consumption and Greenhouse Gas (GHG) emissions, and conducted the **Risk and Vulnerability Assessment** (RVA), identifying the main vulnerabilities to climate change. It also developed a **mitigation plan with 30 actions**, which will reduce more than 160,000 tones of CO_2 by 2030, and an **adaptation plan with 24 actions.**

This commitment aligns with the Covenant's goals of reducing **CO2 emissions** by at least **55%** and increasing **energy efficiency** and the use of renewable energy by **27%** by 2030, as well as making the cities more resilient.

Finally, **NTT DATA** designed and participated in the communication plan of the project to actively involve citizens and local entities.

Centralized Water Quality Data System (NABIA) 🇪🇸

NABIA is a national platform of the Directorate General for Water, under the Ministry of Ecological Transition and Demographic Challenge (MITERD), designed to centralize and improve the management of data on the ecological, chemical and quantitative status of inland water bodies, in compliance with European regulations and **Law 27/2006**, which requires transparency and accessibility of this information.

The project, led by **NTT DATA**, includes the digitization and updating of the NABIA system. Its main advances consist of the implementation of a centralized management system, the development of key modules (geolocation, data consultation, reporting, external integrations, validations and access control), and the construction of a centralized web service. In addition, it contains a supplementary application to the NABIA system, installed at the head offices of the various basin organisations, allowing the exchange of water quality data between the competent authorities and NABIA. These solutions improve usability, geographic visualization and the information cycle, optimizing processes such as storage, analysis and dissemination of water quality data.

The project promotes transparency, facilitates citizen participation, and improves consultation and analysis by technical users, water managers and the administration, contributing to the protection and conservation of water resources in a more efficient and accessible way.
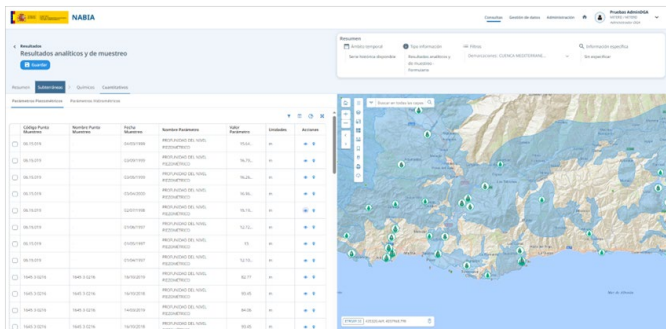
Jungle: CO2Sink for Carbon Credits. 🇮🇹

Selva is a solution developed with our partner ZeroCO2, which leverages nature-based projects to generate high quality Carbon Credits for sale. This asset enables a new business model that aims to produce exponential revenues for 20/30-year forestry projects that absorb CO2.

Selva's core technology is based on **NTT DATA's** CO2Sink asset and includes a new method that uses AI algorithms to combine satellite data and ground data collected directly from farmers to measure and monitor the carbon stored in forests in afforestation and reforestation projects. This data provides a unique system to measure the net balance of CO2 exchange between the forest and the atmosphere, which forms the basis for estimating high quality forest carbon credits, i.e., the tones of CO2 stored by the forest after forest conversion in an environmental conservation project.

The method provides transparency and high measurement accuracy, ensuring the production of high-quality carbon credits.

Thanks to this project, **NTT DATA** and ZeroCO2 help to:

- Monitor **60,000 trees** in Guatemala, which generate **14,000** tones of CO2eq absorption per year.
- Support local growth with a **40%** revenue sharing model with local communities.
- Activate local agricultural afforestation projects in Italy.
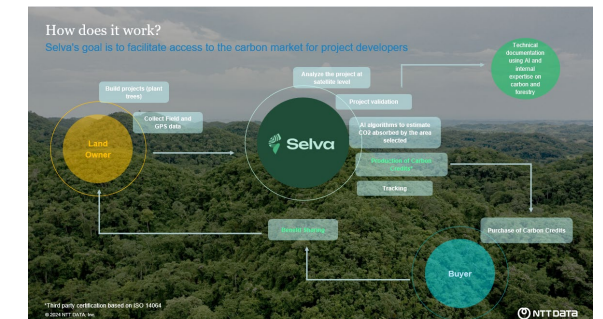
Events with positive impacts for customers

NTT DATA organised a wide range of events throughout FY24 with the aim of promoting knowledge sharing, diversity, equality, creating spaces that inspire transformation and growth in different social and professional fields. Some examples are shown below:

Green Software Foundation 🇪🇸

As members of the *Green Software Foundation*, **NTT DATA** and CAST have shared their vision for the evolution of sustainability in the IT space by exploring how companies can contribute, measure and transform their application ecosystem to support sustainable development goals.

Royal Theatre *Project* 🇪🇸

To introduce opera to a younger audience, a virtual character of a female opera composer was created, based on Francesca Caccini, an early Baroque Italian composer, and its purpose was to explain the basics of opera to connect with the audience.

Green Your Future 🇷🇴

Promoting environmentally friendly digital strategies and sustainable technology solutions for businesses through the presentation of new technologies and showcasing the expertise and portfolio of **NTT DATA** in the field.

Cybersecurity Congress Romania, Ninth *edition* Sibiu 🇷🇴 (NTT DATA Romania co-organiser)

Tenth edition of the Romanian Cybersecurity Dialogues Congress where representatives from the public and private sectors participated in discussions on the challenges of cybersecurity in the emerging digital era, the influence of the development of artificial intelligence on cybersecurity, and strategies for companies to improve the protection of their IT infrastructures.

Data EmpowerHER 🇦🇷

Event organised together with *Banco Galicia*, designed to inspire and promote the professional development of women in **NTT DATA**, where women from different sectors of the world of technology to talk about the challenges and learning from the industry, and thus enhance their careers by encouraging them to take the first step.

Urban Kitchen (CDO Latam - *Databricks* and NTT DATA) 🇵🇪

An entertaining and flavorful event that combines Peruvian cuisine with a free space to exchange experiences, opinions and expectations about the changes that Generative AI and innovations in data management tools will bring us in the coming months.

(05) Governance information

Positive prosperity

Positive Prosperity is the governance pillar of our sustainability strategy, through which **NTT DATA** is committed to leading with integrity, ethics and transparency in its operations, with the aim of ensuring good corporate governance.

In this chapter, we explore **NTT DATA's** responses to today's corporate governance challenges, covering six areas:

- **Corporate culture:** We promote a working environment that values ethics and transparency.

- **Risk management:** We implement a robust risk management framework that enables us to identify, assess and mitigate potential risks to safeguard the integrity of our operations.

- **Anti-corruption:** We have developed strict policies and clear procedures to prevent corruption in all our business interactions, ensuring transparency and accountability.

- **Cybersecurity:** We continuously invest in strengthening our cybersecurity measures.

- **Ethical and sustainable artificial intelligence**: We encourage practices that ensure the development and ethical application of AI, seeking to benefit society.

- **Responsible taxation**: We take a transparent and ethical approach to our tax obligations.

Through these initiatives, **NTT DATA** reaffirms its commitment to a more sustainable future and a positive social legacy.

80% participation in cybersecurity courses

87% of people trained in *Compliance*

93% of the workforce trained in Artificial Intelligence

(05)
Governance information

5.1

Business conduct

Corporate culture at NTT DATA

NTT DATA is a company that is distinguished by its commitment to a corporate culture based on core values such as respect every voice, think big, be bold, deliver results and win together. These best practices are aligned with the principles of sustainability and good corporate governance, as well as the promotion of integrity, transparency and ethics. In addition, the compliance criteria and guidelines for the **NTT Group** together with risk prevention measures consolidate the foundations of our corporate culture.

The Board of Directors of **NTT DATA Europe & Latam** is firmly committed to "leading the way" in ethical behavior in line with our values, corporate compliance and with the principle of zero tolerance for any breach of the law or our principles, especially in criminal risk prevention, such as corruption and bribery, money laundering, human rights violations, anti-competitive behavior and fraud or tax evasion.

The region is currently in the process of internal organisation and integration. As part of this effort, the compliance operating model is being analysed and defined to ensure that it aligns with our strategic objectives and regulatory requirements. This will help streamline operations and improve our ability to manage compliance effectively across the organisation.

Within the company, there are specific areas in charge of promoting this culture, mainly People, Compliance and Internal Audit:

- People: Aligned with people management and fostering transformation in constantly changing work environments.
- Compliance: Transfers guidelines throughout the group to ensure that **NTT DATA's** conduct complies with applicable laws, regulations and ethics.
- Internal Audit: Plays a key role in the **assessment and continuous improvement of our operations**. Its work not only contributes to achieving its objectives but also applies a systematic and rigorous approach to reviewing and assessing the effectiveness of risk management, control and governance processes in all countries in the region. Committed to the **principles of independence and objectivity**, the department operates with direct and unrestricted access to Senior Management and the Board of Directors, reporting directly to the Audit and Compliance Committee.

The following IROs related to this block have been identified

G1 Business conduct

IMPACTS

- Boosting the motivation of professionals through sustainable values as part of the corporate culture
- Loss of trust due to possible incidents of corruption and bribery
- Possible unethical and illegal business conduct
- Transparency of information
- Cybersecurity threats affecting corporate culture
- Responsible use of technology based on sustainable environmental practices

OPPORTUNITIES

- Responsibility and sustainability awareness
- Motivation of professionals due to corporate culture
- Responsible use of technology
- Taking the lead with the growth of Big Data and Data Analytics

RISKS

- Damage due to possible incidents of corruption and bribery / Possible corruption and bribery
- Possible fraudulent business practices
- Possible non-compliance and potential ethical risks
- ESG risk management
- Cybersecurity
- Regulatory Fluctuation in the Global IT Sector
- Risks related to intellectual property
- Inter-company transfer pricing
- Conflict of interest
- Potential violation of Trade Compliance laws
- Possible theft and embezzlement
- Potential privacy leaks
- Possible anti-competitive behaviour

Principles and standards

NTT DATA operates globally in many countries with different cultures and business practices, where diverse professionals work in unison. In an environment of continuous and complex change, the **Code of Ethics and Professional Conduct** serves as a guide to good business conduct for all professionals in the company, regardless of country or region. It describes our approach to addressing social issues, including sustainability and human rights, and outlines expected behavior to ensure that each professional acts ethically and in accordance with applicable regulations.

The Code of Ethics and Professional Conduct sets out the principles and the fundamental basis by which all people associated with **NTT DATA** must conduct our business, regardless of the entity in which we operate. Its main objective is to define the **values, principles and standards** that should govern our actions in the context of our activities. Formally approved by the Board of Directors and published in May 2024, the Code serves as the basic document of Compliance and a necessary guideline for all entities within its scope of control.

This code is **mandatory** for all those included in its scope of application. In this sense, the code binds all of us, whether we are directors, managers or professionals, regardless of our position and function. Furthermore, the code confirms the company's commitment to act not only in accordance with current legislation, but also in accordance with its principles and values.

For the next fiscal year, a new single, global code of conduct applicable to all entities of the **NTT DATA Group** will be approved. This new code will be approved by the parent company domiciled in Japan.

Policy communication

The objective is to reach out to all our professionals in the region to inform them about the policies implemented by the company. For this we use different internal channels and coordinate closely with our internal communications teams in each country.

To communicate the new code of conduct to all **NTT DATA** professionals, an internal communication campaign was conducted on behalf of Chieri Kimura, CEO of **NTT DATA Europe & Latam**.

Chieri Kimura
CEO NTT DATA EMEAL

Dear all,

As we evolve in a fast, changing and complex environment, it is important that we fulfill our corporate social responsibilities as an **ethical Company**. **Compliance** is **key** to gain the trust of our clients and other stakeholders, as well as to safeguard the sustainable development of our region and the Group.

Within the regional Compliance Program, the EMEAL Compliance team has prepared a **new NTT DATA EMEAL Code of Ethics and Professional Conduct**, which will be fully applicable from May 28th 2024.

In the link below you can find the Code, which is also accessible on each country website and the Intranet:

Access the Code

3 | NTT DATA Europe & Latam, S.L.U.

nttdata.com

Complaints channels

In **NTT DATA** during FY24, a whistleblowing channel or Whistleblowing System was implemented as the main system with global reach, confidential and anonymous (if required by the whistleblower). This channel was available on the corporate website of each country and was accessible to all the group's professionals, as well as to third parties, such as customers and suppliers, among other stakeholders, and to those who act on behalf of the company or who, in any way, interact or collaborate with it.

This channel was operational from the moment its implementation and operation was communicated to all the organisation's professionals on May 1st 2022 and was regulated by the internal procedure approved on March 20th 2024 by the Board of Directors.

The channel was independently managed by a prestigious Spanish law firm, hired specifically for this purpose, which makes it impartial and objective. It was hosted on an external state-of-the-art technological platform located in Germany, guaranteeing confidentiality and anonymity, in accordance with appropriate privacy and security parameters. For the reception of complaints through this channel, a global collegiate body was created, responsible and accountable for managing the complaints that are communicated.

In addition, all practitioners had access during FY24 to an additional, proprietary whistleblower channel, owned by *NTT DATA Corporation* (ultimate parent company domiciled in Japan), which was applicable to all entities of the **NTT DATA** group. This channel was used through the email address distributed internally globally and was managed by an external law firm based in Japan.

In addition to the global channel, a specific complaints channel was available during FY24, applicable in **Italy** to comply with the regulatory requirements of the Italian legislation on this matter, which transposes the EU Directive on *Whistleblowing* (Law 24/2023). This local whistleblowing channel used the same platform that is operational for the global whistleblowing channel, and was therefore under the same security, confidentiality and privacy measures. For the reception of complaints through this channel, a local collegiate body was formed called the *Comitato Segnalazioni* composed, among other members, of the Chief Compliance Officer of **NTT DATA Europe & Latam** and the Head of Legal & Compliance of **Italy**.

In early FY25, a new, single, global reporting channel will be operational for all units (from **NTT DATA, Inc.**(holding company) of the parent company of **NTT DATA Europe & Latam, S.L.U.**). This new channel will be called *Speak***Up** and will come into effect from April 1st, 2025. It will be a new platform that will also ensure adequate security, confidentiality and privacy measures.

It will be available on the corporate websites of each country and equally accessible to professionals and third parties. In addition, this new whistleblower channel will be governed by two new **NTT DATA, Inc.** policies (SpeakUp & Whistleblowing Policy + Internal Investigations Policy).

Access to the **NTT DATA** online whistleblowing channel: [SpeakUp & Whistleblowing](#)

Ensuring the effectiveness of complaints

The following procedures have been developed to ensure the effectiveness of the channel:

- **Internal Whistleblowing Channel Procedure**, which regulates the implementation and operation of the channel, and the
- **Internal Investigations Protocol**, which sets out guidelines on how to conduct an investigation.

These documents seek to reinforce the ethics and compliance culture within the organisation, protect its reputation and assets, clearly identify risks, especially those of a criminal nature, and take disciplinary measures in accordance with applicable legislation.

In addition, among other mechanisms, the effectiveness of the channel is ensured by promoting its proper use throughout the organisation and through awareness-raising and training actions. In particular, the annual Compliance course dedicates a specific section to the use of this channel and how professionals can access and use it.

Through the whistleblowing channel, a total of 89 complaints were received in FY24. Most of these communications are linked to the People (Labour) area, as they involve alleged incidents in people management, in the area of projects, and with no specific connection to aspects of Compliance. Of the total number of complaints, 70 relate to employees, 1 to customers, 1 to suppliers and 17 to other unspecified third parties. Of this total, 9 complaints are linked to the category of discrimination and 8 of them are reported by our professionals. These communications have been handled internally in accordance with the applicable procedures and have been redirected to the People and competent units, respectively, to carry out the corresponding investigation and to adopt, where appropriate, the necessary disciplinary measures, within the legal framework in force. **100% of the cases have been resolved.**

Whistleblower protection

Whistleblower protection is clearly set out in the **NTT DATA Group** Code of Conduct and the **NTT DATA Europe & Latam** Code of Ethics and Professional Conduct. Both documents prohibit any retaliation against whistleblowers acting in good faith. In addition, the internal Whistleblower Channel procedure, together with the Internal Investigations Protocol, reinforces this protection, ensuring that whistleblowers are protected against intimidation, harassment, reputational damage, unfavorable treatment, discrimination and retaliation.

- The **NTT DATA** Group Code of Conduct: Section 5.6 "Reporting concerns" states that no retaliatory action will be taken against a whistleblower acting in good faith.
- **NTT DATA** *Europe & Latam* Code of Ethics and Business Conduct*:* Section 4 " Whistleblowing Channel" states that retaliation will not be tolerated against a person who makes a good faith report of alleged misconduct or who cooperates with an internal or law enforcement investigation, in accordance with applicable law.
- Internal Whistleblowing System Procedure: regulates the operation of **NTT DATA Europe & Latam's** global whistleblowing channel.
- Internal Investigations Protocol: this is a guide on how investigations should be conducted in the organisation and the necessary stages that the process must go through for the formally assigned investigation team to conclude whether the reported facts, which are the subject of investigation, have occurred.

The company also carefully manages conflicts of interest and ensures the confidentiality of disclosed information.

- The **Conflict-of-Interest Policy** ensures that all professionals act in the best interests of the company and uphold our core values. Its purpose is to establish the rules and guidelines for action that must be followed by all individuals associated with **NTT DATA** and business partners in situations of conflict of interest, whether in the private or public sector. This is so that conflicts are managed, conflicts are disclosed and, ultimately, the necessary measures are taken to mitigate any risks that may arise.

Compliance global training

As every year, the compliance course has been launched for all professionals, reinforcing our commitment to continuous training and adherence to the highest ethical standards.

This training has been developed by the Compliance EMEAL Team in collaboration with the Corporate University. As every year, the content has been revised to adapt it to the needs of all professionals, providing training in compliance, which covers knowledge of our code of conduct, the corporate commitment against inappropriate behavior, with special emphasis on the risks related to corruption and bribery. Among other new issues covered in FY24 are the main guidelines in trade compliance, the promotion of free competition and the detection and management of conflicts of interest, whilst always encouraging transparent management.

This course assesses the level of knowledge of each professional through a test that includes different questions about the training provided in the subject and that the professional must pass with a score of 100% to obtain the corresponding certificate.

The overall percentage achieved this year was 87%*.

Global course on Compliance	
FY24	FY23
87%*	81%

* This percentage does not include employees in the DACH region, who are currently receiving compliance training in this area, following the negotiation and approval of its content by the *Workers Council,* through its specific local platform, with a compliance rate of 97%.

06 March 2025   **NTT DATA UNIVERSITY**

Awarded to:

For their attendance and achievement in the course:

Compliance NTT DATA Europe & LATAM FY24

Jaime Fernández del Mazo
EMEAL UNIVERSITY DIRECTOR
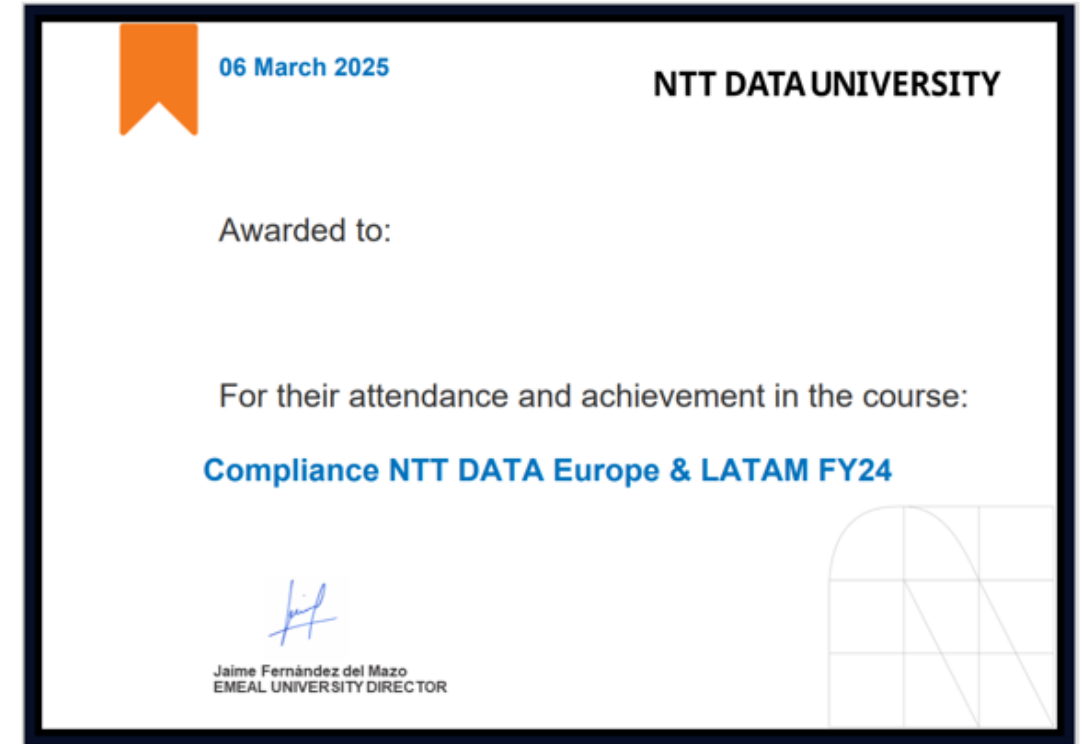
EU Transparency Register

NTT DATA EU & Latam *Green Engineering* S.L.U. and NTT DATA Romania S.A. are registered in the EU Transparency Register:

The EU Transparency Register allows for public scrutiny where citizens and other stakeholders can monitor NTT DATA's activities and interests, creating greater trust.

This registry also helps **NTT DATA** align with EU regulations, which allows us to avoid legal problems and sanctions related to bad practices. It also encourages dialogue and collaboration with other organisations committed to transparency.

Ultimately, this register demonstrates our commitment to transparency and good ethical practices.

(05)
Governance information

5.2

Risk management and internal controls

The following IROs related to this block have been identified

G1 Business conduct

RISKS

- Regulatory compliance and ethical risks
- ESG risk management
- Regulatory changes in the Global IT Sector
- Intellectual property risks
- Harassment risks
- Inter-company transfer pricing

Effective risk management

NTT DATA Europe & Latam is responsible for establishing and operating a risk management framework that conforms to the **Risk Management Policy** of the **NTT DATA Group**. This strategy is led by the global area, which provides guidelines in this area to all the entities that form part of **NTT DATA** for proper risk prevention and management in the organisation.

NTT DATA operates within a complex and dynamic global environment, which is constantly evolving and includes diverse markets and business practices. In this regard, it is necessary to continuously assess the impact of these changes on our business to enable rapid and consistent responses. This is achieved by embedding effective risk management throughout our operations through the implementation of a robust risk management programme and practices. Furthermore, through effective risk management we contribute to the sustainable growth of the company.

In FY24, the **risk assessment and risk management process** has been carried out in strict accordance with the guidelines set out in the aforementioned policy, which details the tiered approach adopted for the identification, assessment and prevention/mitigation of risks in the region. This approach ensures that risks are managed holistically, considering both inherent and residual risks, and aligning prevention and/or mitigation strategies with the company's strategic objectives. In particular, during FY24, the following key actions were carried out:

- **Risk identification:** Risks relevant to the region have been identified, considering both internal and external factors and aligned with the risks identified in the Dual Materiality Analysis.
- **Risk Assessment:** The likelihood and impact of identified risks have been assessed, using quantitative and qualitative methodologies in line with the COSO framework and ISO 31000 risk management guidelines.
- **Risk prevention/mitigation**: Prevention/mitigation measures have been implemented to avoid and/or reduce the impact of risks, following the guidelines of the aforementioned Risk Management policy.
- **Monitoring and coordination:** The effectiveness of planned prevention/mitigation measures has been monitored and coordinated with the key stakeholders involved.

Risk Matrix

For FY24, the process and metrics defined in the *Risk Management* Policy in force during the fiscal year have been applied. The resulting Risk Matrix has been validated, on the risks that apply, in collaboration with the ESG department, ensuring its alignment with the requirements of the Corporate Sustainability Reporting Directive.

These ESG-related risks are included in the **NTT DATA Europe & Latam** risk catalogue, which is based on the Global Risk Catalogue of the **NTT DATA Group.** This catalogue covers all risks related to the Group's activities, as well as those related to business areas, sustainability and specific processes of **NTT DATA** for this FY24.

The risk assessment of **NTT DATA** also includes the identification of additional, region-specific risks other than the risks listed in the Global Catalogue above.

Risk management process

The risk management process aims to identify the areas most affected in this area and to prioritise the necessary actions based on the level of risk. All risks are addressed and managed in the region with a view to their appropriate prevention.

The objective of this process is to define a comprehensive, company-wide approach to effectively manage risk within **NTT DATA**. This is achieved mainly through the following:

- Promoting a culture of risk prevention in which risk management is integrated into the responsibilities of each professional in their daily activities.
- Integrating risk management into business processes to protect the business, customers, professionals, other business partners and the communities in which we operate.
- Creating a proper awareness and understanding of risk management in the business activity.
- Providing the requirements for appropriate risk management within the framework of the corporate guidelines in this area.
- Using our global capabilities and local knowledge to innovate and deliver transparent, relevant, agile and proactive risk management.
- Ensuring that risks are effectively identified, assessed, managed, monitored and reported.

This process helps the company to manage its own risks by considering various alternatives, e.g., eliminating the source of the risk, and acting on the likelihood or consequences of the event.

The risk factors in the **NTT DATA** risk catalogue, along with the actions to prevent, mitigate or monitor those risks, have been reviewed and defined by the *CRO* of the region in FY24. This was done in collaboration with other areas involved in the organisation, to determine whether adjustments were needed due to the evolution of the Group's activities and the appearance of new factors or external circumstances affecting the Group.

Results of the risk management

In the risk management process, the result of the assessment, both at local and regional levels, establishes priorities for the planning and implementation of actions to counteract the risks. This includes implementation of new controls to prevent or mitigate the risks, as well as monitoring the already implemented controls and the indicators they provide regarding risk status.

The results of the 2024 risk assessment confirmed that none of the situations identified actually constituted a material risk to the region, due to the controls already in place, and also taking into account the nature of our activities.

We are constantly working with technologies and solutions to prevent and control situations such as cyberattacks and possible information leaks, which are among the threats to which we are most exposed.

Another relevant category of situations where actions have been planned are those related to changes in laws and regulations, applicable at national or international levels.

Looking ahead to 2025, we are working on the definition of a new internal regulatory framework for global risk management. This framework will take a more operational and in-depth approach, aligned with applicable standards.

Internal Audit Department

The Internal Audit Department of **NTT DATA Europe & Latam** plays a key role in the **assessment and continuous improvement of our operations**. Its work not only supports the Speak Up organisation in achieving its objectives, but also applies a systematic and rigorous approach to reviewing and assessing the effectiveness of risk management, control and governance processes in all countries in the region.

Committed to the **principles of independence and objectivity**, the department operates with direct and unrestricted access to senior management and the Board of Directors, reporting directly to the Audit and Compliance Committee. Its team maintains an impartial stance, ensuring assessments free from external influences and potential conflicts of interest.

In addition, NTT DATA Europe & Latam's Internal Audit Department actively drives **digital transformation and sustainability** within the organisation, anticipating risks and providing its professional services in a global collaborative environment. To ensure a high-impact audit, its team participates in continuous training programmes, keeping up to date with regulations, methodologies and emerging trends in auditing, sustainability and risk management.

In the last year, the department, in close collaboration with the sustainability team, has been involved in the monitoring of the project of **adaptation to the new CSRD regulation**. Dedication and teamwork have been essential to further this process, demonstrating our willingness to adapt and continuously improve for the benefit of our organisation and the environment.

(05)
Governance information

5.3

Anti-corruption

The following IROs related to this block have been identified

G1 Business conduct

IMPACTS

- Loss of trust due to incidents of corruption and bribery
- Transparency of information
- Corporate efforts to include sustainable environmental issues

RISKS

- Harm due to incidents of corruption and bribery / Corruption and bribery
- Fraudulent business practices
- Regulatory compliance and ethical risks
- Conflicts of interest
- Breach of trade control laws
- Theft and embezzlement

5.3 **Anti-corruption**

Commitments against corruption and bribery

During the last fiscal year, **NTT DATA Europe & Latam**, through its commitment and initiatives focused on anti-bribery and anti-corruption, has carried out a number of actions aimed at ensuring compliance with anti-corruption regulations and preventing unlawful conduct within the organisation. The most important objective is to foster a culture of integrity and transparency, protecting the company and its professionals from incurring reputational risk and damage.

We have reinforced our anti-corruption commitment by including specific clauses in all contracts with external advisors and commercial intermediaries. In international contracts, TRACE Anti-Bribery clauses are added according to the "Anti-Corruption Policy".

In mid-FY24, new criminal prevention policies were published in all entities, including the Anti-Corruption Policy, the Gifts and Hospitality Policy, and the Criminal Prevention Policy.

Professionals and third parties can report alleged corruption and/or bribery through the global whistleblowing channel. More details can be found in Chapter 5.1.

As a result of all initiatives, during this fiscal year, **there have been no incidents or public legal cases related to corruption or bribery activities.** Nor has NTT DATA Europe & Latam been convicted of non-compliance with anti-corruption and anti-bribery laws.

NTT DATA declares its clear will and intention to comply with all anti-corruption laws, expressly prohibiting any kind of corruption, whether active or passive, direct or indirect, in the public sector (national or international) or private sector.

With respect to bribery, it is unacceptable for any **NTT DATA** professional or agent to offer, pay, solicit or accept bribes, directly or indirectly, in any form.

The following policies support this commitment:

- Compliance: Crime Prevention Policy.
- Compliance: Anti-corruption Policy
- Compliance: EMEAL's Gifts and Hospitality Policy.
- Compliance: Global Risk Matrix for Compliance.
- Financial: Financial and treasury controls in line with international and local regulations.
- Internal Audit: Internal Audit Controls.
- Internal control and corporate governance: Group Authority Matrix (GAM).

All these policies are accessible to all professionals on the corporate intranet, Doorways.

Anti-corruption Policy

The Anti-Corruption Policy has been developed with the purpose of **protecting the organisation and preventing any conduct related to corruption** and any associated compliance risk to which the Company may be subject. Its objective is to ensure that all Company professionals act ethically, with integrity, and in full compliance with applicable anti-corruption laws at all times.

Gifts and Hospitality Policy

The Gifts and Hospitality Policy aims to **regulate the guidelines for the offering or receiving of gifts and hospitality** by EMEAL professionals, in the Public Sector, in the Private Sector and within the internal sphere of the organisation, preventing possible corruption and/or bribery.

Crime Prevention Policy

The Crime Prevention Policy seeks to **prevent any crime** (criminal risks) in the organisation that may be directly or indirectly **linked to the Company's activity**.

Global Criminal Risk Matrix

The **Global Criminal Risk Matrix detects potential non-compliance with criminal regulations and/or offences**, such as corruption, bribery or money laundering, and **establishes specific measures and controls for their prevention or** hypothetical **mitigation**. This matrix assesses the criminal risks that may be strictly associated, directly or indirectly, with **NTT DATA's** activities, considering the probability of occurrence and their impact.

During FY24, the prioritization of potential crimes linked to these activities has been maintained, categorizing risks on a scale of 1 to 5: Low (1), Low/Medium (2), Medium (3), Medium/High (4) and High (5). **No High category criminal risks have been identified,** and in the Medium/High category , the following crimes continue to be detected , according to the criminal code in force, which could imply criminal liability for the company: industrial and intellectual property, corruption in business, discovery and disclosure of secrets, damages, bribery and influence peddling.

Finally, a **new Criminal Risk Matrix** has been produced with the help of a prestigious external firm, specialised in Compliance and Criminal Law. Spanish legislation has been taken into account in the preparation of this Matrix since the holding company of **NTT DATA** is domiciled in Spain and once finalized, it was shared with the rest of the geographies within the perimeter of the region in order to complement it from the perspective of the applicable local legislation.

(05)
Governance information

5.4

Data Protection

The following IROs related to this block have been identified

G1 Business conduct

IMPACTS

- Unethical and non-compliant business conduct
- Transparency of information

RISKS

- Regulatory compliance and ethical risks
- Privacy leaks

Data security

The advance of information and communication technologies (ICT), and especially the internet, has changed today's social and commercial relations, facilitating the processing and massive exchange of data in all sectors of economic and social activity. Because of the above, an increasing volume of personal data on professional activity is being processed, relating to customers, suppliers, users and professionals.

In this scenario, **NTT DATA** is committed to the highest standards in protecting personal data and to comply with the relevant data protection legislations.

More laws are expected to be enacted in the near future to regulate innovative technologies with massive impacts on the protection of personal data (e.g. facial recognition, IoT, AI, etc.). **NTT DATA** is aware of the importance of these regulations, and will keep up to date with compliance with the fundamental right to the protection of personal data.

Policies and procedures to ensure data protection

The Data Protection Office defines and maintains policies and procedures to ensure the protection of personal data and regulatory compliance.

The most relevant policies and procedures are:

- Personal data protection policy.
- Access request policy of public authorities. Supplier privacy management policy.
- Policy on handling requests for data subjects' rights.
- Personal data breach management procedure.
- Procedure for the retention of personal data.

Initiatives to promote data protection

The Data Protection Office develops and maintains a training programme on privacy regulations to protect personal data. Different formats are available, including ongoing courses for new professionals, such as the GDPR course, the privacy for services course and the privacy for support functions course. In addition, annual refresher courses are offered.

This year, a Data Breaches course has been developed to help professionals learn how to detect, manage and prevent data breaches. Finally, short awareness-raising campaigns are launched, taking advantage of occasions such as Data Privacy Day.

During FY24, there was only one security incident to note, due to a partial data breach involving the extraction and publication of information on the dark web. NTT DATA took appropriate measures in accordance with the applicable regulations, involving both the affected persons and the relevant authorities.

Data Breaches Course

To learn how to identify, manage and prevent data breaches.

Data Breaches

Self learning

🕐 : 60 mins

The objective of this course is to introduce the main concepts of a security breach, as well as provide instructions on how to prevent them and how to respond in case of being affected by one.

Business Data Protection Course

Aiming to apply privacy to the services and projects we provide to our customers.

GDPR Course

Basic course on the GDPR regulation and its application within the company.

Privacy Day campaign

Training modules were launched during World Privacy Day.

92%

Professionals completed the GDPR course in FY24

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Governance information

5.5

Cybersecurity

| 5.5 | Cybersecurity |

The following IROs related to this block have been identified

G1 Business conduct

IMPACTS

- Cybersecurity threats affecting corporate culture

RISKS

- Cybersecurity

Cybersecurity

The technological risk is growing faster and faster, seeking to exploit any vulnerability, configuration flaw or human failure to use it against an organisation.

In the field of cybersecurity, **NTT DATA Europe & Latam** is in a process of continuous improvement of the tools and skills of our teams, in order to adapt to an increasingly demanding and regulated environment.

We are implementing a security strategy based on the principle of zero confidence. As a result of this strategy, despite the annual increase in the number and sophistication of cyber-attacks, **NTT DATA Europe & Latam** managed to thwart all attempted attacks during the year without incurring significant incidents or affecting the company's infrastructure.

Security training initiatives

As far as training is concerned, all professionals must complete a basic and compulsory security course. In FY24, **participation exceeded 80%.**

In addition, a continuous training programme has been implemented in which awareness-raising activities are carried out for all professionals every two months. These activities include information cards, interactive games and videos. Finally, different phishing simulation emails are sent to each user four times during the year, so that professionals know how to detect fraudulent emails.

General information security course

The objective of the general information security training at **NTT DATA**, **Inc**. is to increase awareness of the importance of information security and the appropriate protective measures to be implemented while professionals perform their duties, whether they are in the office, at a customer location, at home, or anywhere in the world.
The training shows how important it is to participate in strengthening the security posture of our company.

NTT DATA, Inc. General Information Security Training

Self learning

Completed   : 30 mins

The objective of the NTT DATA, Inc. General Information Security Training is to raise your awareness regarding the importance of information security, and the appropriate protection measures you must apply while performing your duties for NTT DATA, Inc. whether you're in the office, at a client location, at home or anywhere in the world.

The training will showcase how important your involvement is in strengthening our company's security posture.

Awareness-raising modules
Awareness-raising initiatives for all professionals with bi-monthly campaigns with activities including awareness cards, mini-training, games and videos.

Example of campaigns launched during the year:

- Restricted Intelligence Season 7: Ep 06 - Working from Home (Video - 6 minutes).

- Information Security @ Remote Workplaces (Video - 2 minutes).

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Governance information

5.6

Ethical and sustainable
Artificial Intelligence

The following IROs related to this block have been identified

G1 Business conduct

IMPACTS
- Boosting the motivation of professionals through sustainable values in the corporate culture
- Unethical and non-compliant business conduct
- Transparency of information

RISKS
- Regulatory compliance and ethical risks
- ESG risk management
- Regulatory changes in the Global IT Sector
- Intellectual property risks

OPPORTUNITIES
- Responsible use of technology

Our commitment to the ethical use of AI

Artificial intelligence (AI) is perhaps the most pervasive and disruptive technology of this millennium, yet it is still in its infancy. It is transforming industries in ways we could not have anticipated, redefining the way organisations work, driving new economies and changing the workforce.

But transformative technologies always carry risks. Too often we ignore governance in favour of rapid innovation, leading to a crisis of accountability, and AI is no exception.

For fiscal year 2024, the strategic focus of **NTT DATA** on AI ethics focused on **implementing initiatives that promote governance, ethical considerations, legal compliance and responsible technology**. This aligns with our overall objectives to ensure transparency and compliance throughout the AI life cycle in all our projects. These efforts are particularly significant in the light of the recently passed AI Act or EU AI Regulation (AIR), which will require standards for AI systems.

The proactive approach of **NTT DATA** not only anticipates these regulatory requirements but also reinforces our dedication to ethical AI practices and our commitment to creating **trusted and responsible AI solutions** in an increasingly challenging and innovative technology landscape.

Pact for AI (AI Act)

We signed the voluntary commitments of the European Commission's **collective AI Pact** in February 2025, making voluntary commitments to the development and deployment of AI systems, highlighting our AI compliance strategy, risk assessment processes, as well as training and awareness raising.

In making this commitment, **NTT DATA** commits to working proactively to implement some of the provisions of the AI Act, with the goal of establishing best practices to mitigate risks to health, safety and fundamental rights.

AI Pact: Shaping Europe's digital future

All organisations participating in this initiative commit themselves to doing their utmost to meet or contribute to the following three "core" commitments:

1. Adopt an AI governance strategy to foster AI adoption in the organisation and work towards future compliance with the AI Act.

2. Conduct, to the extent possible, a mapping of AI systems provided or deployed in areas that would be considered high risk under the AI Act.

3. Promote AI awareness and literacy of its staff and others who will be dealing with AI systems on its behalf, taking into account their expertise, experience, education and training and the context in which AI systems are to be used, and taking into account the individuals or groups of individuals affected by the use of AI systems.

AI training

Generative AI (Gen AI) is transforming **NTT DATA**, driving the creation of new products, services and solutions, while redefining our work processes and dynamics. To lead this disruption, it is essential to train the whole organisation in skills related to Gen AI, promoting ethical use and maximising its potential.

To this end, we have created the Gen AI Academy, a global training programme offering content tailored to different levels of experience: White belt, Yellow belt, Green belt and Black belt, ensuring the continuous development of our professionals.

⬤	**Black Belt**	Specialised training: Aimed at key professionals from **NTT DATA** with advanced skills who lead innovation, design solutions and manage large AI deployments.
⬤	**Green Belt**	Advanced training: Designed for professionals who develop solutions, provide services or manage AI and Gen AI projects, addressing trends, strategic vision and technical or functional aspects, segmented according to role, function and business unit.
⬤	**Yellow Belt**	Level 2: Practical training focusing on the use of Gen AI tools in specific corporate activities (such as aXet), tailored by role and business unit for the entire organisation.
		Level 1: Basic skills training, such as prompting for the use of AI tools and Gen AI with special emphasis on ethics and bias, aimed at all professionals.
⬤	**White Belt**	Basic training: An introduction for all practitioners on the basics of AI and Gen AI covering concepts, terminology, benefits, risks and essential ethical considerations.

In FY24, **NTT DATA** launched the White and Yellow Belt training levels, with **93% of the workforce– more than 38,050 professionals –** having completed the first level, aimed at nurturing AI literacy and culture, introducing the **fundamentals of AI and Gen AI**, presenting the benefits of its use and how it can help us in our daily work and introducing the main ethical issues and risks associated with it.

NTT DATA UNIVERSITY Spain

GenAI Academy

Domina la Inteligencia Artificial Generativa.

Si todavía no has realizado los formación obligatoria de GenAI recuerda que tienes hasta el 31 de marzo para realizarla.

Adquiere una comprensión fundamental de qué es la IA, sus principales beneficios, riesgos e implicaciones éticas.

Descubre como ser más productivo, aplicando de manera práctica tus conocimientos en GenAI adquiridos en el White Belt.

White Belt

Yellow Belt part 1

People Skills Academy

We develop actions with organisations from various sectors to promote innovation and sustainable use of AI.

Strategic partnership to drive AI innovation

NTT DATA, a leader in digital technology, and ECIJA, a leading regulator of the digital economy, have established a strategic alliance to drive AI solutions, ensuring regulatory compliance, mainly in Iberia and Latin America.

The collaboration will focus on developing digital products and services that transform business models, integrate business processes and manage technology services, addressing legal and technical challenges.

Triple E: Ethics = Explainability + Equity Report *Labs* SERES

NTT DATA, together with the SERES Foundation, presented the report 'Triple E: Ethics = Explainability + Equity', which closes the third edition of the Responsible and Inclusive AI Lab (LabS AI), a space designed to help companies adopt artificial intelligence in an ethical and transparent way.

The report responds to the need to apply AI responsibly, highlighting risks such as biases, errors and discriminatory uses. Engaging diverse actors is key to ensuring fairer and more responsive models for different communities.

Implementation of the AI Act in companies: Towards Ethical Governance of Artificial Intelligence

Throughout the year, we delivered workshops, lectures and trainings on the ethical use of AI, such as the masterclass organised by the Innovation Hub for Data Tech and Artificial Intelligence on AI Governance (CIDAI) and the implementation of the AI Law on business.

During the session, key guidelines of the AI Law, its deadlines, requirements according to the level of risk, and challenges for companies were discussed. The adoption of an ethical and responsible approach, risk management and the protection of fundamental rights were also discussed in greater depth.

Transforming loneliness with generative AI

The impact of Generative Artificial Intelligence on social inclusion and welfare

NTT DATA, together with ONCE Foundation and ONCE social group, studied the use of generative AI to reduce unwanted loneliness in people with disabilities, influenced by **emotional, social and structural factors.**

The study identifies critical times such as evenings and weekends and proposes generative AI as a key tool to provide supplementation, motivation and emotional support.

Generative AI has the potential to reduce unwanted loneliness in people with disabilities by offering practical solutions, promoting social connection and providing emotional support, while ensuring that users retain control over their decisions and integrate technology safely into their daily lives.

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Governance information

5.7

Responsible taxation

The Tax Policy of **NTT DATA Europe & Latam** aims to support the business strategy by complying with tax obligations and reducing tax risks.

NTT DATA Europe & Latam prioritises transparency and good governance in fiscal management, guided by its Tax Policy, approved by the Board of Directors and accessible on the intranet for the entire organisation.

This policy, aligned with the corporate mission, promotes responsible management that protects shareholder value and includes the interests of other stakeholders. The Board of Directors considers the tax impacts on operations and investments, while the Audit and Compliance Committee periodically reviews the policy, reports on compliance and oversees the Group's Tax Control Framework.

NTT DATA's key guidelines for tax management are:

• Complying with international and local law, interpreting regulations in a reasonable manner and exercising the legal right to appeal where appropriate.

• Managing tax risks in a diligent and proactive manner.

• Reporting to the Board of Directors on significant transactions in accordance with the Capital Companies Act.

• Valuing related party transactions at market value.

• Not operating in non-cooperative jurisdictions or those that use opaque schemes for evasive purposes.

• Maintaining transparent and professional relations with tax authorities, in line with the Code of Ethics and Conduct.

In addition, **NTT DATA** participates in industry forums and associations to contribute to tax-related initiatives.

The principles governing the management of **NTT DATA Europe & Latam's tax affairs** are:

Proactivity   *Transparency*   *Good governance*

Tax Control Framework Standard

NTT DATA Europe & Latam has a Tax Control Framework Rule, approved by its Board of Directors, which applies to all countries in the region. This rule sets out key roles and responsibilities for tax risk management, based on the three lines of defence model.

The Europe & Latam Tax area leads the stages as the second line of defence, in coordination with those responsible for the first line.

First line of defence

It includes the Europe & Latam Tax area, the Local Tax Connectors and other areas involved in tax processes. Its main function is to execute controls and report potential tax risks to the second line of defence.

Second line of defence

It is composed of the Europe & Latam Tax area , responsible for the Tax Control Framework, and the Chief Risk Officer (CRO), who promote and update controls on tax risks and define mitigation measures. In addition, the CFO of Europe & Latam, together with the CFOs of the sub-regions, oversee compliance with the tax principles of the tax policy and support the implementation of the Tax Control Framework across the company's geographies.

Third line of defence

It is made up of the Internal Audit area, which is responsible for verifying the proper functioning of the Tax Control Framework.

Tax Risk Management and Control Cycle

The Tax Control Framework Rule establishes the tax risk management and control cycle, consisting of identification, assessment, response, monitoring and reporting stages.

This cycle is the organisation's main mechanism for managing and monitoring tax risks and is applied annually in the selected target countries, according to the defined methodology.

Identification and assessment:

NTT DATA's methodology for FY24 combines inherent and residual risks to assess tax risks. This process includes self-assessment questionnaires completed by controllers, information from Internal Audit and possible communications in the whistleblowing channel, which allows internal and external stakeholders to report non-compliance or express concerns about tax issues. This phase of the tax risk management and control cycle is carried out continuously during the year, if necessary.

Response, follow-up and reporting:

Action plans are developed to strengthen control and mitigate tax risks, compliance with which is monitored by the Audit and Compliance Committee. These plans may include training for first and second lines of defence or awareness-raising activities on regulatory changes targeted at specific professionals.

The Europe & Latam Tax area prepares an Annual Report detailing the tax management of the year and the functioning of the Tax Control Framework. This report is submitted to the Audit and Compliance Committee as well as to the Board of Directors. During FY24, the Committee reviewed tax activities for FY23 and progress in the implementation of the tax risk management and control cycle.

Profits obtained by country

The following table shows the profit before taxes by country. A more detailed explanation can be found in the financial report. The total is reconciling with the line item "Profit (Loss) before tax" in the Consolidated Income Statement.

For presentation purposes, a downward adjustment of 4.6 million euros has been included in the Spanish pre-tax profit for FY22, to exclude discontinued operations.

*DACH includes data from Germany, Austria and Switzerland.
**For business integration reasons, the data from Switzerland is split between the DACH cluster and as a separe unit.
***Data for Ireland is included in the United Kingdom.
**** Entities in Andorra and Poland were dissolved, but are presented in the table due to prior years figures.

Country	Pre-tax profit FY24 (€)	Pre-tax profit FY23 (€)	Pre-tax profit FY22 (€)
Europe	*68,855,541*	*41,224,337*	*33,387,762*
Andorra****	0	-32,899	-75,796
Belgium	1,342,615	3,295,514	6,939,702
Croatia	36,668	200,671	72,070
DACH*	-19,421,938	16,283,113	15,902,948
Spain	62,508,574	-20,159,016	-38,952,021
France	-1,402,439	-936,725	-109,663
Greece	-255,183	431,932	402,423
Italy	24,335,830	24,023,791	34,569,301
Lithuania	139,908	0	0
Luxembourg	-441,178	-1,051,883	113,432
Netherlands	-307,467	3,815,361	2,482,927
Poland****	0	0	-23,587
Portugal	6,966,174	6,039,542	-761,329
United Kingdom***	-2,020,575	4,779,699	10,096,089
Romania	-6,920,763	1,506,270	1,218,749
Serbia	189,421	209,182	125,221
Switzerland (Benelux)**	2,105,894	2,819,785	1,387,296
The Americas	*33,290,405*	*37,111,012*	*48,016,889*
Argentina	-524,694	-9,817,247	-80,403
Brazil	15,540,772	29,427,650	30,172,023
Chile	396,106	1,787,944	5,398,915
Colombia	3,332,430	1,388,514	-1,457,843
Ecuador	1,964,320	1,118,407	0
United States	-2,469,769	630,233	1,609,839
Mexico	5,769,382	8,624,629	7,917,448
Peru	9,478,808	4,044,621	4,456,910
Uruguay	-196,950	-93,739	0
Africa	*713,804*	*590,237*	*444,309*
Morocco	713,804	590,237	444,309
Asia	*1,005,360*	*1,156,379*	*0*
Vietnam	1,005,360	1,156,379	0
Global	**101,865,110**	**80,081,965**	**81,848,960**

Tax paid on profits

The following table shows the taxes paid on profit, as well as the income tax accrued.

The metric "Income tax accrued" was introduced in fiscal year 2023. The total is reconciling with line "Income tax" from Consolidated Income Statement.

Country	Income tax paid FY24 (€)	Income tax accrued FY24 (€)	Income tax paid FY23 (€)	Income tax accrued FY23 (€)	Income tax paid FY22 (€)
Europe	**27,057,542**	**8,045,969**	**24,302,425**	**2,824,506**	**15,975,260**
Belgium	6,011,743	-2,995,849	2,739,105	4,373,861	5,188,685
Croatia	27,927	11,018	10,277	27,197	600
DACH*	3,140,852	-3,375,374	5,349,418	6,197,041	390,039
Spain	10,118,245	6,710,348	47,926	-22,673,929	998,114
France	0	0	0	-86,655	0
Greece	339,298	0	0	97,935	0
Italy	549,188	6,580,768	12,476,969	6,155,953	3,657,453
Lithuania	0	0		0	
Luxembourg	194,733	5,350	194,760	10,700	389,520
Netherlands	1,615,244	51,420	1,386,254	984,678	3,191,832
Portugal	3,035,720	2,427,579	242,984	2,544,397	9,906
United Kingdom***	1,212,792	-2,802,693	642,693	4,473,058	1,872,394
Romania	811,800	1,073,848	955,755	224,940	212,811
Serbia	0	31,767	0	30,459	0
Switzerland (Benelux)**	0	327,787	256,284	464,871	63,906
The Americas	**9,843,270**	**17,746,997**	**12,260,697**	**4,760,826**	**12,985,643**
Argentina	0	-587,614	0	-1,685,003	0
Brazil	129,979	8,257,408	3,772,320	-457,677	4,787,411
Chile	646,007	67,818	350,099	-1,324,393	1,311,792
Colombia	1,067,313	1,946,061	981,146	1,054,448	476,219
Ecuador	333,882	1,075,304	0	622,967	0
United States	82,014	-447,355	0	243,582	511,149
Mexico	3,102,864	4,336,015	2,709,510	1,515,283	2,612,763
Peru	4,481,211	3,096,426	4,447,622	4,791,619	3,286,309
Uruguay	0	2,934	0	0	0
Africa	**0**	**192,879**	**100,336**	**104,135**	**88,065**
Morocco	0	192,879	100,336	104,135	88,065
Asia	**189,896**	**236,290**	**8,608,954**	**234,369**	**3,651,323**
Vietnam	189,896	236,290	8,608,954	234,369	3,651,323
Global	**37,090,708**	**26,222,135**	**45,272,412**	**7,923,836**	**32,700,288**

*DACH includes data from Germany, Austria and Switzerland.
**For business integration reasons, the data from Switzerland is split between the DACH cluster and as a separate unit.
***Data for Ireland is included in the United Kingdom.

Public subsidies received

The following table shows public subsidies received by each country.

Only countries to which these subsidies have been applied are included.

Country	Public subsidies received FY24 (€)	Public subsidies received FY23 (€)	Public subsidies received FY22 (€)
Europe	**7,516,074**	**7,071,614**	**1,844,740**
Belgium	25,026	95,179	86,222
Spain	2,860,193	2,260,208	986,345
Italy	2,394,426	1,069,727	362,986
Portugal	136,000	0	0
Romania	2,100,429	3,646,500	409,187
THE AMERICAS	**143,360**	**61,113**	**0**
Colombia	143,360	61,113	0
Africa	**374,990**	**309,191**	**0**
Morocco	374,990	309,191	0
Global	**8,034,424**	**7,441,918**	**1,844,740**

(06) Annexes

(06) Annexes

Annex 1. Countries and entities

Germany
- NTT DATA Deutschland S.E.

Argentina
- NTT DATA Argentina S.A.

Austria
- NTT DATA Deutschland, Branch in Austria

Belgium
- NTT DATA Belgique SRL
- NTT DATA Spain, S.L.U., Succursale en Belgique

Brazil
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda.
- NTT DATA Brasil Operações Ltda.
- NTT DATA Brasil Operações Ltda. (Rio de Janeiro Branch)
- NTT DATA Brasil Operações Ltda (Uberlândia Branch)
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda. (Uberlândia Branch)
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda. (Rio de Janeiro Branch)
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda. (Recife Branch)
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda. (CENESP Branch)
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda. (Florianópolis Branch)
- NTT DATA Brasil Consultoria de Negócios e Tecnologia da Informação Ltda. (Barueri Branch)

Chile
- NTT DATA Chile S.A.
- NTT DATA Chile BPO Servicios Profesionales, Técnicos y Tecnológicos Ltda.
- NTT DATA Chile Centers Ltda

Colombia
- NTT DATA Colombia S.A.S.
- NTT DATA Spain, S.L. Sucursal en Colombia

Croatia
- NTT Data Croatia d.o.o.

Ecuador
- NTT DATA Ecuador S.A.
- NTT DATA Peru, S.A.C., Sucursal en Ecuador

Spain
- NTT DATA Europe & Latam S.L.U.
- NTT DATA Spain S.L.U.
- NTT DATA Europe & Latam Finance S.L.U.
- NTT DATA Spain Soluciones Tecnológicas S.L.U.
- NTT DATA Spain Infrastructures Operations S.L.U.
- NTT DATA Spain Infrastructures Engineering S.L.U.
- Fit Inversión en Talento S.A.U.
- NTT DATA Spain BPO S.L.U.
- ARILION S.L.U.
- Lean Grids Services S.L.
- NTT DATA Europe & Latam Centers S.L.U.
- NTT DATA Spain Centers S.L.U.
- NTT DATA Europe & Latam Green Engineering S.L.U.
- Everis Aerospace and Defence S.L.U.
- NTT DATA Spain Sistemas de Seguridad S.L.U.

United States
- NTT DATA EUROPE & LATAM, Branch in USA, Inc.

France
- NTT DATA Spain, S.L., French Branch

Greece
- NTT DATA Belgique, SRL Greek Branch

Ireland
- NTT DATA UK Limited, Branch in Ireland

Italy
- NTT DATA Italia S.p.A.
- NTT DATA Italia Gov & Tech S.R.L.
- NTT Italia S.p.A.

Lithuania
- LITIT UAB

Luxembourg
- NTT DATA Spain, S.L.U., Succursale Luxembourgeoise

Morocco
- NTT DATA Morocco Centers S.A.R.L.

Mexico
- NTT DATA Mexico S. de R.L. de C.V.
- NTT DATA Mexico BPO S. de R.L. de C.V.

Netherlands
- NTT DATA Spain, S.L.U., Branch in the Netherlands

Peru
- NTT DATA Peru S.A.C.
- NTT DATA Peru BPO S.A.C.
- NTT DATA Spain BPO, S.L.U. Sucursal del Perú

Portugal
- NTT DATA Portugal Centers Unipessoal, Ltda.
- NTT DATA Portugal S.A.
- NTT DATA Portugal Outsourcing de Processos Ltda.

United Kingdom
- Everisconsultancy Ltd.
- NTT DATA EMEA Limited
- NTT DATA UK Ltd.
- Keane Pension Trustees Ltd.

Romania
- NTT DATA Romania S.A.

Serbia
- NTT DATA Romania, S.A. OGRANAK SREMSKA KAMENICA (Branch in Serbia)

Switzerland
- NTT DATA Deutschland, Branch in Switzerland (Bern)
- NTT DATA Spain, S.L.U., Branch in the Switzerland
- NTT DATA Deutschland Branch in Switzerland (Zurich)

Uruguay
- NTT DATA Uruguay S.A.

Vietnam
- NTT DATA VDS Company Limited

(06) Annexes

Annex 2. Details of the **Double Materiality Analysis**

ENVIRONMENT

E1 CLIMATE CHANGE
- € ⊕ **Climate change adaptation**
- € ⊕ **Climate change mitigation**
- € ⊕ **Energy**

E2 POLLUTION
- € ◯ Air pollution
- ◯ ◯ Water pollution
- € ⊕ **Soil contamination**
- ◯ ◯ Contamination of living organisms and food resources
- ◯ ◯ Substances of concern
- ◯ ◯ Substances of very high concern
- ◯ ◯ Microplastics

E3 WATER AND MARINE RESOURCES
- ◯ ◯ Water
- ◯ ◯ Marine resources

E4 BIODIVERSITY AND ECOSYSTEMS
- ◯ ◯ Factors directly impacting biodiversity loss
- ◯ ◯ Impacts on species status
- ◯ ◯ Impacts on ecosystem extent and condition
- ◯ ◯ Impacts and dependencies on ecosystem service

E5 CIRCULAR ECONOMY
- € ⊕ **Resource input flows, including use of resources**
- ◯ ◯ Resource outflows related to products and services
- ◯ ◯ Waste

SOCIAL

S1 OWN WORKFORCE
- € ⊕ **Working conditions**
- € ⊕ **Equal treatment and opportunities for all**
- € ⊕ **Other work-related rights**

S2 PROFESSIONALS IN THE VALUE CHAIN
- € ⊕ **Working conditions**
- ◯ ◯ Equal treatment and opportunities for all
- € ⊕ **Other work-related jobs**

S3 AFFECTED COMMUNITIES
- € ⊕ **Economic, social and cultural rights of communities**
- ◯ ◯ Civil and political rights of communities
- ◯ ◯ Indigenous peoples' rights

S4 CONSUMERS AND END-USERS
- € ⊕ **Information-related impacts for consumers and end users**
- € ◯ **Personal safety of consumers and end-users**
- € ⊕ **Social inclusion of consumers and end-users**

GOVERNANCE

G1 BUSINESS CONDUCT
- € ⊕ **Corporate culture**
- ◯ ◯ Whistleblower protection
- ◯ ◯ Animal welfare
- € ⊕ **Political participation and lobbying**
- € ⊕ **Supplier relationship management, including payment practices**
- € ⊕ **Corruption and bribery**

⊕ ⊕ ⊕ Impact materiality

€ € € Financial materiality

◯ ◯ Not Material

Below is the list of the 99 IROs that were material to NTT DATA Europe & Latam.

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS E1	Climate change	-	Impact	Increased energy demand	Increased demand for cooling systems in data centres due to rising temperatures caused by climate change.	Potential	Negative
ESRS E1	Climate change	-	Impact	Disruption of supply chains due to climate change	Climate change can cause disruptions in supply chains, leading to shortages of critical components needed to manufacture IT equipment.	Current	Negative
ESRS E1	Climate change	-	Impact	Opportunity to innovate in climate change adaptation	The development of smart buildings, smart grids, smart cities and buildings, electric cars can improve energy efficiency and thus reduce GHG emissions leading to sustainable development.	Current	Positive
ESRS E1	Climate change	-	Impact	Increasing the energy efficiency of digital services	The enhanced digital services or software solutions provided by **NTT DATA** are energy efficient, leading to lower carbon consumption by customers.	Current	Positive
ESRS E1	Climate change	-	Impact	Development of non-energy efficient digital services.	Digital services or software solutions provided by **NTT Data** are not energy efficient, which leads to higher energy consumption and thus to increased carbon emissions by customers.	Current	Negative
ESRS E1	Climate change	-	Impact	Greenhouse gas emissions from business travel	As a multinational company, many business trips or customer visits (both operational and sales) can lead to an increase in Scope 3 emissions.	Current	Negative
ESRS E1	Climate change	-	Impact	Use of green software for energy efficiency	Green software can contribute to energy efficiency and reduction of GHG emissions, enabling adaptation to climate change.	Current	Positive
ESRS E1	Climate change	-	Impact	AI for environmental protection	AI can contribute to environmental protection by helping to optimise energy efficiency, predict and respond to natural disasters, and monitor and protect biodiversity.	Current	Positive
ESRS E1	Climate change	-	Opportunity	Opportunity for innovation	Opportunities to increase revenues linked to the company's contribution to the development of smart buildings, smart grids, cities, electric cars, etc.	Potential	Long term
ESRS E1	Climate change	-	Opportunity	Environmental application of AI	Revenue-enhancing opportunities linked to AI development and improvement.	Potential	Long term
ESRS E1	Climate change	-	Opportunity	Increasing revenues from digital energy efficiency services	Opportunities to increase revenue linked to energy efficiency improvements, digital services or software solutions provided by **NTT DATA**.	Potential	Long term
ESRS E1	Climate change	-	Risk	Disruption in supply chains	Additional cost risks related to disruptions in supply chains due to climate change.	Potential	Long term
ESRS E2	Pollution	-	Impact	Increasing generation of electronic waste	The activity of **NTT DATA** may also lead to an increase in e-waste production.	Current	Negative
ESRS E2	Pollution	-	Impact	Increased waste generation	Waste generation in offices can lead to an increase in landfill waste, etc.	Current	Negative
ESRS E2	Pollution	-	Impact	Atmospheric pollution along the value chain	Air pollution as a result of component manufacturing and raw material sourcing along the value chain.	Current	Negative

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS E2	Pollution	-	Impact	Reducing the use of physical office resources	Reducing the use of office supplies instead of digital products	Current	Positive
ESRS E2	Pollution	-	Impact	Incorrect disposal of damaged electrical devices	With the increasing frequency of extreme weather events, there is a greater likelihood that IT equipment will be damaged and discarded.	Current	Negative
ESRS E2	Pollution	-	Risk	Increasing generation of electronic waste	Risks of additional costs related to fines due to local contamination of soil, surface and groundwater due to improper disposal of e-waste.	Potential	Short term
ESRS E5	Circular economy	-	Impact	Corporate culture that embraces the sustainable supply chain and circular economy.	By promoting sustainable practices within their supply chains, **NTT DATA** can directly influence and contribute to a more circular economy.	Potential	Positive
ESRS E5	Circular economy	-	Risk	Unsustainable supply chains	Failure to incorporate the principles of the circular economy may jeopardise **NTT DATA's** regulatory compliance, which could result in legal sanctions and reputational damage. It could also negatively affect customer perceptions and business attractiveness, which would have an impact on market competitiveness and investment attractiveness.	Potential	Long term
ESRS S1	Own workforce	Employment and inclusion of people with disabilities	Impact	Diversity as a basis for the integration of our teams	People with neurodiversity have added potential to perform tasks related to the services offered by **NTT DATA**	Current	Positive
ESRS S1	Own workforce	Adequate wages	Impact	Loss of IT talent	Talent shortages in the IT, consulting and technology sector, with an increase in STEM salaries and unwanted turnover due to an aggressive strategy to attract talent from competitors and customers.	Current	Negative
ESRS S1	Own workforce	Employment and inclusion of people with disabilities	Impact	Creating a diverse and inclusive environment	**NTT DATA** has the ability to include a variety of people and thus promote gender equality, people with disabilities and different generations and nationalities.	Current	Positive
ESRS S1	Own workforce	Gender equality and equal pay for work of equal value	Impact	Gender inequality	Women occupy fewer positions of responsibility and management.	Current	Negative
ESRS S1	Own workforce	-	Impact	Data protection privacy leaks	Workforce private data leaks (due to human error, cyberattack, etc.)	Current	Negative
ESRS S1	Own workforce	Adequate wages	Impact	Fair hours and wages	Any initiative aimed at obtaining or protecting the rights of professionals is to minimum wage, overtime pay and record keeping.	Current	Positive
ESRS S1	Own workforce	-	Impact	Ensuring data protection mechanisms	Security measures and resources to prevent leaks of private staff data	Current	Positive
ESRS S1	Own workforce	-	Impact	Attracting talent by ensuring the best possible working conditions	Focusing on good working conditions, adequate remuneration and benefits can improve professional satisfaction and retention, which is crucial in the highly competitive IT services industry.	Current	Positive
ESRS S1	Own workforce	-	Impact	Adequate salaries for professionals and non-professionals	Job insecurity and financial instability of unpaid professionals on temporary contracts	Current	Negative
ESRS S1	Own workforce	-	Impact	Reconciliation of work and family life	Digital disconnection policy	Current	Positive
ESRS S1	Own workforce	H&S	Impact	Ensuring health and safety conditions	A workplace that ensures appropriate conditions for the performance of work, including remote working conditions.	Current	Positive

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS S1	Own workforce	-	Impact	Sustainability training	Sustainability training enables professionals to recognise relevant risks and address them.	Current	Positive
ESRS S1	Own workforce	-	Opportunity	Fair hours and wages	Opportunities for a more dynamic and innovative working environment, which can affect productivity and competitiveness, linked to fair working hours and wages, competitive working conditions and pay, work-life balance, health and safe workplace, etc.	Potential	Short term
ESRS S1	Own workforce	-	Opportunity	Sustainability training	Opportunities arising from sustainability training can promote alignment with values for staff engagement and retention, foster corporate sustainability and attract socially conscious customers. It guides decision-making processes, fosters a positive work culture and drives operational efficiency by optimising resources.	Potential	Short term
ESRS S1	Own workforce	-	Opportunity	Digital transformation opportunities	Opportunities related to changes in the working environment (remote working), with increased demand for digital transformation services.	Potential	Short term
ESRS S1	Own workforce	-	Opportunity	Improved operational efficiency through STEM profiles	Opportunity based on competitive advantage. By having STEM experts on its team, NTT Data can maintain a competitive edge in the market and stay ahead of new technologies and trends. The STEM professionals can help improve the company's operational efficiency by implementing new technologies and processes.	Potential	Medium term
ESRS S1	Own workforce	-	Risk	Loss of talent	Risks of loss of talent that can affect productivity and competitiveness linked to job insecurity, unfair working hours and wages, job insecurity, etc.	Potential	Medium term
ESRS S1	Own workforce	-	Risk	Labour obsolescence	Risks of loss of productivity and competitiveness due to a workforce not technically updated in knowledge or skills to cope with the dynamic evolution of the IT sector.	Potential	Long term
ESRS S1	Own workforce	-	Risk	Gender inequality	The lack of women in leadership positions can lead to a lack of diverse perspectives within the decision-making process, affecting brand image and professional engagement and retention, leading in some extreme cases to legal repercussions.	Potential	Short term
ESRS S1	Own workforce	-	Risk	Health and safety	Risks of legal action and insurance costs related to occupational illnesses, including physical and mental illnesses, related to the type of work performed or working conditions	Potential	Medium term
ESRS S1	Own workforce	-	Risk	Professional misconduct in the workplace	Risks of legal action related to racial, gender or sexual violence or harassment in the workplace.	Potential	Short term
ESRS S1	Own workforce	-	Risk	STEM profiles	Risk of talent shortage. Professionals with STEM skills are in high demand and there is a relative shortage of qualified professionals in these areas. This imbalance between supply and demand can make it difficult to recruit qualified staff and lead to talent shortages. At the same time, the competition for talent in these areas is fierce, and if **NTT DATA** cannot keep these professionals engaged and satisfied.	Potential	Long term
ESRS S1	Own workforce	-	Risk	STEM profile training	Risk of increased training-related costs. Investing in professionals with STEM skills can be costly in terms of training.	Potential	Long term
ESRS S1	Own workforce	-	Risk	Anti-diversity behaviour	Risks of loss of talent that may affect productivity and competitiveness linked to the exclusion of people with differences in origin, ethnicity, race, sexual orientation, etc.	Potential	Medium term
ESRS S1	Own workforce	-	Risk	Infrastructure, software and IT tools	**NTT DATA** relies heavily on software tools, general infrastructure and IT systems for project development, management and monitoring, with the potential to hamper business if disrupted.	Potential	Long term

Detail of the Double Materiality Analysis

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS S2	Professionals in the value chain	Secure employment	Impact	Precarious work and wages	Worse working conditions and salaries for professionals in the value chain as a result of the requirements set out in the contract signed with the company.	Potential	Negative
ESRS S2	Professionals in the value chain	Diversity	Impact	Job insecurity	Job insecurity as a consequence of facility closures in response to public policy, regulation or corporate strategy.	Potential	Negative
ESRS S2	Professionals in the value chain	Child labour	Impact	Human Rights Violations	Substantial human rights violations in a value chain, manifested through exploitative illegal labour practices, including forced labour and cases of child servitude, as a result of serious problems such as child trafficking, child soldiering and child domestic slavery.	Potential	Negative
ESRS S2	Professionals in the value chain		Impact	Precarious contract jobs	Precarious employment or quality contracts in the contractor's workforce due to the seasonality of the projects.	Potential	Negative
ESRS S2	Professionals in the value chain	-	Risk	Precarious working conditions of value chain professionals	The risk of dissatisfaction with working conditions, compensation and job security among professionals and contractors could lead to strikes, high turnover rates and disengagement. This could disrupt the supply chain, delay production and reduce the quality of work, ultimately leading to increased operational costs and potential damage to the company's reputation.	Potential	Medium term
ESRS S2	Professionals in the value chain	-	Risk	Human rights violations - Forced labour	Risks of legal action related to human rights: illegal or exploitative employment of forced labour in an industry or business in the value chain.	Potential	Medium term
ESRS S2	Professionals in the value chain	-	Risk	Human Rights Violations - Child Slavery	Risks of legal action related to human rights issues for children in involuntary servitude in the value chain. For example, because of child trafficking, child marriage and child domestic slavery.	Potential	Medium term
ESRS S3	Affected communities	-	Impact	Digital Inclusion communities	**NTT DATA** can contribute to bridging the digital divide and fostering inclusion through its technology solutions applied to its customers.	Current	Positive
ESRS S3	Affected communities	-	Impact	Sustainability offer for the community	**NTT DATA** includes projects in its portfolio that improve the sustainability of communities.	Current	Positive
ESRS S3	Affected communities	Land-related impacts	Impact	Support to local suppliers	Preferential support for local service providers and producers, improving local communities	Current	Positive
ESRS S3	Affected communities	-	Impact	Safeguarding the security of local communities through IT solutions	Increased security for communities due to the stability of technology services provided by **NTT DATA**	Current	Positive

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS S3	Affected communities	-	Opportunity	Digital Inclusion communities	Opportunities for new investments and enhanced reputation linked to contributing to bridging the digital divide and fostering inclusion through its technology solutions applied to communities.	Potential	Long term
ESRS S3	Affected communities	-	Opportunity	Moving forward with robust cybersecurity solutions	Opportunity to build robust security solutions. With cybersecurity threats on the rise, businesses are looking for robust security solutions. This presents an opportunity for **NTT DATA** to grow in the field of information security and cybersecurity.	Potential	Medium term
ESRS S4	Consumers and end-users	Access to (quality) information	Impact	Sustainability offer for customers	**NTT DATA** includes projects in its portfolio for its customers that improve their sustainability.	Current	Positive
ESRS S4	Consumers and end-users	Access to (quality) information	Impact	Customer satisfaction	Customers prefer companies that avoid partnerships that are not aligned with their purpose. This differentiation increases customer satisfaction.	Current	Positive
ESRS S4	Consumers and end-users	Access to products and services	Impact	Customers Digital Inclusion	**NTT DATA** can contribute to bridging the digital divide and fostering inclusion through its technology solutions applied to its customers.	Current	Positive
ESRS S4	Consumers and end-users	-	Impact	Data privacy and security for our customers	The company's handling of user/customer data has implications for social trust and personal privacy.	Current	Positive
ESRS S4	Consumers and end-users	Privacy	Impact	Regulatory non-compliance and data protection	Failure to comply with data protection regulations could result in fines or damage to the company's reputation.	Current	Negative
ESRS S4	Consumers and end-users	-	Impact	Development of digital education services	Development of tools and platforms that can facilitate learning and training.	Current	Positive
ESRS S4	Consumers and end-users	-	Impact	AI research	AI can accelerate research in a range of scientific fields, helping humans to make discoveries more quickly and aiding people's well-being.	Current	Positive
ESRS S4	Consumers and end-users	-	Opportunity	Customers Digital Inclusion	Opportunities for new investments and reputational enhancement linked to the contribution to bridging the digital divide and fostering inclusion through its technological solutions applied to customers.	Potential	Long term
ESRS S4	Consumers and end-users	-	Opportunity	Improving educational tools	Opportunities for new investments and enhanced reputation linked to the development of tools and platforms that can facilitate learning and training.	Potential	Medium term
ESRS S4	Consumers and end-users	-	Risk	Non-compliance with data protection regulations	Risks of remediation and compensation costs related to disruption of data privacy due to human error or negligence.	Potential	Long term
ESRS S4	Consumers and end-users	-	Risk	Change in customer behaviours	Risk of changing customer behaviours that decrease revenues. Ex. Failure to adapt to new IT trends	Potential	Long term

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS S4	Consumers and end-users	-	Risk	Dependence on major customers	Risks of dependence on specific major customers	Potential	Long term
ESRS G1	Business Conduct	-	Impact	Inclusive stakeholder participation for sustainability solutions	Creating shared knowledge and helping to advance innovation and implementation of solutions to environmental and social challenges through engagement with all stakeholders.	Current	Positive
ESRS G1	Business Conduct	-	Impact	Boosting the motivation of professionals through sustainable values in the corporate culture	Strong corporate culture that links the purpose and values of a sustainable strategy and translates into a motivated workforce	Potential	Positive
ESRS G1	Business Conduct	Incidents	Impact	Loss of trust due to incidents of corruption and bribery	Citizen unrest and loss of trust in society, public outrage and mismanagement of public assets due to corruption cases involving politicians, civil servants and professionals or partners/intermediaries related to reimbursements for favours.	Current	Negative
ESRS G1	Business Conduct	-	Impact	Support for start-ups	Welcome or accommodate young and newly established companies.	Potential	Positive
ESRS G1	Business Conduct	-	Impact	Transparency of information	Transparency in ESG and sustainability reporting facilitates meaningful engagement with stakeholders.	Current	Positive
ESRS G1	Business Conduct	-	Impact	Cybersecurity threats to corporate culture	Cyber threats are more frequent and affect business operations, continuity and reputation.	Current	Negative
ESRS G1	Business Conduct	-	Impact	Responsible use of technology based on sustainable environmental practices	Sustainability frameworks can help organisations take a broader approach to sustainability and highlight the potential risks of implementing new digital technologies.	Current	Positive
ESRS G1	Business Conduct	-	Impact	Corporate efforts to include sustainable environmental issues	Business continuity can play an essential role in sustainability by ensuring that companies are well prepared to address environmental, social and governance risks and disruptions, while maintaining their operations and responsibilities to stakeholders.	Current	Positive
ESRS G1	Business Conduct	-	Impact	Unethical and non-compliant business behaviour	Failure of the company to comply with ethical and regulatory considerations	Current	Negative
ESRS G1	Business Conduct	-	Opportunity	Responsible management and sustainability awareness	Opportunity to derive economic benefits from stakeholder engagement.	Potential	Long term
ESRS G1	Business Conduct	-	Opportunity	Motivation of professionals due to corporate culture	Opportunities linked to a more motivated workforce related to a strong corporate culture that underpins purpose and values in a sustainable strategy.	Potential	Long term
ESRS G1	Business Conduct	-	Opportunity	Creating synergies between actors	Opportunities to generate innovation and perform better in the market through synergies and partnerships with stakeholders.	Potential	Medium term
ESRS G1	Business Conduct	-	Opportunity	Responsible use of technology	The appropriate use of technology (including AI and software) can enable **NTT DATA** to create innovative solutions that attract new customers and expand its market share.	Potential	Long term
ESRS G1	Business Conduct	-	Opportunity	Taking the lead with the growth of Big Data and Analytics	Leadership opportunity in the sector due to the international growth of Big Data and Data Analytics. **NTT DATA** may have more and larger projects.	Potential	Short term
ESRS G1	Business Conduct	-	Risk	Conflicts of interest	Conflict of interest arising from the Company's executives/professionals working simultaneously for business partners	Potential	Medium term

Theme	Sub-theme	Sub-sub-theme	IRO type	IRO title	IRO description	Actual/ Potential	Typology
ESRS G1	Business Conduct	-	Risk	Breach of trade control laws	Risks of fines and economic sanctions for breach of technology control laws, which prohibit the export of technology applied to military technologies or nuclear weapons and related to transactions with economically sanctioned entities or persons.	Potential	Medium term
ESRS G1	Business Conduct	-	Risk	Theft and embezzlement	Risks of financial loss due to embezzlement of money and company deposits for personal gain by professionals and also due to theft of company assets/equipment.	Potential	Medium term
ESRS G1	Business Conduct	-	Risk	Privacy leaks	Risk of loss of reputation and increased costs linked to the loss of sensitive and confidential information due to human error or negligence.	Potential	Short term
ESRS G1	Business Conduct	-	Risk	Harm due to incidents of Corruption and Bribery/ Corruption and Bribery	Risks of regulatory fines, reputation and consumer loss related to loss of customer confidence leading to loss of business and revenue due to involvement in corrupt practices and bribery.	Potential	Long term
ESRS G1	Business Conduct	-	Risk	Anti-competitive behaviour	Risks of regulatory fines, reputation and loss of consumers linked to hindering or limiting free and fair competition in a market.	Potential	Medium term
ESRS G1	Business Conduct	-	Risk	Inter-company transfer pricing	Inter-company Transfer Pricing Risk - Availability of complete and appropriate transfer pricing documentation and country-by-country reporting files.	Potential	Long term
ESRS G1	Business Conduct	-	Risk	Regulatory flux in the global IT sector	Regulatory risks due to laws and regulations affecting the information technology sector change frequently and vary in the different countries where **NTT DATA** operates. These may include regulations on privacy and data protection, cybersecurity and others.	Potential	Short term
ESRS G1	Business Conduct	-	Risk	Intellectual property risks	The possibility of disputes over patented technologies or copyright issues due to infringement of third parties' intellectual property by **NTT DATA**.	Potential	Medium term
ESRS G1	Business Conduct	-	Risk	Harassment risks	The risk of sexual and power harassment occurs due to lack of or insufficient awareness of corporate ethics. Insufficient diversity initiatives, insufficient or unfair use of human resources.	Potential	Long term
ESRS G1	Business Conduct	-	Risk	Fraudulent business practices	Fraudulent business practices can expose **NTT DATA** to serious legal and financial consequences, including heavy fines and possible lawsuits. It would significantly tarnish the company's reputation, leading to a loss of trust and credibility among customers, investors and the public, which could lead to a decline in business and revenues.	Potential	Short term
ESRS G1	Business Conduct	-	Risk	Regulatory Compliance and Ethical Risks	Risks of negative consequences due to non-compliance with legal, regulatory and ethical standards. This may encapsulate breaches of business conduct standards, non-compliance with industry regulations, failures in ethical decision-making, or involvement in fraudulent or corrupt activities.	Potential	Short term
ESRS G1	Business Conduct	-	Risk	Obstacles to implementation	Risks of having dynamic and cheaper competitors (startups) influencing the market. Risks of having more competitors.	Potential	Medium term
ESRS G1	Business Conduct	-	Risk	ESG risk management	Reputational harm risks associated with poor corporate ESG practices and poor sustainability reporting.	Potential	Long term
ESRS G1	Business Conduct	-	Risk	Cybersecurity	Risks of remediation and compensation costs linked to disruption of services and loss of sensitive and confidential information due to cyberattacks, affecting corporate culture.	Potential	Short term

(06) Annexes

Annex 3. **Environmental indicators by country**

Indicator 1: Renewable and non-renewable energy consumption

NTT DATA Europe & Latam

INDICATOR 1. ENERGY CONSUMPTION

Overall energy consumption from renewable and non-renewable energy sources

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**9,478**	**7,439**	**-22%**
Natural Gas	MWh	1,821	2,080	14%
Diesel	MWh	7	14	95%
Electricity purchased from fossil fuel sources	MWh	3,821	1,828	-52%
District Heating/cooling from non-renewable sources	MWh	3,830	3,518	-8%
Total energy consumption from renewable energy sources	**MWh**	**11,815**	**12,706**	**8%**
Electricity purchased from renewable sources	MWh	11,533	12,506	8%
Consumption of self-generated electricity	MWh	282	201	-29%
Percentage of total electricity from renewable sources	**%**	**76%**	**87%**	**12%**
Percentage of total energy from renewable sources	%	55%	63%	8%
Total energy consumption	**MWh**	**21,293**	**20,145**	**-5%**
Total energy consumption KPI	**MWh/ professional**	**0.41**	**0.38**	**-6%**
Total energy consumption KPI	**MWh/m2**	**0.092**	**0.093**	**1%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE

BELGIUM

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**913**	**913**	**0%**
Natural Gas	MWh	17	17	0%
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	0	0	
District Heating/cooling from non-renewable sources	MWh	895	895	0%
Total energy consumption from renewable energy sources	**MWh**	**68**	**66**	**-3%**
Electricity purchased from renewable sources	MWh	68	66	-3%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**100%**	**100%**	**0%**
Percentage of total energy from renewable sources	%	7%	7%	0%
Total energy consumption	**MWh**	**981**	**979**	**0%**
Total energy consumption KPI	**MWh/ professional**	**3.25**	**3.41**	**5.0%**
Total energy consumption KPI	**MWh/m2**	**0.579**	**0.578**	**-0.2%**

CROATIA

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**0**	**77**	**-**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	-	31	-
District Heating/cooling from non-renewable sources	MWh	-	46	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	-	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**-**	**0%**	**-**
Percentage of total energy from renewable sources	%	-	0%	-
Total energy consumption	**MWh**	**0**	**77**	**-**
Total energy consumption KPI	**MWh/ professional**	**-**	**2.97**	**-**
Total energy consumption KPI	**MWh/m2**	**-**	**0.152**	**-**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE

🇩🇪 DACH - GERMANY

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**769**	**505**	**-34%**
Natural Gas	MWh	137	106	-23%
Diesel	MWh			
Electricity purchased from fossil fuel sources	MWh	0	0	N/A
District Heating/cooling from non-renewable sources	MWh	632	399	-37%
Total energy consumption from renewable energy sources	**MWh**	**1,218**	**1,144**	**-6%**
Electricity purchased from renewable sources	MWh	1,218	1,144	-6%
Consumption of self-generated electricity	MWh			
Percentage of total electricity from renewable sources	**%**	**100%**	**100%**	**0%**
Percentage of total energy from renewable sources	%	61%	69%	8%
Total energy consumption	**MWh**	**1,987**	**1,649**	**-17%**
Total energy consumption KPI	**MWh/ professional**	**0.87**	**0.73**	**-16%**
Total energy consumption KPI	**MWh/m2**	**0.101**	**0.102**	**1%**

🇦🇹 DACH - AUSTRIA

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**96**	**35**	**-63%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	52	29	-44%
District Heating/cooling from non-renewable sources	MWh	44	6	-85%
Total energy consumption from renewable energy sources	**MWh**	**0**	**41**	**-**
Electricity purchased from renewable sources	MWh	0	41	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**59%**	**59%**
Percentage of total energy from renewable sources	%	0%	54%	54%
Total energy consumption	**MWh**	**96**	**77**	**-20%**
Total energy consumption KPI	**MWh/ professional**	**0.90**	**0.72**	**-20%**
Total energy consumption KPI	**MWh/m2**	**0.105**	**0.084**	**-20%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE

🔴 DACH - SWITZERLAND

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**21**	**20**	**-4%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	0	0	-
District Heating/cooling from non-renewable sources	MWh	21	20	-4%
Total energy consumption from renewable energy sources	**MWh**	**11**	**10**	**-14%**
Electricity purchased from renewable sources	MWh	11	10	-14%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**100%**	**100%**	**0%**
Percentage of total energy from renewable sources	%	34%	32%	-2%
Total energy consumption	**MWh**	**32**	**30**	**-8%**
Total energy consumption KPI	**MWh/ professional**	**0.64**	**0.67**	**5%**
Total energy consumption KPI	**MWh/m2**	**0.111**	**0.103**	**-8%**

🔴 SPAIN

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**3,228**	**2,549**	**-21%**
Natural Gas	MWh	775	797	3%
Diesel	MWh	7	3.22	-52%
Electricity purchased from fossil fuel sources	MWh	627	85	-87%
District Heating/cooling from non-renewable sources	MWh	1,819	1,665	-8%
Total energy consumption from renewable energy sources	**MWh**	**4,954**	**5,180**	**5%**
Electricity purchased from renewable sources	MWh	4,729	5,036	6%
Consumption of self-generated electricity	MWh	224	144	-36%
Percentage of total electricity from renewable sources	**%**	**89%**	**98%**	**10%**
Percentage of total energy from renewable sources	%	61%	67%	6%
Total energy consumption	**MWh**	**8,181**	**7,730**	**-6%**
Total energy consumption KPI	**MWh/ professional**	**0.40**	**0.38**	**-5%**
Total energy consumption KPI	**MWh/m2**	**0.083**	**0.089**	**8%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE

GREECE

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**34**	**56**	**64%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	18	40	120%
District Heating/cooling from non-renewable sources	MWh	16	16	0%
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**34**	**56**	**64%**
Total energy consumption KPI	**MWh/ professional**	**0.32**	**0.58**	**82%**
Total energy consumption KPI	**MWh/m2**	**0.038**	**0.062**	**64%**

ITALY

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**365**	**463**	**27%**
Natural Gas	MWh	204	225	10%
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	72	0	-100%
District Heating/cooling from non-renewable sources	MWh	89	237	168%
Total energy consumption from renewable energy sources	**MWh**	**4,412**	**4,010**	**-9%**
Electricity purchased from renewable sources	MWh	4,353	3,954	-9%
Consumption of self-generated electricity	MWh	58	57	-3%
Percentage of total electricity from renewable sources	**%**	**98%**	**100%**	**2%**
Percentage of total energy from renewable sources	%	92%	90%	-3%
Total energy consumption	**MWh**	**4,776**	**4,473**	**-6%**
Total energy consumption KPI	**MWh/ professional**	**0.83**	**0.77**	**-6%**
Total energy consumption KPI	**MWh/m2**	**0.102**	**0.090**	**-12%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE

🇱🇺 LUXEMBOURG

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**0**	**31**	**165147%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	0	31	-
District Heating/cooling from non-renewable sources	MWh	0	-	-
Total energy consumption from renewable energy sources	**MWh**	**31**	**0**	**-100%**
Electricity purchased from renewable sources	MWh	31	0	-100%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**100%**	**0%**	**-100%**
Percentage of total energy from renewable sources	%	100%	0%	-100%
Total energy consumption	MWh	31	31	0%
Total energy consumption KPI	**MWh/ professional**	**0.32**	**0.29**	**-9%**
Total energy consumption KPI	**MWh/m2**	**0.096**	**0.114**	**18%**

🇵🇹 PORTUGAL

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**46**	**0**	**-100%**
Natural Gas	MWh	46	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	0	0	
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**158**	**271**	**72%**
Electricity purchased from renewable sources	MWh	158	271	72%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**100%**	**100%**	**0%**
Percentage of total energy from renewable sources	%	77%	100%	23%
Total energy consumption	MWh	204	271	33%
Total energy consumption KPI	**MWh/ professional**	**0.13**	**0.16**	**26%**
Total energy consumption KPI	**MWh/m2**	**0.037**	**0.048**	**31%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE

🇬🇧 UNITED KINGDOM

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**632**	**734**	**16%**
Natural Gas	MWh	546	717	31%
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	86	17	-81%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**234**	**277**	**18%**
Electricity purchased from renewable sources	MWh	234	277	18%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**73%**	**94%**	**21%**
Percentage of total energy from renewable sources	%	27%	27%	0%
Total energy consumption	**MWh**	**866**	**1,011**	**17%**
Total energy consumption KPI	**MWh/ professional**	**0.48**	**0.65**	**36%**
Total energy consumption KPI	**MWh/m2**	**0.192**	**0.332**	**73%**

🇷🇴 ROMANIA

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**1,639**	**631**	**-62%**
Natural Gas	MWh	60	163	173%
Diesel	MWh	0	6.50	2589%
Electricity purchased from fossil fuel sources	MWh	1,265	229	-82%
District Heating/cooling from non-renewable sources	MWh	314	232	-26%
Total energy consumption from renewable energy sources	**MWh**	**655**	**1,342**	**105%**
Electricity purchased from renewable sources	MWh	655	1,342	105%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**34%**	**85%**	**51%**
Percentage of total energy from renewable sources	%	29%	68%	39%
Total energy consumption	**MWh**	**2,294**	**1,973**	**-14%**
Total energy consumption KPI	**MWh/ professional**	**1.71**	**1.63**	**-5%**
Total energy consumption KPI	**MWh/m2**	**0.090**	**0.071**	**-21%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

EUROPE
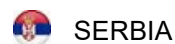
SERBIA

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**71**	**90**	**26%**
Natural Gas	MWh	35	53	54%
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	37	37	0%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**71**	**90**	**26%**
Total energy consumption KPI	**MWh/ professional**	**1.10**	**1.31**	**19%**
Total energy consumption KPI	**MWh/m2**	**0.077**	**0.097**	**26%**

AMERICA

ARGENTINA

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**75**	**58**	**-23%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	75	58	-23%
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**75**	**58**	**-23%**
Total energy consumption KPI	**MWh/ professional**	**0.07**	**0.05**	**-23%**
Total energy consumption KPI	**MWh/m2**	**0.058**	**0.093**	**60%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

AMERICA

🇧🇷 BRAZIL

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**399**	**128**	**-68%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	4	-
Electricity purchased from fossil fuel sources	MWh	399	125	-69%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**243**	**-**
Electricity purchased from renewable sources	MWh	0	243	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**66%**	**66%**
Percentage of total energy from renewable sources	%	0%	65%	65%
Total energy consumption	**MWh**	**399**	**371**	**-7%**
Total energy consumption KPI	**MWh/ professional**	**0.08**	**0.07**	**-7%**
Total energy consumption KPI	**MWh/m2**	**0.048**	**0.076**	**58%**
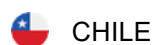
🇨🇱 CHILE

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**59**	**34**	**-43%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	59	34	-43%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**76**	**121**	**60%**
Electricity purchased from renewable sources	MWh	76	121	60%
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**56%**	**78%**	**22%**
Percentage of total energy from renewable sources	%	56%	78%	22%
Total energy consumption	**MWh**	**134**	**155**	**15%**
Total energy consumption KPI	**MWh/ professional**	**0.09**	**0.10**	**15%**
Total energy consumption KPI	**MWh/m2**	**0.059**	**0.068**	**15%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

AMERICA

🇨🇴 COLOMBIA

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**135**	**112**	**-17%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	135	112	-17%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**135**	**112**	**-17%**
Total energy consumption KPI	**MWh/ professional**	**0.08**	**0.05**	**-34%**
Total energy consumption KPI	**MWh/m2**	**0.071**	**0.060**	**-15%**

🇪🇨 ECUADOR

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**0**	**2**	**-**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	-	2	-
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	-	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**-**	**0%**	**-**
Percentage of total energy from renewable sources	%	-	0%	-
Total energy consumption	**MWh**	**0**	**2**	**-**
Total energy consumption KPI	**MWh/ professional**	**0.00**	**0.00**	**-**
Total energy consumption KPI	**MWh/m2**	**-**	**0.013**	**-**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

AMERICA

🇲🇽 MEXICO

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**76**	**122**	**59%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	76	122	59%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**76**	**122**	**59%**
Total energy consumption KPI	**MWh/ professional**	**0.03**	**0.05**	**65%**
Total energy consumption KPI	**MWh/m2**	**0.026**	**0.042**	**59%**

🇵🇪 PERU

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**750**	**688**	**-8%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	0.40	-
Electricity purchased from fossil fuel sources	MWh	750	687	-8%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**750**	**688**	**-8%**
Total energy consumption KPI	**MWh/ professional**	**0.16**	**0.13**	**-16%**
Total energy consumption KPI	**MWh/m2**	**0.110**	**0.100**	**-9%**

INDICATOR 1. ENERGY CONSUMPTION

Energy consumption from renewable and non-renewable sources by country

AMERICA

UNITED STATES

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**60**	**66**	**10%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	60	66	10%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**60**	**66**	**10%**
Total energy consumption KPI	**MWh/ professional**	**0.18**	**0.18**	**1%**
Total energy consumption KPI	**MWh/m2**	**0.132**	**0.145**	**10%**

AFRICA

MOROCCO

	Units	FY23	FY24	% vs FY23
Total energy consumption from fossil fuel sources	**MWh**	**109**	**126**	**15%**
Natural Gas	MWh	-	-	-
Diesel	MWh	-	-	-
Electricity purchased from fossil fuel sources	MWh	109	126	15%
District Heating/cooling from non-renewable sources	MWh	-	-	-
Total energy consumption from renewable energy sources	**MWh**	**0**	**0**	**-**
Electricity purchased from renewable sources	MWh	0	0	-
Consumption of self-generated electricity	MWh	-	-	-
Percentage of total electricity from renewable sources	**%**	**0%**	**0%**	**0%**
Percentage of total energy from renewable sources	%	0%	0%	0%
Total energy consumption	**MWh**	**109**	**126**	**15%**
Total energy consumption KPI	**MWh/ professional**	**0.22**	**0.22**	**-3%**
Total energy consumption KPI	**MWh/m2**	**0.068**	**0.071**	**4%**

Annexes

Annex 3. Environmental indicators by country

Indicator 2: GHG emissions by scope and emission sources

NTT DATA Europe&Latam

INDICATOR 2. EMISSIONS

GHG emissions based on the standard GHG protocol

NTT DATA EUROPE & LATAM	Units	FY24
Scope1 GHG emissions	**tCO2e**	**4.078**
Stationary combustion	tCO2e	417
Mobile combustion	tCO2e	3.328
Refrigerant gas leaks	tCO2e	334
Scope 2 GHG emissions: Market-based	**tCO2e**	**1,150**
GHG emissions from electricity consumption: Market-based	tCO2e	518
GHG emissions from district heating/cooling	tCO2e	632
GHG emissions from electric mobility	tCO2e	0
Scope 2 GHG emissions: Location-based	**tCO2e**	**4.389**
GHG emissions from electricity consumption: Location-based	tCO2e	3.711
GHG emissions from district heating/cooling	tCO2e	632
GHG emissions from electric mobility	tCO2e	45
Scope 3 GHG emissions	**tCO2e**	**122,096**
1. Purchase of goods and services	tCO2e	87,370
2. Capital goods	tCO2e	6.356
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	2.221
6. Business trips	tCO2e	14.368
7. Movement of employees to work centers	tCO2e	11,761
9. Downstream transportation and distribution	tCO2e	19
Total GHG emissions Market-based	**tCO2e**	**127,325**
Total GHG emissions Location-based	**tCO2e**	**130,563**
Total GHG emissions avoided	**tCO2e**	**34.277**
Total GHG emissions offset	**tCO2e**	**1.267**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**2.41**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard *GHG Protocol*.

EUROPE

INDICATOR 2. EMISSIONS

GHG emissions based on the standard GHG protocol

BELGIUM

BELGIUM	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**3**
Stationary combustion	tCO2e	3
Mobile combustion	tCO2e	/////
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**161**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	161
GHG emissions from electric mobility	tCO2e	/////
Scope 2 GHG emissions: Location-based	**tCO2e**	**170**
GHG emissions from electricity consumption: Location-based	tCO2e	9
GHG emissions from district heating/cooling	tCO2e	161
GHG emissions from electric mobility	tCO2e	0
Scope 3 GHG emissions	**tCO2e**	**17,577**
1. Purchase of goods and services	tCO2e	17.375
2. Capital goods	tCO2e	47
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	13
6. Business trips	tCO2e	66
7. Movement of employees to work centers	tCO2e	76
9. Downstream transportation and distribution	tCO2e	0.22
Total GHG emissions Market-based	**tCO2e**	**17,741**
Total GHG emissions Location-based	**tCO2e**	**17,750**
Total GHG emissions avoided	**tCO2e**	**88**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**61.82**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

CROATIA

CROATIA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**NA**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**25**
GHG emissions from electricity consumption: Market-based	tCO2e	17
GHG emissions from district heating/cooling	tCO2e	8
GHG emissions from electric mobility	tCO2e	0
Scope 2 GHG emissions: Location-based	**tCO2e**	**13**
GHG emissions from electricity consumption: Location-based	tCO2e	5
GHG emissions from district heating/cooling	tCO2e	8
GHG emissions from electric mobility	tCO2e	0
Scope 3 GHG emissions	**tCO2e**	**14**
1. Purchase of goods and services	tCO2e	0
2. Capital goods	tCO2e	2
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	2
6. Business trips	tCO2e	3
7. Movement of employees to work centers	tCO2e	7
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**39**
Total GHG emissions Location-based	**tCO2e**	**27**
Total GHG emissions avoided	**tCO2e**	**31**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**1.52**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

EUROPE

🇩🇪 DACH - GERMANY

GERMANY	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**1.184**
Stationary combustion	tCO2e	21
Mobile combustion	tCO2e	1.164
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**72**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	72
GHG emissions from electric mobility	tCO2e	0
Scope 2 GHG emissions: Location-based	**tCO2e**	**485**
GHG emissions from electricity consumption: Location-based	tCO2e	378
GHG emissions from district heating/cooling	tCO2e	72
GHG emissions from electric mobility	tCO2e	36
Scope 3 GHG emissions	**tCO2e**	**11.801**
1. Purchase of goods and services	tCO2e	9.594
2. Capital goods	tCO2e	481
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	421
6. Business trips	tCO2e	992
7. Movement of employees to work centers	tCO2e	314
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**13.057**
Total GHG emissions Location-based	**tCO2e**	**13.471**
Total GHG emissions avoided	**tCO2e**	**2.057**
Total GHG emissions offset	**tCO2e**	**102**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**6.08**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

DACH - AUSTRIA
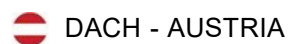
AUSTRIA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**41**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	41
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**1**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	1
GHG emissions from electric mobility	tCO2e	0
Scope 2 GHG emissions: Location-based	**tCO2e**	**10**
GHG emissions from electricity consumption: Location-based	tCO2e	7
GHG emissions from district heating/cooling	tCO2e	1
GHG emissions from electric mobility	tCO2e	2
Scope 3 GHG emissions	**tCO2e**	**59**
1. Purchase of goods and services	tCO2e	0
2. Capital goods	tCO2e	0
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	13
6. Business trips	tCO2e	5
7. Movement of employees to work centers	tCO2e	40
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**101**
Total GHG emissions Location-based	**tCO2e**	**110**
Total GHG emissions avoided	**tCO2e**	**108**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**0.96**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

(**)Offset emissions are accounted for in Germany but correspond to DACH as a whole.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🔴 DACH –SWISS

SWITZERLAND DACH	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	▨
Mobile combustion	tCO2e	▨
Refrigerant gas leaks	tCO2e	▨
Scope 2 GHG emissions: Market-based	**tCO2e**	**4**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	4
GHG emissions from electric mobility	tCO2e	▨
Scope 2 GHG emissions: Location-based	**tCO2e**	**4**
GHG emissions from electricity consumption: Location-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	4
GHG emissions from electric mobility	tCO2e	▨
Scope 3 GHG emissions	**tCO2e**	**54**
1. Purchase of goods and services	tCO2e	37
2. Capital goods	tCO2e	2
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	0
6. Business trips	tCO2e	6
7. Movement of employees to work centers	tCO2e	8
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**57**
Total GHG emissions Location-based	**tCO2e**	**58**
Total GHG emissions avoided	**tCO2e**	**54**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**1.27**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

(**)Offset emissions are accounted for in Germany but correspond to DACH as a whole.

INDICATOR 2: EMISSIONS

EUROPE

GHG emissions based on the standard GHG protocol

🇪🇸 SPAIN

SPAIN	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**554**
Stationary combustion	tCO2e	163
Mobile combustion	tCO2e	104
Refrigerant gas leaks	tCO2e	287
Scope 2 GHG emissions: Market-based	**tCO2e**	**323**
GHG emissions from electricity consumption: Market-based	tCO2e	24
GHG emissions from district heating/cooling	tCO2e	299
GHG emissions from electric mobility	tCO2e	0
Scope 2 GHG emissions: Location-based	**tCO2e**	**1,748**
GHG emissions from electricity consumption: Location-based	tCO2e	1,449
GHG emissions from district heating/cooling	tCO2e	299
GHG emissions from electric mobility	tCO2e	0
Scope 3 GHG emissions	**tCO2e**	**36,688**
1. Purchase of goods and services	tCO2e	22.160
2. Capital goods	tCO2e	3.241
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	610
6. Business trips	tCO2e	5.396
7. Movement of employees to work centers	tCO2e	5.281
9. Downstream transportation and distribution	tCO2e	0.11
Total GHG emissions Market-based	**tCO2e**	**37,565**
Total GHG emissions Location-based	**tCO2e**	**38,991**
Total GHG emissions avoided	**tCO2e**	**13.525**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**1.85**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.
(**)Offset emissions are accounted for in Germany but correspond to DACH as a whole.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🇫🇷 FRANCE

FRANCE	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Location-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	30
1. Purchase of goods and services	tCO2e	7
2. Capital goods	tCO2e	1
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	
6. Business trips	tCO2e	19
7. Movement of employees to work centers	tCO2e	2
9. Downstream transportation and distribution	tCO2e	0.01
Total GHG emissions Market-based	**tCO2e**	30
Total GHG emissions Location-based	**tCO2e**	30
Total GHG emissions avoided	**tCO2e**	0.31
Total GHG emissions offset	**tCO2e**	0
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**0.61**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

GREECE

GREECE	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**23**
GHG emissions from electricity consumption: Market-based	tCO2e	20
GHG emissions from district heating/cooling	tCO2e	3
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**14**
GHG emissions from electricity consumption: Location-based	tCO2e	11
GHG emissions from district heating/cooling	tCO2e	3
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**225**
1. Purchase of goods and services	tCO2e	128
2. Capital goods	tCO2e	8
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	4
6. Business trips	tCO2e	81
7. Movement of employees to work centers	tCO2e	4
9. Downstream transportation and distribution	tCO2e	0.02
Total GHG emissions Market-based	**tCO2e**	**248**
Total GHG emissions Location-based	**tCO2e**	**239**
Total GHG emissions avoided	**tCO2e**	**7**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/ professional**	**3**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🇮🇹 ITALY

ITALY	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**638**
Stationary combustion	tCO2e	44
Mobile combustion	tCO2e	593
Refrigerant gas leaks	tCO2e	1
Scope 2 GHG emissions: Market-based	**tCO2e**	**43**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	43
GHG emissions from electric mobility	tCO2e	0
Scope 2 GHG emissions: Location-based	**tCO2e**	**1,076**
GHG emissions from electricity consumption: Location-based	tCO2e	1,025
GHG emissions from district heating/cooling	tCO2e	43
GHG emissions from electric mobility	tCO2e	8
Scope 3 GHG emissions	**tCO2e**	**17,506**
1. Purchase of goods and services	tCO2e	12.972
2. Capital goods	tCO2e	1,620
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	453
6. Business trips	tCO2e	1,048
7. Movement of employees to work centers	tCO2e	1.413
9. Downstream transportation and distribution	tCO2e	0.47
Total GHG emissions Market-based	**tCO2e**	**18.187**
Total GHG emissions Location-based	**tCO2e**	**19.220**
Total GHG emissions avoided	**tCO2e**	**3.763**
Total GHG emissions offset	**tCO2e**	**13**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**3.15**

(*) NTT DATA EMEAL does not have emission sources for categories 8 to 15 of scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

EUROPE

🇱🇺 LUXEMBOURG

LUXEMBOURG	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**11**
GHG emissions from electricity consumption: Market-based	tCO2e	11
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**2**
GHG emissions from electricity consumption: Location-based	tCO2e	2
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**40**
1. Purchase of goods and services	tCO2e	15
2. Capital goods	tCO2e	0
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	1
6. Business trips	tCO2e	2
7. Movement of employees to work centers	tCO2e	22
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**51**
Total GHG emissions Location-based	**tCO2e**	**42**
Total GHG emissions avoided	**tCO2e**	**72**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.47**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

EUROPE

🇳🇱 NETHERLANDS

NETHERLANDS	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Location-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**646**
1. Purchase of goods and services	tCO2e	595
2. Capital goods	tCO2e	7
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	
6. Business trips	tCO2e	33
7. Movement of employees to work centers	tCO2e	10
9. Downstream transportation and distribution	tCO2e	0.02
Total GHG emissions Market-based	**tCO2e**	**646**
Total GHG emissions Location-based	**tCO2e**	**646**
Total GHG emissions avoided	**tCO2e**	**18**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**11.13**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

EUROPE

PORTUGAL

PORTUGAL	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**747**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	746
Refrigerant gas leaks	tCO2e	1
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**28**
GHG emissions from electricity consumption: Location-based	tCO2e	28
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**2.207**
1. Purchase of goods and services	tCO2e	870
2. Capital goods	tCO2e	69
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	209
6. Business trips	tCO2e	369
7. Movement of employees to work centers	tCO2e	689
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**2.954**
Total GHG emissions Location-based	**tCO2e**	**2.982**
Total GHG emissions avoided	**tCO2e**	**1.255**
Total GHG emissions offset	**tCO2e**	**946**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**1.79**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

EUROPE

🇬🇧 UNITED KINGDOM

UNITED KINGDOM	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**140**
Stationary combustion	tCO2e	140
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**6**
GHG emissions from electricity consumption: Market-based	tCO2e	6
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**52**
GHG emissions from electricity consumption: Location-based	tCO2e	52
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**13.954**
1. Purchase of goods and services	tCO2e	12.579
2. Capital goods	tCO2e	17
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	41
6. Business trips	tCO2e	1.245
7. Movement of employees to work centers	tCO2e	71
9. Downstream transportation and distribution	tCO2e	0.35
Total GHG emissions Market-based	**tCO2e**	**14.101**
Total GHG emissions Location-based	**tCO2e**	**14.147**
Total GHG emissions avoided	**tCO2e**	**341**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**9.05**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🇷🇴 ROMANIA

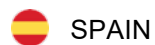| ROMANIA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**77**
Stationary combustion	tCO2e	34
Mobile combustion	tCO2e	5
Refrigerant gas leaks	tCO2e	38
Scope 2 GHG emissions: Market-based	**tCO2e**	**90**
GHG emissions from electricity consumption: Market-based	tCO2e	49
GHG emissions from district heating/cooling	tCO2e	42
GHG emissions from electric mobility	tCO2e	/////
Scope 2 GHG emissions: Location-based	**tCO2e**	**370**
GHG emissions from electricity consumption: Location-based	tCO2e	328
GHG emissions from district heating/cooling	tCO2e	42
GHG emissions from electric mobility	tCO2e	/////
Scope 3 GHG emissions	**tCO2e**	**547**
1. Purchase of goods and services	tCO2e	0
2. Capital goods	tCO2e	126
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	121
6. Business trips	tCO2e	188
7. Movement of employees to work centers	tCO2e	112
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**715**
Total GHG emissions Location-based	**tCO2e**	**994**
Total GHG emissions avoided	**tCO2e**	**302**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.59**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

SERBIA

SERBIA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**11**
Stationary combustion	tCO2e	10
Mobile combustion	tCO2e	1
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**36**
GHG emissions from electricity consumption: Market-based	tCO2e	36
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**26**
GHG emissions from electricity consumption: Location-based	tCO2e	26
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**41**
1. Purchase of goods and services	tCO2e	0
2. Capital goods	tCO2e	3
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	10
6. Business trips	tCO2e	15
7. Movement of employees to work centers	tCO2e	14
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**88**
Total GHG emissions Location-based	**tCO2e**	**78**
Total GHG emissions avoided	**tCO2e**	**51**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**1.27**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

EUROPE

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🔴 SWITZERLAND (BENELUX)

SWITZERLAND BENELUX	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Location-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**72**
1. Purchase of goods and services	tCO2e	15
2. Capital goods	tCO2e	1
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	
6. Business trips	tCO2e	53
7. Movement of employees to work centers	tCO2e	4
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**72**
Total GHG emissions Location-based	**tCO2e**	**72**
Total GHG emissions avoided	**tCO2e**	**6**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**4.00**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS
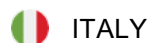
GHG emissions based on the standard GHG protocol

🔵 ARGENTINA

ARGENTINA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**10**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	10
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**18**
GHG emissions from electricity consumption: Market-based	tCO2e	18
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**18**
GHG emissions from electricity consumption: Location-based	tCO2e	18
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**994**
1. Purchase of goods and services	tCO2e	614
2. Capital goods	tCO2e	17
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	11
6. Business trips	tCO2e	266
7. Movement of employees to work centers	tCO2e	86
9. Downstream transportation and distribution	tCO2e	0.06
Total GHG emissions Market-based	**tCO2e**	**1,022**
Total GHG emissions Location-based	**tCO2e**	**1,022**
Total GHG emissions avoided	**tCO2e**	**893**
Total GHG emissions offset	**tCO2e**	**1**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.97**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🇧🇷 BRAZIL

BRAZIL	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**360**
Stationary combustion	tCO2e	1
Mobile combustion	tCO2e	359
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**8**
GHG emissions from electricity consumption: Market-based	tCO2e	8
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**24**
GHG emissions from electricity consumption: Location-based	tCO2e	24
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**5.004**
1. Purchase of goods and services	tCO2e	1,882
2. Capital goods	tCO2e	486
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	108
6. Business trips	tCO2e	1.308
7. Movement of employees to work centers	tCO2e	1.213
9. Downstream transportation and distribution	tCO2e	7
Total GHG emissions Market-based	**tCO2e**	**5.373**
Total GHG emissions Location-based	**tCO2e**	**5.388**
Total GHG emissions avoided	**tCO2e**	**3.141**
Total GHG emissions offset	**tCO2e**	**190**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**1.01**

(*) NTT DATA Europe & Latam does not have emission sources for the categories of 8to the 15thof scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

CHILI

CHILI	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**1**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	1
Scope 2 GHG emissions: Market-based	**tCO2e**	**9**
GHG emissions from electricity consumption: Market-based	tCO2e	9
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**39**
GHG emissions from electricity consumption: Location-based	tCO2e	39
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**3.299**
1. Purchase of goods and services	tCO2e	1,840
2. Capital goods	tCO2e	76
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	13
6. Business trips	tCO2e	1.160
7. Movement of employees to work centers	tCO2e	211
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**3.308**
Total GHG emissions Location-based	**tCO2e**	**3.338**
Total GHG emissions avoided	**tCO2e**	**946**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**2.15**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

AMERICA

🔵 COLOMBIA

COLOMBIA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**14**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	14
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**22**
GHG emissions from electricity consumption: Market-based	tCO2e	22
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**22**
GHG emissions from electricity consumption: Location-based	tCO2e	22
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**1933**
1. Purchase of goods and services	tCO2e	1.241
2. Capital goods	tCO2e	23
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	10
6. Business trips	tCO2e	285
7. Movement of employees to work centers	tCO2e	372
9. Downstream transportation and distribution	tCO2e	1
Total GHG emissions Market-based	**tCO2e**	**1970**
Total GHG emissions Location-based	**tCO2e**	**1970**
Total GHG emissions avoided	**tCO2e**	**979**
Total GHG emissions offset	**tCO2e**	**14**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.91**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

ECUADOR

ECUADOR	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**12**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	12
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Location-based	tCO2e	0
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**491**
1. Purchase of goods and services	tCO2e	320
2. Capital goods	tCO2e	40
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	3
6. Business trips	tCO2e	72
7. Movement of employees to work centers	tCO2e	56
9. Downstream transportation and distribution	tCO2e	0.07
Total GHG emissions Market-based	**tCO2e**	**503**
Total GHG emissions Location-based	**tCO2e**	**503**
Total GHG emissions avoided	**tCO2e**	**86**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**1.25**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🇲🇽 MEXICO

MEXICO	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**146**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	146
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**47**
GHG emissions from electricity consumption: Market-based	tCO2e	47
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**47**
GHG emissions from electricity consumption: Location-based	tCO2e	47
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**3.091**
1. Purchase of goods and services	tCO2e	2.251
2. Capital goods	tCO2e	15
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	53
6. Business trips	tCO2e	564
7. Movement of employees to work centers	tCO2e	202
9. Downstream transportation and distribution	tCO2e	7
Total GHG emissions Market-based	**tCO2e**	**3.284**
Total GHG emissions Location-based	**tCO2e**	**3.284**
Total GHG emissions avoided	**tCO2e**	**1,517**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**1.44**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🇵🇪 PERU
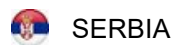
PERU	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**94**
Stationary combustion	tCO2e	0
Mobile combustion	tCO2e	88
Refrigerant gas leaks	tCO2e	6
Scope 2 GHG emissions: Market-based	**tCO2e**	**146**
GHG emissions from electricity consumption: Market-based	tCO2e	146
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**135**
GHG emissions from electricity consumption: Location-based	tCO2e	135
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**4.427**
1. Purchase of goods and services	tCO2e	2.424
2. Capital goods	tCO2e	21
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	75
6. Business trips	tCO2e	549
7. Movement of employees to work centers	tCO2e	1.356
9. Downstream transportation and distribution	tCO2e	2
Total GHG emissions Market-based	**tCO2e**	**4.667**
Total GHG emissions Location-based	**tCO2e**	**4.657**
Total GHG emissions avoided	**tCO2e**	**4.831**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.90**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

AMERICA

🇺🇸 USA

USA	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**44**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	44
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**20**
GHG emissions from electricity consumption: Market-based	tCO2e	20
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**19**
GHG emissions from electricity consumption: Location-based	tCO2e	19
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**940**
1. Purchase of goods and services	tCO2e	223
2. Capital goods	tCO2e	13
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	17
6. Business trips	tCO2e	635
7. Movement of employees to work centers	tCO2e	53
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**1.004**
Total GHG emissions Location-based	**tCO2e**	**1.004**
Total GHG emissions avoided	**tCO2e**	**149**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**2.72**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AMERICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

URUGUAY

URUGUAY	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Location-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**73**
1. Purchase of goods and services	tCO2e	73
2. Capital goods	tCO2e	
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	
6. Business trips	tCO2e	
7. Movement of employees to work centers	tCO2e	
9. Downstream transportation and distribution	tCO2e	
Total GHG emissions Market-based	**tCO2e**	**73**
Total GHG emissions Location-based	**tCO2e**	**73**
Total GHG emissions avoided	**tCO2e**	**0**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**36.45**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

AFRICA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

🔴 MOROCCO

MOROCCO	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	0
Scope 2 GHG emissions: Market-based	**tCO2e**	**86**
GHG emissions from electricity consumption: Market-based	tCO2e	86
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**86**
GHG emissions from electricity consumption: Location-based	tCO2e	86
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**369**
1. Purchase of goods and services	tCO2e	154
2. Capital goods	tCO2e	27
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	33
6. Business trips	tCO2e	10
7. Movement of employees to work centers	tCO2e	144
9. Downstream transportation and distribution	tCO2e	0
Total GHG emissions Market-based	**tCO2e**	**455**
Total GHG emissions Location-based	**tCO2e**	**455**
Total GHG emissions avoided	**tCO2e**	**56**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.78**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

ASIA

INDICATOR 2: EMISSIONS

GHG emissions based on the standard GHG protocol

⭐ VIETNAM

VIETNAM	Units	FY24
Scope 1 GHG emissions	**tCO2e**	**0**
Stationary combustion	tCO2e	
Mobile combustion	tCO2e	
Refrigerant gas leaks	tCO2e	
Scope 2 GHG emissions: Market-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Market-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 2 GHG emissions: Location-based	**tCO2e**	**0**
GHG emissions from electricity consumption: Location-based	tCO2e	
GHG emissions from district heating/cooling	tCO2e	
GHG emissions from electric mobility	tCO2e	
Scope 3 GHG emissions	**tCO2e**	**13**
1. Purchase of goods and services	tCO2e	
2. Capital goods	tCO2e	**13**
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	tCO2e	
4. Upstream transportation and distribution	tCO2e	
5. Waste generated in operations	tCO2e	
6. Business trips	tCO2e	
7. Movement of employees to work centers	tCO2e	
9. Downstream transportation and distribution	tCO2e	
Total GHG emissions Market-based	**tCO2e**	**13**
Total GHG emissions Location-based	**tCO2e**	**13**
Total GHG emissions avoided	**tCO2e**	**0**
Total GHG emissions offset	**tCO2e**	**0**
Total GHG emissions Market-based by professional	**tCO2e/professional**	**0.04**

(*) NTT DATA Europe & Latam does not have emission sources for categories 4, 5, 8 and 10 to 15 scope 3 of the standard GHG Protocol.

Annexes

Annex 4. **EU taxonomy**

Nuclear and fossil gas related activities

NTT DATA's business model does not involve activities related to fossil gas or nuclear energy.

Nuclear energy related activities		
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No

Fossil gas related activities		
4	The, undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

🇧🇪 BELGIUM

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	1	0	1
	30 – 50	0	2	2
SENIOR MANAGER	> 50	0	5	5
	30 – 50	2	2	4
MANAGER	> 50	0	4	4
	30 – 50	7	13	20
	< 30	1	0	1
PROFESSIONAL	> 50	3	2	5
	30 – 50	24	16	40
	< 30	18	12	30
JUNIOR	> 50	3	17	20
	30 – 50	45	52	97
	< 30	34	24	58
TOTAL BELGIUM		**138**	**149**	**287**

🇭🇷 CROATIA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	30 – 50	1	0	1
PROFESSIONAL	30 – 50	4	9	13
	< 30	1	1	2
JUNIOR	30 – 50	3	1	4
	< 30	2	4	6
TOTAL CROATIA		**11**	**15**	**26**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

DACH - GERMANY

CATEGORY	AGE GROUP	FEMALE	MALE	GENDER: OTHER	TOTAL
EXECUTIVE	> 50	6	69	0	75
	30 – 50	4	23	0	27
SENIOR MANAGER	> 50	22	156	0	178
	30 – 50	8	80	0	88
MANAGER	> 50	30	197	0	227
	30 – 50	82	220	0	302
	< 30	1	1	0	2
PROFESSIONAL	> 50	80	140	0	220
	30 – 50	312	393	0	705
	< 30	80	92	0	172
JUNIOR	> 50	9	0	0	9
	30 – 50	21	32	1	54
	< 30	29	61	0	90
TOTAL GERMANY (DACH)		**684**	**1464**	**1**	**2,149**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

DACH - SWITZERLAND

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	4	4
	30 – 50	0	1	1
SENIOR MANAGER	> 50	1	7	8
	30 – 50	2	2	4
MANAGER	> 50	1	8	9
	30 – 50	4	12	16
	< 30	0	1	1
PROFESSIONAL	> 50	1	9	10
	30 – 50	15	18	33
	< 30	7	8	15
JUNIOR	< 30	1	4	5
TOTAL AUSTRIA		**32**	**74**	**106**

DACH - SWITZERLAND

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	5	5
SENIOR MANAGER	> 50	0	3	3
	30 – 50	1	4	5
MANAGER	> 50	0	5	5
	30 – 50	3	5	8
	< 30	1	0	1
PROFESSIONAL	> 50	1	5	6
	30 – 50	3	5	8
	< 30	0	3	3
JUNIOR	< 30	1	0	1
TOTAL SWITZERLAND (DACH)		**10**	**35**	**45**

INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

🔴 SPAIN

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	22	114	136
	30 – 50	15	121	136
SENIOR MANAGER	> 50	34	90	124
	30 – 50	101	260	361
MANAGER	> 50	88	200	288
	30 – 50	784	1,491	2,275
	< 30	15	70	85
PROFESSIONAL	> 50	303	507	810
	30 – 50	2,491	4,366	6,857
	< 30	1,035	2,430	3,465
JUNIOR	> 50	236	131	367
	30 – 50	842	1,262	2,104
	< 30	685	2,630	3,315
TOTAL SPAIN		**6,651**	**13,672**	**20,323**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

FRANCE

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	1	0	1
SENIOR MANAGER	> 50	0	1	1
MANAGER	> 50	1	2	3
	30 – 50	5	7	12
	< 30	1	0	1
PROFESSIONAL	> 50	0	2	2
	30 – 50	2	12	14
	< 30	3	2	5
JUNIOR	> 50	1	0	1
	30 – 50	0	2	2
	< 30	1	6	7
TOTAL FRANCE		**15**	**34**	**49**

GREECE

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	30 – 50	0	1	1
SENIOR MANAGER	30 – 50	0	2	2
MANAGER	> 50	0	3	3
	30 – 50	1	5	6
PROFESSIONAL	> 50	0	2	2
	30 – 50	17	45	62
	< 30	2	8	10
JUNIOR	30 – 50	3	3	6
	< 30	2	3	5
TOTAL GREECE		**25**	**72**	**97**

EUROPE

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

IRELAND

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	0	2	2
	30 – 50	0	1	1
MANAGER	30 – 50	0	1	1
	< 30	0	2	2
PROFESSIONAL	30 – 50	0	1	1
	< 30	1	3	4
JUNIOR	30 – 50	0	1	1
TOTAL IRELAND		**1**	**11**	**12**

ITALY

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	6	48	54
	30 – 50	1	13	14
SENIOR MANAGER	> 50	21	91	112
	30 – 50	14	83	97
MANAGER	> 50	90	211	301
	30 – 50	148	357	505
	< 30	4	3	7
PROFESSIONAL	> 50	187	380	567
	30 – 50	656	1,405	2,061
	< 30	178	468	646
JUNIOR	> 50	13	34	47
	30 – 50	115	238	353
	< 30	271	741	1,012
TOTAL ITALY		**1,704**	**4,072**	**5,776**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and
distribution of
professionals by sex,
age, country and
professional
classification

(At the end of the fiscal year)

EUROPE

🏳 LUXEMBOURG

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	1	1
SENIOR MANAGER	> 50	0	1	1
MANAGER	> 50	0	1	1
	30 – 50	1	1	2
PROFESSIONAL	> 50	0	1	1
	30 – 50	3	1	4
	< 30	2	1	3
JUNIOR	> 50	1	8	9
	30 – 50	15	53	68
	< 30	6	11	17
TOTAL LUXEMBOURG		**28**	**79**	**107**

🏳 NETHERLANDS

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	1	1
SENIOR MANAGER	> 50	1	5	6
	30 – 50	0	3	3
MANAGER	> 50	1	4	5
	30 – 50	7	12	19
PROFESSIONAL	> 50	0	1	1
	30 – 50	4	11	15
	< 30	3	3	6
JUNIOR	< 30	2	0	2
TOTAL NETHERLANDS		**18**	**40**	**58**

INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

🇵🇹 PORTUGAL

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	3	3
	30 – 50	1	7	8
SENIOR MANAGER	> 50	4	4	8
	30 – 50	19	37	56
MANAGER	> 50	3	15	18
	30 – 50	82	142	224
	< 30	9	6	15
PROFESSIONAL	> 50	7	19	26
	30 – 50	178	252	430
	< 30	219	249	468
JUNIOR	> 50	0	4	4
	30 – 50	37	61	98
	< 30	113	183	296
TOTAL PORTUGAL		**672**	**982**	**1,654**

🇬🇧 UNITED KINGDOM

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	2	7	9
	30 – 50	0	5	5
SENIOR MANAGER	> 50	6	55	61
	30 – 50	8	57	65
MANAGER	> 50	14	56	70
	30 – 50	47	115	162
	< 30	1	0	1
PROFESSIONAL	> 50	47	168	215
	30 – 50	253	559	812
	< 30	41	55	96
JUNIOR	> 50	1	4	5
	30 – 50	11	8	19
	< 30	5	33	38
TOTAL UNITED KINGDOM		**436**	**1,122**	**1,558**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

🇷🇴 ROMANIA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	30 – 50	1	1	2
SENIOR MANAGER	> 50	15	15	30
	30 – 50	84	93	177
	< 30	0	2	2
MANAGER	> 50	3	8	11
	30 – 50	81	91	172
	< 30	3	8	11
PROFESSIONAL	> 50	7	3	10
	30 – 50	169	113	282
	< 30	52	53	105
JUNIOR	> 50	1	0	1
	30 – 50	18	20	38
	< 30	161	210	371
TOTAL ROMANIA		**595**	**617**	**1,212**

🇷🇸 SERBIA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	0	2	2
	30 – 50	6	12	18
MANAGER	30 – 50	3	14	17
	< 30	1	0	1
PROFESSIONAL	30 – 50	9	13	22
	< 30	2	0	2
JUNIOR	30 – 50	1	1	2
	< 30	2	3	5
TOTAL SERBIA		**24**	**45**	**69**

6.5 Social indicators by country (Law 11/2018)

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

SWITZERLAND (BENELUX)

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	2	2
SENIOR MANAGER	30 – 50	0	1	1
MANAGER	30 – 50	2	4	6
PROFESSIONAL	30 – 50	1	4	5
JUNIOR	30 – 50	1	1	2
	< 30	2	0	2
TOTAL SWITZERLAND (BENELUX)		**6**	**12**	**18**

AMERICA

ARGENTINA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	1	2	3
	30 – 50	0	2	2
SENIOR MANAGER	> 50	2	4	6
	30 – 50	3	7	10
MANAGER	> 50	5	19	24
	30 – 50	38	55	93
	< 30	0	2	2
PROFESSIONAL	> 50	11	32	43
	30 – 50	131	304	435
	< 30	55	204	259
JUNIOR	> 50	1	0	1
	30 – 50	28	39	67
	< 30	57	54	111
TOTAL ARGENTINA		**332**	**724**	**1,056**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

🇧🇷 BRAZIL

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	2	8	10
	30 – 50	0	12	12
SENIOR MANAGER	> 50	11	11	22
	30 – 50	15	51	66
MANAGER	> 50	27	39	66
	30 – 50	115	215	330
	< 30	5	8	13
PROFESSIONAL	> 50	74	159	233
	30 – 50	570	1,311	1,881
	< 30	189	621	810
JUNIOR	> 50	32	21	53
	30 – 50	388	466	854
	< 30	350	599	949
TOTAL BRAZIL		**1,778**	**3,521**	**5,299**
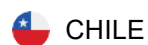
🇨🇱 CHILE

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	2	2
	30 – 50	2	5	7
SENIOR MANAGER	> 50	2	1	3
	30 – 50	6	22	28
MANAGER	> 50	6	20	26
	30 – 50	47	122	169
	< 30	2	4	6
PROFESSIONAL	> 50	14	41	55
	30 – 50	175	484	659
	< 30	37	136	173
JUNIOR	> 50	13	1	14
	30 – 50	61	147	208
	< 30	39	151	190
TOTAL CHILE		**404**	**1,136**	**1,540**

AMERICA

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

🇨🇴 COLOMBIA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	1	1
	30 – 50	0	4	4
SENIOR MANAGER	> 50	4	2	6
	30 – 50	3	9	12
MANAGER	> 50	3	10	13
	30 – 50	55	76	131
	< 30	2	1	3
PROFESSIONAL	> 50	9	26	35
	30 – 50	183	436	619
	< 30	82	243	325
JUNIOR	> 50	12	15	27
	30 – 50	160	206	366
	< 30	248	377	625
TOTAL COLOMBIA		**761**	**1,406**	**2,167**

🇪🇨 ECUADOR

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	1	1
MANAGER	30 – 50	0	1	1
	< 30	4	6	10
PROFESSIONAL	> 50	6	4	10
	30 – 50	37	108	145
	< 30	9	39	48
JUNIOR	> 50	3	3	6
	30 – 50	24	44	68
	< 30	39	75	114
TOTAL ECUADOR		**122**	**281**	**403**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

🇲🇽 MEXICO

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	2	2
	30 – 50	0	6	6
SENIOR MANAGER	> 50	2	5	7
	30 – 50	5	20	25
MANAGER	> 50	4	17	21
	30 – 50	61	125	186
	< 30	2	5	7
PROFESSIONAL	> 50	12	30	42
	30 – 50	216	391	607
	< 30	94	213	307
JUNIOR	> 50	15	42	57
	30 – 50	190	262	452
	< 30	153	403	556
TOTAL MEXICO		**754**	**1,521**	**2,275**

🇵🇪 PERU

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	4	4
	30 – 50	0	1	1
SENIOR MANAGER	> 50	2	10	12
	30 – 50	8	14	22
MANAGER	> 50	8	25	33
	30 – 50	84	139	223
	< 30	0	2	2
PROFESSIONAL	> 50	17	60	77
	30 – 50	448	1,335	1,783
	< 30	208	640	848
JUNIOR	> 50	3	9	12
	30 – 50	312	494	806
	< 30	466	907	1,373
TOTAL PERU		**1,556**	**3,640**	**5,196**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and distribution of professionals by sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

URUGUAY

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MANAGER	30 – 50	1	1	2
TOTAL URUGUAY		**1**	**1**	**2**

UNITED STATES

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	0	1	1
	30 – 50	0	4	4
SENIOR MANAGER	> 50	0	1	1
	30 – 50	0	6	6
MANAGER	> 50	3	3	6
	30 – 50	4	23	27
	< 30	0	1	1
PROFESSIONAL	> 50	1	6	7
	30 – 50	17	29	46
	< 30	0	4	4
JUNIOR	> 50	2	8	10
	30 – 50	6	7	13
	< 30	3	3	6
TOTAL UNITED STATES		**36**	**96**	**132**

**INDICATOR 1
DISTRIBUTION OF
PROFESSIONALS BY COUNTRY**

Total number and
distribution of
professionals by sex,
age, country and
professional
classification

(At the end of the fiscal year)

AFRICA

🔴 MOROCCO

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	0	1	1
MANAGER	> 50	0	3	3
	30 – 50	1	5	6
PROFESSIONAL	> 50	0	2	2
	30 – 50	64	85	149
	< 30	25	28	53
JUNIOR	> 50	1	3	4
	30 – 50	45	54	99
	< 30	129	136	265
TOTAL MOROCCO		**265**	**317**	**582**

ASIA

🔴 VIETNAM

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	30 – 50	0	3	3
SENIOR MANAGER	30 – 50	0	7	7
MANAGER	30 – 50	3	4	7
PROFESSIONAL	30 – 50	27	94	121
	< 30	27	91	118
JUNIOR	30 – 50	6	8	14
	< 30	7	21	28
TOTAL VIETNAM		**70**	**228**	**298**

(06) Annexes

Annex 5. Social indicators by country (Law 11/2018)

INDICATOR 2. Professionals turnover rate

**INDICATOR 2
PROFESSIONALS TURNOVER
RATE**

Turnover rate by age group

Turnover data is obtained from the sum of voluntary departures, dismissals, retirements and deaths in the workplace.

REGION	AGE GROUP			
	< 30	30 - 50	> 50	Total
GLOBAL				
EUROPE				
BELGIUM	22.82%	25.11%	21.87%	**24.03%**
CROATIA	0%	0%	0%	0%
DACH				
GERMANY	15.79%	9.07%	9.04%	**10.04%**
AUSTRIA	24.24%	15.38%	10.94%	**16.27%**
SWITZERLAND	0%	31.34%	15.45%	**20.73%**
SPAIN	21.15%	13.52%	13.61%	**16.17%**
FRANCE	31.41%	35.82%	21.82%	**32.08%**
GREECE	25.00%	25.19%	20.34%	**24.94%**
ITALY	14.39%	8.57%	5.11%	**9.66%**
LUXEMBOURG		25.19%	17.52%	**20.64%**
NETHERLANDS	21.24%	13.58%	16.33%	**15.19%**
PORTUGAL	20.41%	18.51%	16.19%	**19.32%**
UNITED KINGDOM*	25.54%	20.33%	19.92%	**20.76%**
ROMANIA	37.74%	25.83%	12.02%	**30.00%**
SERBIA	51.72%	16.27%		**21.08%**
SWITZERLAND	0%	0%	0%	0%
THE AMERICAS				
ARGENTINA	22.53%	18.01%	13.47%	**19.39%**
BRAZIL	32.23%	23.39%	31.15%	**27.03%**
CHILE	13.28%	12.63%	8.82%	**12.58%**
COLOMBIA	26.40%	22.12%	24.81%	**24.05%**
ECUADOR	14.92%	15.32%	7.32%	**14.87%**
UNITED STATES	13.04%	8.00%	12.86%	**9.51%**
MEXICO	21.99%	20.35%	23.76%	**21.20%**
PERU	28.28%	20.69%	20.73%	**24.04%**
URUGUAY	0%	0%	0%	0%
AFRICA				
MOROCCO	12.75%	18.11%	0%	**14.74%**
ASIA				
VIETNAM	30.53%	12.54%	0%	**21.75%**
TOTAL	**22.90%**	**16.04%**	**13.50%**	**18.15%**

(06) Annexes

Annex 5. Social indicators by country (Law 11/2018)

INDICATOR 3. Number of dismissals by sex, age and professional classification

**INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION**

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

EUROPE

🇧🇪 BELGIUM

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	0	2	2
MANAGER	30 – 50	2	1	3
PROFESSIONAL	30 – 50	5	1	6
	< 30	1	1	2
	> 50	0	2	2
JUNIOR	30 – 50	5	2	7
	< 30	2	0	2
TOTAL BELGIUM		**15**	**9**	**24**

🇩🇪 DACH - GERMANY

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	2	9	11
	30 – 50	1	4	5
	< 30	1	0	1
MANAGER	> 50	2	7	9
	30 – 50	1	8	9
PROFESSIONAL	> 50	2	4	6
	30 – 50	6	12	18
	< 30	1	1	2
JUNIOR	30 – 50	5	5	10
	< 30	2	5	7
TOTAL GERMANY (DACH)		**23**	**55**	**78**

INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

EUROPE

🔴 DACH - SWITZERLAND

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	0	1	1
MANAGER	30 – 50	0	1	1
	< 30	0	1	1
PROFESSIONAL	30 – 50	1	0	1
	< 30	0	1	1
JUNIOR	30 – 50	1	1	2
	< 30	1	0	1
TOTAL AUSTRIA (DACH)		**3**	**5**	**8**

🔴 DACH - SWITZERLAND

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	1	0	1
MANAGER	30 – 50	0	1	1
PROFESSIONAL	> 50	0	1	1
	30 – 50	0	2	2
JUNIOR	> 50	0	1	1
TOTAL SWITZERLAND (DACH)		**1**	**5**	**6**

EUROPE

**INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION**

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

🇪🇸 SPAIN

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	1	13	14
	30 – 50	1	4	5
SENIOR MANAGER	> 50	11	14	25
	30 – 50	3	19	22
MANAGER	> 50	11	14	25
	30 – 50	12	56	68
	< 30	0	2	2
PROFESSIONAL	> 50	15	37	52
	30 – 50	80	167	247
	< 30	22	77	99
JUNIOR	> 50	26	15	41
	30 – 50	44	81	125
	< 30	33	157	190
TOTAL SPAIN		**250**	**648**	**898**

🇫🇷 FRANCE

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MANAGER	> 50	0	1	1
	30 – 50	0	1	1
PROFESSIONAL	> 50	0	1	1
	30 – 50	2	2	4
JUNIOR	30 – 50	1	1	2
TOTAL FRANCE		**3**	**6**	**9**

INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

EUROPE

🇬🇷 GREECE

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
MANAGER	30 – 50	0	1	1
TOTAL GREECE		**0**	**1**	**1**

🇮🇹 ITALY

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	2	6	8
EXECUTIVE	30 – 50	1	0	1
SENIOR MANAGER	> 50	0	3	3
MANAGER	> 50	1	1	2
PROFESSIONAL	> 50	3	7	10
PROFESSIONAL	30 – 50	2	0	2
PROFESSIONAL	< 30	1	3	4
JUNIOR	> 50	1	1	2
JUNIOR	< 30	1	4	5
TOTAL ITALY		**12**	**25**	**37**

🇱🇺 LUXEMBOURG

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PROFESSIONAL	30 – 50	1	0	1
JUNIOR	30 – 50	1	3	4
TOTAL LUXEMBOURG		**2**	**3**	**5**

INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

EUROPE

🇳🇱 NETHERLANDS

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	1	1
MANAGER	> 50	0	1	1
	30 – 50	0	1	1
PROFESSIONAL	30 – 50	0	1	1
JUNIOR	30 – 50	1	0	1
TOTAL NETHERLANDS		**1**	**4**	**5**

🇵🇹 PORTUGAL

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	1	1
MANAGER	> 50	0	4	4
	30 – 50	3	10	13
PROFESSIONAL	> 50	0	1	1
	30 – 50	5	15	20
	< 30	5	5	10
JUNIOR	> 50	0	1	1
	30 – 50	3	5	8
	< 30	10	18	28
TOTAL PORTUGAL		**26**	**60**	**86**

**INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION**

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

EUROPE

🇬🇧 UNITED KINGDOM

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	1	9	10
	30 – 50	2	12	14
MANAGER	> 50	1	2	3
	30 – 50	2	12	14
PROFESSIONAL	> 50	4	17	21
	30 – 50	29	39	68
	< 30	3	4	7
JUNIOR	30 – 50	6	1	7
	< 30	1	2	3
TOTAL UNITED KINGDOM		**47**	**91**	**138**

🇷🇴 ROMANIA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	2	2
MANAGER	30 – 50	2	4	6
	< 30	0	2	2
PROFESSIONAL	30 – 50	2	7	9
	< 30	1	3	4
JUNIOR	< 30	6	11	17
TOTAL ROMANIA		**11**	**29**	**40**

AMERICA

INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

🇦🇷 ARGENTINA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	1	1
MANAGER	> 50	0	3	3
	30 – 50	1	7	8
PROFESSIONAL	> 50	2	3	5
	30 – 50	11	27	38
	< 30	2	8	10
JUNIOR	30 – 50	1	2	3
	< 30	1	12	13
TOTAL ARGENTINA		**18**	**63**	**81**

🇧🇷 BRAZIL

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
EXECUTIVE	< 30	0	1	1
SENIOR MANAGER	> 50	0	4	4
	30 – 50	0	5	5
MANAGER	> 50	6	11	17
	30 – 50	2	21	23
PROFESSIONAL	> 50	10	51	61
	30 – 50	63	186	249
	< 30	27	86	113
JUNIOR	> 50	6	8	14
	30 – 50	42	67	109
	< 30	49	80	129
TOTAL BRAZIL		**205**	**520**	**725**

INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

AMERICA
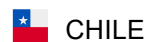
🇨🇱 CHILE

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	2	2
MANAGER	> 50	0	1	1
	30 – 50	4	3	7
PROFESSIONAL	> 50	1	5	6
	30 – 50	9	24	33
	< 30	0	5	5
JUNIOR	30 – 50	3	13	16
	< 30	2	8	10
TOTAL CHILE		**19**	**61**	**80**

🇨🇴 COLOMBIA

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	0	3	3
MANAGER	> 50	4	2	6
	30 – 50	5	6	11
PROFESSIONAL	> 50	2	4	6
	30 – 50	18	39	57
	< 30	7	10	17
JUNIOR	> 50	0	2	2
	30 – 50	9	14	23
	< 30	14	15	29
TOTAL COLOMBIA		**59**	**95**	**154**

**INDICATOR 3
NUMBER OF DISMISSALS BY SEX,
AGE AND PROFESSIONAL
CLASSIFICATION**

Number of dismissals
by sex, age and
professional
classification

(At the end of the fiscal year)

AMERICA

🇪🇨 ECUADOR

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PROFESSIONAL	30 – 50	2	5	7
	< 30	1	4	5
JUNIOR	> 50	1	0	1
	30 – 50	1	1	2
	< 30	2	3	5
TOTAL ECUADOR		**7**	**13**	**20**

🇲🇽 MEXICO

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	1	3	4
	30 – 50	0	2	2
MANAGER	> 50	0	8	8
	30 – 50	13	9	22
PROFESSIONAL	> 50	1	1	2
	30 – 50	11	43	54
	< 30	2	12	14
JUNIOR	> 50	0	6	6
	30 – 50	8	22	30
	< 30	9	17	26
TOTAL MEXICO		**45**	**123**	**168**

INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

AMERICA

PERU

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	30 – 50	1	0	1
MANAGER	> 50	0	2	2
	30 – 50	3	7	10
PROFESSIONAL	> 50	2	15	17
	30 – 50	23	100	123
	< 30	14	32	46
JUNIOR	30 – 50	19	33	52
	< 30	22	39	61
TOTAL PERU		**84**	**228**	**312**

UNITED STATES

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	0	1	1
MANAGER	30 – 50	1	0	1
PROFESSIONAL	> 50	0	1	1
	30 – 50	2	2	4
JUNIOR	30 – 50	0	1	1
	< 30	1	0	1
TOTAL UNITED STATES		**4**	**5**	**9**

**INDICATOR 3
NUMBER OF DISMISSALS BY SEX, AGE AND PROFESSIONAL CLASSIFICATION**

Number of dismissals by sex, age and professional classification

(At the end of the fiscal year)

AFRICA

🇲🇦 MOROCCO

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PROFESSIONAL	30 – 50	1	7	8
	< 30	0	3	3
JUNIOR	30 – 50	5	4	9
	< 30	4	8	12
TOTAL MOROCCO		**10**	**22**	**32**

AFRICA

🇻🇳 VIETNAM

CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
PROFESSIONAL	30 – 50	1	3	4
	< 30	0	3	3
JUNIOR	< 30	1	0	1
TOTAL VIETNAM		**2**	**6**	**8**

Annexes

Annex 5. Social indicators by country (Law 11/2018)

INDICATOR 4. Average annual number of contracts by country

EUROPE

INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

🇧🇪 BELGIUM

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	1,0	0,8	1,8
		30 – 50	0,0	2,0	2,0
	SENIOR MANAGER	> 50	0,0	6,7	6,7
		30 – 50	2,0	2,0	4,0
	MANAGER	> 50	0,0	4,5	4,5
		30 – 50	8,5	14,0	22,5
		< 30	1,0	1,0	1,4
	PROFESSIONAL	> 50	2,3	2,0	4,3
		30 – 50	25,3	17,0	42,3
		< 30	18,3	11,9	30,3
	JUNIOR	> 50	2,5	16,8	19,3
		30 – 50	40,8	55,8	96,5
		< 30	30,6	21,0	51,6
TOTAL BELGIUM			**132,3**	**154,8**	**287,1**

🇭🇷 CROATIA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	30 – 50	1,0	0,0	1,0
	PROFESSIONAL	30 – 50	3,0	7,4	10,4
		< 30	1,0	1,6	2,6
	JUNIOR	30 – 50	2,1	1,0	3,1
		< 30	2,8	2,0	4,8
PARTIAL	PROFESSIONAL	30 – 50	0,0	1,0	1,0
	JUNIOR	< 30	1,0	1,5	1,7
TEMPORARY	PROFESSIONAL	30 – 50	1,0	0,0	1,0
TOTAL CROATIA			**11,0**	**14,5**	**25,5**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

(At the end of the fiscal year)

EUROPE

🇩🇪 DACH - GERMANY

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	3,8	58,8	62,5
		30 – 50	2,6	21,3	23,9
	SENIOR MANAGER	> 50	15,3	131,8	147,1
		30 – 50	5,7	72,7	78,3
		< 30	0,8	0,0	0,8
	MANAGER	> 50	20,3	176,8	197,1
		30 – 50	48,4	195,9	244,3
		< 30	2,2	0,8	3,0
	PROFESSIONAL	> 50	40,6	118,6	159,2
		30 – 50	197,3	362,9	560,3
		< 30	80,7	100,7	181,3
	JUNIOR	> 50	6,3	0,0	6,3
		30 – 50	20,8	38,8	59,6
		< 30	34,9	69,5	104,4

EUROPE

INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

(At the end of the fiscal year)

🔴 DACH -
GERMANY

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	GENDER: OTHER	TOTAL
PARCIAL	EXECUTIVE	> 50	2,0	7,5	0	9,5
		30 – 50	0,1	1,8	0	1,8
	SENIOR MANAGER	> 50	6,5	22,3	0	28,8
		30 – 50	2,4	3,4	0	5,8
		< 30	0,1	0	0	0,1
	MANAGER	> 50	11,7	28,3	0	40,0
		30 – 50	26,4	19,7	0	46,1
		< 30	0,1	0,0	0	0,1
	PROFESSIONAL	> 50	40,5	24,0	0	64,5
		30 – 50	106,3	34,0	0	140,3
		< 30	10,8	7,7	0	18,4
	JUNIOR	> 50	3,2	0,0	0	3,2
		30 – 50	4,4	2,8	1	7,6
		< 30	6,8	7,1	0	13,9
TEMPORARY	EXECUTIVE	30 – 50	1,0	0,0	0	1,0
	SENIOR MANAGER	> 50	0,2	0,7	0	0,8
	JUNIOR	< 30	0,0	1,0	0	1,0
	TOTAL GERMANY		**701,7**	**1.508,8**	**1**	**2.210,8**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

🔴 DACH - AUSTRIA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	3,3	3,3
		30 – 50	0,0	1,0	1,0
	SENIOR MANAGER	> 50	1,0	6,0	7,0
		30 – 50	2,0	2,8	4,8
	MANAGER	> 50	1,0	5,6	6,6
		30 – 50	2,0	14,3	16,3
		< 30	0,0	0,8	0,8
	PROFESSIONAL	> 50	1,0	8,1	9,1
		30 – 50	4,8	17,5	22,3
		< 30	6,4	6,3	12,7
	JUNIOR	30 – 50	0,0	1,0	1,0
		< 30	0,7	2,5	3,2
PARTIAL	SENIOR MANAGER	> 50	0	1,0	1,0
	MANAGER	> 50		0,4	
		30 – 50	2,0	0,5	
		< 30			
	PROFESSIONAL	> 50			
		30 – 50	10,6	0,5	
		< 30	0,8	2,5	
	JUNIOR	30 – 50	0,3		
		< 30	2,0	2,8	
TOTAL AUSTRIA			34,5	76,2	110,7

INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

DACH - SWITZERLAND

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	3,8	3,8
	SENIOR MANAGER	> 50	0,5	3,0	3,5
		30 – 50	1,0	3,8	4,8
	MANAGER	> 50	0.0	4,3	4,3
		30 – 50	2,3	4,0	6,3
		< 30	0,0	0,5	0,5
	PROFESSIONAL	> 50	0,0	4,5	4,5
		30 – 50	1,1	5,9	7,0
		< 30	0,7	3,3	4,0
	JUNIOR	< 30	1,0	0,0	1,0
PARTIAL	EXECUTIVE	> 50	0,0	1,2	1,2
	SENIOR MANAGER	> 50	0,2	0,0	0,2
	MANAGER	30 – 50	0,8	1,0	1,8
		< 30	0,9	0,0	0,9
	PROFESSIONAL	> 50	1,0	1,1	2,0
		30 – 50	2,3	0,3	2,5
		< 30	0,0	0,1	0,1
	TOTAL SWITZERLAND (DACH)		**11,6**	**36,7**	**48,3**

EUROPE

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

🇪🇸 SPAIN

(At the end of the fiscal year)

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	22,0	107,8	129,8
		30 – 50	16,8	134,5	151,3
	SENIOR MANAGER	> 50	32,3	78,5	110,8
		30 – 50	100,8	272,9	373,8
	MANAGER	> 50	80,6	178,7	259,3
		30 – 50	769,3	1489,9	2259,2
		< 30	23,8	67,8	91,6
	PROFESSIONAL	> 50	269,7	472,6	742,3
		30 – 50	2.442,6	4.237,3	6.679,9
		< 30	982,6	2.247,3	3.229,8
	JUNIOR	> 50	159,8	104,8	264,6
		30 – 50	750,3	1.336,6	2.086,8
		< 30	696,9	2.923,8	3.620,8
PARCIAL	SENIOR MANAGER	> 50	0,0	2,0	2,0
	MANAGER	30 – 50	1,0	0,0	1,0
	PROFESSIONAL	> 50	7,4	2,2	9,6
		30 – 50	18,4	9,6	28,0
		< 30	12,0	9,8	21,8
	JUNIOR	> 50	69,3	20,9	90,3
		30 – 50	105,8	36,8	142,5
		< 30	30,0	42,7	72,7

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

(At the end of the fiscal year)

EUROPE

🇪🇸 SPAIN

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
TEMPORARY	*EXECUTIVE*	30 – 50	1,0	0,0	1,0
	PROFESSIONAL	30 – 50	0,3	0,3	0,6
		< 30	1,0	1,7	2,7
	JUNIOR	30 – 50	2,3	0,1	2,4
		< 30	2,4	3,7	6,1
	TOTAL SPAIN		**6.598,3**	**13.782,2**	**20.380,5**

🇫🇷 FRANCE

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	1,0	0,0	1,0
	SENIOR MANAGER	> 50	0,0	1,0	1,0
	MANAGER	> 50	1,0	2,9	3,9
		30 – 50	4,3	6,3	10,5
		< 30	1,1	0,0	1,1
	PROFESSIONAL	> 50	0,0	2,3	2,3
		30 – 50	3,8	11,3	15,1
		< 30	4,2	1,8	6,0
	JUNIOR	> 50	1,0	0,0	1,0
		30 – 50	0,8	1,6	2,3
		< 30	1,9	6,9	8,8
	TOTAL FRANCIA		**19,0**	**34,0**	**53,0**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

🇬🇷 GREECE

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	0,4	0,4
		30 – 50	0,0	0,6	0,6
	SENIOR MANAGER	> 50	0,0	0,4	0,4
		30 – 50	0,0	2,0	2,0
	MANAGER	> 50	0,0	2,8	2,8
		30 – 50	0,9	6,6	7,5
	PROFESSIONAL	> 50	0,0	1,3	1,3
		30 – 50	18,9	51,9	70,8
		< 30	2,8	8,5	11,3
	JUNIOR	30 – 50	3,0	3,4	6,4
		< 30	2,8	2,0	4,8
TOTAL GREECE			**28,3**	**79,9**	**108,3**

🇮🇪 IRELAND

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	SENIOR MANAGER	> 50	0,0	1,8	1,8
		30 – 50	0,0	1,2	1,2
	MANAGER	> 50	0,0	1,0	1,0
		30 – 50	0,0	1,0	1,0
	PROFESSIONAL	> 50	0,0	1,0	1,0
		30 – 50	1,0	3,9	4,9
	JUNIOR	30 – 50	0,0	1,0	1,0
TEMPORARY	MANAGER	30 – 50	0,0	1,0	1,0
	PROFESSIONAL	> 50	0,0	0,4	0,4
TOTAL IRELAND			**1,0**	**12,3**	**13,3**

EUROPE

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

🇮🇹 ITALY

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	7,8	47,9	55,7
		30 – 50	1,2	15,3	16,4
	SENIOR MANAGER	> 50	22,3	90,8	113,0
		30 – 50	14,5	85,8	100,3
	MANAGER	> 50	85,0	204,5	289,5
		30 – 50	148,4	357,2	505,6
		< 30	3,7	2,7	6,3
	PROFESSIONAL	> 50	183,6	367,8	551,3
		30 – 50	648,5	1.392,8	2.041,3
		< 30	181,9	464,8	646,8
	JUNIOR	> 50	12,1	33,4	45,5
		30 – 50	119,6	233,4	353,0
		< 30	267,7	785,6	1.053,3
TEMPORARY	SENIOR MANAGER	> 50	0,1	0,0	0,1
	MANAGER	> 50	0,0	0,9	0,9
	PROFESSIONAL	> 50	1,0	0,8	1,7
		30 – 50	0,0	0,8	0,8
		< 30	0,0	0,3	0,3
	JUNIOR	30 – 50	2,5	2,7	5,2
		< 30	1,6	0,9	2,5
TOTAL ITALY			**1.701,2**	**4.088,3**	**5.789,4**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

LUXEMBOURG

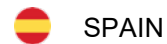| CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	1,0	1,0
	SENIOR MANAGER	> 50	0,0	1,0	1,0
	MANAGER	> 50	0,0	1,2	1,2
		30 – 50	0,6	1,6	2,2
	PROFESSIONAL	> 50	0,0	1,0	1,0
		30 – 50	4,3	1,5	5,8
		< 30	0,7	1,0	1,7
	JUNIOR	> 50	1,0	6,3	7,3
		30 – 50	14,2	53,3	67,4
		< 30	2,9	10,3	13,3
	TOTAL LUXEMBOURG		**23,7**	**78,1**	**101,8**

NETHERLANDS

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	1,0	1,0
	SENIOR MANAGER	> 50	0,3	5,0	5,3
		30 – 50	0,8	4,8	5,5
	MANAGER	> 50	1,0	4,0	5,0
		30 – 50	5,3	14,8	20,1
	PROFESSIONAL	> 50	0,0	1,0	1,0
		30 – 50	6,3	11,8	18,1
		< 30	2,6	3,9	6,5
	JUNIOR	30 – 50	0,5	0,0	0,5
		< 30	2,5	0,4	2,9
	TOTAL NETHERLANDS		**19,1**	**46,8**	**65,8**

EUROPE

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

PORTUGAL

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	2,7	2,7
		30 – 50	1,0	7,3	8,3
	SENIOR MANAGER	> 50	2,8	2,6	5,3
		30 – 50	16,8	36,1	52,9
	MANAGER	> 50	2,3	15,4	17,7
		30 – 50	82,0	139,8	221,8
		< 30	5,9	4,9	10,8
	PROFESSIONAL	> 50	5,8	18,8	24,7
		30 – 50	163,1	246,3	409,3
		< 30	209,5	236,8	446,3
	JUNIOR	> 50	0,6	4,7	5,3
		30 – 50	44,4	72,5	116,9
		< 30	111,2	191,1	302,3
PARTIAL	PROFESSIONAL	30 – 50	1,0	0,0	1,0
	TOTAL PORTUGAL		**646,3**	**978,9**	**1.625,3**

EUROPE

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

🇬🇧 UK

(At the end of the fiscal year)

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	2,0	6,4	8,4
		30 – 50	0,8	5,6	6,3
	SENIOR MANAGER	> 50	5,8	55,4	61,3
		30 – 50	7,2	62,9	70,1
	MANAGER	> 50	13,5	55,3	68,8
		30 – 50	50,1	126,8	176,8
		< 30	1,4	1,0	1,8
	PROFESSIONAL	> 50	42,8	162,8	205,6
		30 – 50	265,0	560,7	825,7
		< 30	44,2	68,3	112,4
	JUNIOR	> 50	1,8	3,3	5,0
		30 – 50	13,3	10,2	23,5
		< 30	5,9	30,8	36,7
TEMPORAL	MANAGER	> 50	0,0	0,7	0,7
		30 – 50	0,6	0,5	1,1
	PROFESSIONAL	> 50	3,3	3,0	6,3
		30 – 50	15,4	27,2	42,6
		< 30	4,3	4,3	8,7
	JUNIOR	> 50	0,5	0,0	0,5
		30 – 50	1,8	3,2	4,9
TOTAL UK			**479,7**	**1.187,3**	**1.667,0**

EUROPE

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

(At the end of the fiscal year)

🇷🇴 ROMANIA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	30 – 50	1,0	1,0	2,0
	SENIOR MANAGER	> 50	13,4	15,2	28,6
		30 – 50	81,8	97,9	179,7
		< 30	0,0	1,6	1,6
	MANAGER	> 50	3,2	6,8	9,9
		30 – 50	81,3	101,0	182,3
		< 30	5,3	11,5	16,8
	PROFESSIONAL	> 50	5,7	2,1	7,8
		30 – 50	164,6	126,3	290,8
		< 30	64,5	77,3	141,8
	JUNIOR	> 50	1,0	0,0	1,0
		30 – 50	17,2	19,3	36,5
		< 30	81,6	73,4	155,0
PARTIAL	SENIOR MANAGER	> 50	1,0	0,0	1,0
		30 – 50	6,0	3,0	9,0
	MANAGER	> 50	0,0	0,7	0,7
		30 – 50	4,3	2,0	6,3
	PROFESSIONAL	> 50	1,0	0,0	1,0
		30 – 50	6,9	1,0	7,9
		< 30	0,0	1,0	1,0
	JUNIOR	30 – 50	0,0	1,7	1,7
		< 30	67,4	117,2	184,6
TOTAL ROMANIA			**607,1**	**659,8**	**1.266,8**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

EUROPE

SERBIA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	SENIOR MANAGER	> 50	0,0	1,4	1,4
		30 – 50	5,4	11,9	17,3
	MANAGER	30 – 50	3,0	11,9	14,9
		< 30	1,0	0,0	1,0
	PROFESSIONAL	30 – 50	7,2	12,9	20,1
		< 30	2,5	1,7	4,2
	JUNIOR	30 – 50	1,0	1,0	2,0
		< 30	2,0	2,5	4,5
PARTIAL	SENIOR MANAGER	30 – 50	0,0	1,0	1,0
TOTAL SERBIA			**22,1**	**44,3**	**66,4**

SWITZERLAND (BENELUX)

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	2,0	2,0
	SENIOR MANAGER	30 – 50	0,0	1,0	1,0
	MANAGER	30 – 50	1,3	4,0	5,3
	PROFESSIONAL	30 – 50	1,0	4,3	5,3
	JUNIOR	> 50	0,0	0,7	0,7
		30 – 50	1,0	2,2	3,2
		< 30	0,8	0,0	0,8
TOTAL SWITZERLAND (BENELUX)			**4,0**	**14,1**	**18,1**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

ARGENTINA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINIDO	EXECUTIVE	> 50	0,3	2,0	2,3
		30 – 50	0,7	1,7	2,3
	SENIOR MANAGER	> 50	1,4	3,6	5,0
		30 – 50	3,6	7,8	11,4
	MANAGER	> 50	5,0	18,3	23,3
		30 – 50	40,3	59,8	100,2
		< 30	0,0	2,0	2,0
	PROFESSIONAL	> 50	11,0	31,9	42,9
		30 – 50	130,3	299,3	429,5
		< 30	61,9	219,8	281,7
	JUNIOR	> 50	0,7	0,0	0,7
		30 – 50	24,6	42,8	67,3
		< 30	49,6	75,1	124,7
TOTAL ARGENTINA			**329,3**	**764,0**	**1.093,3**

INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

🇧🇷 BRAZIL

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	2,7	8,1	10,8
		30 – 50	1,0	11,3	11,8
	SENIOR MANAGER	> 50	8,0	11,0	19,0
		30 – 50	13,3	47,1	60,4
	MANAGER	> 50	24,8	39,8	64,5
		30 – 50	103,3	215,5	318,8
		< 30	6,8	8,6	15,3
	PROFESSIONAL	> 50	65,8	164,2	230,0
		30 – 50	551,3	1.269,0	1.820,3
		< 30	203,8	657,2	861,0
	JUNIOR	> 50	28,2	20,0	48,2
		30 – 50	366,1	449,8	815,9
		< 30	352,6	595,4	948,0
TOTAL BRAZIL			**1.727,0**	**3.496,9**	**5.224,1**

AMERICA

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

(At the end of the fiscal year)

🇨🇱 CHILE

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	2,0	2,0
		30 – 50	1,9	5,0	6,9
	SENIOR MANAGER	> 50	2,0	0,6	2,6
		30 – 50	6,6	21,2	27,8
		< 30	0,0	0,1	0,1
	MANAGER	> 50	4,9	19,2	24,1
		30 – 50	47,7	124,0	171,7
		< 30	1,7	4,4	6,1
	PROFESSIONAL	> 50	12,1	36,4	48,5
		30 – 50	171,3	484,2	655,4
		< 30	41,4	152,1	193,5
	JUNIOR	> 50	10,5	1,0	11,5
		30 – 50	54,0	137,6	191,6
		< 30	38,8	168,3	207,0
TEMPORARY	MANAGER	> 50	0,0	2,0	2,0
TOTAL CHILE			**392,8**	**1.157,9**	**1.550,7**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

🟡 COLOMBIA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINIDO	EXECUTIVE	> 50	0,0	1,0	1,0
		30 – 50	0,0	4,0	4,0
	SENIOR MANAGER	> 50	3,3	1,7	4,9
		30 – 50	3,5	8,6	12,1
	MANAGER	> 50	4,3	10,4	14,7
		30 – 50	58,5	71,3	129,8
		< 30	2,0	2,5	4,5
	PROFESSIONAL	> 50	8,4	23,8	32,2
		30 – 50	169,8	389,4	559,2
		< 30	73,0	222,6	295,6
	JUNIOR	> 50	10,3	13,6	23,8
		30 – 50	145,4	166,8	312,2
		< 30	205,3	302,5	507,8
TEMPORAL	JUNIOR	< 30	2,8	0,0	2,8
TOTAL COLOMBIA			**686,4**	**1.218,1**	**1.904,5**

🟡 ECUADOR

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	SENIOR MANAGER	30 – 50	0,0	1,0	1,0
	MANAGER	> 50	0,0	1,0	1,0
		30 – 50	3,3	2,9	6,3
		< 30	0,0	0,6	0,6
	PROFESSIONAL	> 50	4,4	2,9	7,3
		30 – 50	38,6	100,4	139,0
		< 30	10,3	40,1	50,3
	JUNIOR	> 50	3,3	2,1	5,3
		30 – 50	19,1	43,5	62,6
		< 30	31,9	57,9	89,8
TOTAL ECUADOR			**110,8**	**252,4**	**363,3**

AMERICA

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual
number of contracts by
type of contract, sex,
age, country and
professional
classification

(At the end of the fiscal year)

🇲🇽 MEXICO

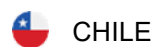| CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	2,3	2,3
		30 – 50	0,0	6,7	6,7
	SENIOR MANAGER	> 50	1,7	4,6	6,3
		30 – 50	4,0	16,0	20,0
	MANAGER	> 50	3,3	18,4	21,7
		30 – 50	62,8	121,3	184,2
		< 30	1,6	9,2	10,8
	PROFESSIONAL	> 50	12,0	16,8	28,8
		30 – 50	177,4	329,8	507,3
		< 30	79,7	187,7	267,3
	JUNIOR	> 50	3,2	21,0	24,2
		30 – 50	107,3	113,7	221,0
		< 30	82,4	185,2	267,6
TEMPORARY	SENIOR MANAGER	> 50	0,3	0,3	0,6
		30 – 50	0,3	2,8	3,0
	MANAGER	> 50	0,0	1,0	1,0
		30 – 50	3,7	4,5	8,2
		< 30	0,0	0,6	0,6
	PROFESSIONAL	> 50	1,0	9,5	9,6
		30 – 50	23,4	55,7	79,1
		< 30	16,3	45,8	62,0
	JUNIOR	> 50	13,6	35,3	48,9
		30 – 50	89,6	178,4	268,0
		< 30	84,4	235,1	319,5
TOTAL MEXICO			**766,8**	**1.601,3**	**2.368,2**

INDICATOR 4
AVERAGE ANNUAL NUMBER OF CONTRACTS BY COUNTRY

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

🇵🇪 PERU

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	4,0	4,0
		30 – 50	0,0	1,0	1,0
	SENIOR MANAGER	> 50	2,0	9,2	11,2
		30 – 50	8,9	14,6	23,5
	MANAGER	> 50	7,9	21,2	29,1
		30 – 50	77,2	142,3	219,5
		< 30	1,0	1,3	1,4
	PROFESSIONAL	> 50	14,1	51,6	65,7
		30 – 50	421,0	1.253,7	1.674,7
		< 30	210,8	604,6	815,4
	JUNIOR	> 50	3,3	7,4	10,7
		30 – 50	286,1	467,7	753,8
		< 30	487,8	894,5	1.382,3
TOTAL PERÚ			**1.519,2**	**3.472,9**	**4.992,1**

🇺🇾 URUGUAY

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	MANAGER	30 – 50	1,0	1,0	1,5
TOTAL URUGUAY			**0,5**	**1,0**	**1,5**

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

AMERICA

USA

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	> 50	0,0	1,0	1,0
		30 – 50	0,0	3,5	3,5
	SENIOR MANAGER	> 50	0,0	0,8	0,8
		30 – 50	0,3	6,3	6,6
	MANAGER	> 50	1,8	2,3	4,1
		30 – 50	3,3	20,8	24,2
		< 30	0,0	1,0	1,0
	PROFESSIONAL	> 50	1,0	6,4	7,4
		30 – 50	16,4	24,8	41,3
		< 30	1,3	5,1	6,3
	JUNIOR	> 50	1,4	8,7	10,1
		30 – 50	5,2	6,8	12,0
		< 30	4,9	3,1	8,0
TOTAL USA			**35,7**	**90,5**	**126,2**

AFRICA

MOROCCO

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	SENIOR MANAGER	> 50	0,0	1,0	1,0
	MANAGER	> 50	0,0	2,7	2,7
		30 – 50	0,5	5,7	6,2
	PROFESSIONAL	> 50	0,0	0,5	0,5
		30 – 50	55,7	73,3	128,9
		< 30	24,3	26,6	50,8
	JUNIOR	> 50	1,3	1,2	2,5
		30 – 50	34,9	45,3	80,3
		< 30	126,3	136,8	263,0
TOTAL MOROCCO			**242,9**	**292,9**	**535,8**

ASIA

**INDICATOR 4
AVERAGE ANNUAL
NUMBER OF CONTRACTS
BY COUNTRY**

Average annual number of contracts by type of contract, sex, age, country and professional classification

(At the end of the fiscal year)

VIETNAM

CONTRACT	CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
INDEFINITE	EXECUTIVE	30 – 50	0,0	3,0	3,0
	SENIOR MANAGER	30 – 50	0,0	7,0	7,0
	MANAGER	30 – 50	3,0	3,6	6,6
	PROFESSIONAL	30 – 50	20,7	47,1	67,8
		< 30	4,8	7,5	12,3
	JUNIOR	30 – 50	0,3	0,3	0,6
		< 30	0,1	0,0	0,1
TEMPORARY	MANAGER	30 – 50	0,0	1,4	1,4
	PROFESSIONAL	30 – 50	8,4	46,4	54,8
		< 30	31,0	88,6	119,6
	JUNIOR	30 – 50	2,0	2,3	2,4
		< 30	1,7	17,8	18,8
TOTAL IRELAND			**69,4**	**224,8**	**294,-3**

NTT DATA

(06) Annexes

Annex 5. Social indicators by country (Law 11/2018)

INDICATOR 5.Number of hours of training by category

INDICATOR 5
TOTAL NUMBER OF TRAINING HOURS PER PROFESSIONAL CATEGORY

Number of training hours by country, professional category and sex

EUROPE

🇧🇪 BELGIUM

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	4	15	19
SENIOR MANAGER	35	111	146
MANAGER	203	1,116	1,319
PROFESSIONAL	947	815	1,762
JUNIOR	1,259	349	1,608
TOTAL BELGIUM	**2,447**	**2,406**	**4,853**

🇩🇪 🇦🇹 🇨🇭
DACH
(GERMANY, AUSTRIA & SWITZERLAND)

CATEGORY	FEMALE	MALE	GENDER: OTHER	TOTAL
TOTAL DACH*	-	-	-	121,512

🇪🇸 SPAIN

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	635	3,788	4,423
SENIOR MANAGER	4,085	9,785	13,869
MANAGER	46,304	97,620	143,924
PROFESSIONAL	111,482	204,430	315,913
JUNIOR	35,799	96626	132,426
TOTAL SPAIN	**198,305**	**412,250**	**610,554**

Data from Croatia not included
*DACH, Morocco, Mexico, United Kingdom, Romania and Serbia do not have data disaggregated by professional category.
*DACH, Morocco, Mexico and the United Kingdom also do not have information by sex.

**INDICATOR 5
TOTAL NUMBER OF
TRAINING HOURS PER
PROFESSIONAL CATEGORY**

Number of training
hours by country,
professional category
and sex

EUROPE

🇫🇷 FRANCE

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	5	0	5
SENIOR MANAGER	0	10	10
MANAGER	104	82	186
PROFESSIONAL	58	388	446
JUNIOR	16	404	420
TOTAL FRANCE	**182**	**884**	**1,066**

🇬🇷 GREECE

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	0	3	3
SENIOR MANAGER	0	28	28
MANAGER	9	805	814
PROFESSIONAL	555	2,198	2,753
JUNIOR	19	167	186
TOTAL GREECE	**582**	**3,200**	**3,782**

🇮🇹 ITALY

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	175	669	844
SENIOR MANAGER	1,070	4,095	5,165
MANAGER	10,616	20,299	30,915
PROFESSIONAL	25,877	50,124	76,002
JUNIOR	18,637	40,688	59,325
TOTAL ITALY	**56,376**	**115,875**	**172,251**

**INDICATOR 5
TOTAL NUMBER OF
TRAINING HOURS PER
PROFESSIONAL CATEGORY**

Number of training
hours by country,
professional category
and sex

EUROPE

LUXEMBOURG

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	0	4	4
SENIOR MANAGER	0	13	13
MANAGER	5	46	46
PROFESSIONAL	45	24	65
JUNIOR	65	226	287
TOTAL LUXEMBOURG	**278**	**1,091**	**1,369**

NETHERLANDS

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	0	6	6
SENIOR MANAGER	3	197	200
MANAGER	552	626	1,178
PROFESSIONAL	455	355	810
JUNIOR	28	34	62
TOTAL NETHERLANDS	**1,038**	**1,217**	**2,255**

PORTUGAL

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	5	1,420	1,425
SENIOR MANAGER	2,612	6,768	9,380
MANAGER	7,318	15,556	22,874
PROFESSIONAL	8,785	8,095	16,880
JUNIOR	2,963	6,210	9,174
TOTAL PORTUGAL	**21,683**	**38,050**	**59,733**

**INDICATOR 5
TOTAL NUMBER OF
TRAINING HOURS PER
PROFESSIONAL CATEGORY**

Number of training
hours by country,
professional category
and sex

EUROPE

UNITED KINGDOM

CATEGORY	FEMALE	MALE	TOTAL
TOTAL UNITED KINGDOM*	-	-	38,633

ROMANIA

CATEGORY	FEMALE	MALE	TOTAL
TOTAL ROMANIA*	20,697	42,020	62,717

SERBIA

CATEGORY	FEMALE	MALE	TOTAL
TOTAL SERBIA*	701	1,489	2,190

SWITZERLAND (BENELUX)

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	0	5	5
SENIOR MANAGER	2	3	5
MANAGER	4	46	50
PROFESSIONAL	22	304	325
JUNIOR	17	5	22
TOTAL SWITZERLAND (BENELUX)	45	363	407

Data from Croatia not included
*DACH, Morocco, Mexico, United Kingdom, Romania and Serbia do not
have data disaggregated by professional category.
*DACH, Morocco, Mexico and the United Kingdom also do not have
information by sex.

INDICATOR 5
TOTAL NUMBER OF TRAINING HOURS PER PROFESSIONAL CATEGORY

Number of training hours by country, professional category and sex

AMERICA

ARGENTINA

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	61	96	157
SENIOR MANAGER	602	954	1,556
MANAGER	4,790	9,099	13,889
PROFESSIONAL	6,767	16,664	23,431
JUNIOR	4,400	2,435	6,835
TOTAL ARGENTINA	**16,621**	**29,247**	**45,867**

BRAZIL

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	33	224	257
SENIOR MANAGER	7,311	10,885	18,196
MANAGER	7,989	14,776	22,765
PROFESSIONAL	29,195	62,871	92,066
JUNIOR	23,457	28,313	51,771
TOTAL BRAZIL	**67,986**	**117,069**	**185,055**

CHILE

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	96	382	478
SENIOR MANAGER	147	1,430	1,577
MANAGER	1,756	6,005	7,761
PROFESSIONAL	10,628	22,190	32,818
JUNIOR	3,779	7,980	11,759
TOTAL CHILE	**16,406**	**37,987**	**54,393**

**INDICATOR 5
TOTAL NUMBER OF
TRAINING HOURS PER
PROFESSIONAL CATEGORY**

Number of training
hours by country,
professional category
and sex

AMERICA

🇨🇴 COLOMBIA

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	30	23	53
SENIOR MANAGER	209	233	442
MANAGER	3,071	4,273	7,344
PROFESSIONAL	10,378	19,834	30,212
JUNIOR	6,019	10,160	16,179
TOTAL COLOMBIA	**19,707**	**34,524**	**54,230**

🇪🇨 ECUADOR

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	6	18	24
SENIOR MANAGER	12	3	15
MANAGER	280	321	601
PROFESSIONAL	2,526	12,411	14,937
JUNIOR	510	1,365	1,760
TOTAL ECUADOR	3,334	14,118	17,452

🇲🇽 MEXICO

CATEGORY	FEMALE	MALE	TOTAL
TOTAL MEXICO			44,504

Data from Croatia not included
*DACH, Morocco, Mexico, United Kingdom, Romania and Serbia do not
have data disaggregated by professional category.
*DACH, Morocco, Mexico and the United Kingdom also do not have
information by sex.

INDICATOR 5
TOTAL NUMBER OF TRAINING HOURS PER PROFESSIONAL CATEGORY

Number of training hours by country, professional category and sex

AMERICA

🇵🇪 PERU

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	0	63	63
SENIOR MANAGER	674	868	1,542
MANAGER	2,095	3,886	5,981
PROFESSIONAL	13,227	41,974	55,200
JUNIOR	16,331	28,564	44,895
TOTAL PERU	**32,326**	**75,355**	**107,681**

🇺🇾 URUGUAY

CATEGORY	FEMALE	MALE	TOTAL
MANAGER	1	6	7
TOTAL URUGUAY	**1**	**6**	**7**

🇺🇸 UNITED STATES

CATEGORY	FEMALE	MALE	TOTAL
EXECUTIVE	0	550	550
SENIOR MANAGER	0	321	321
MANAGER	23	1,141	1,164
PROFESSIONAL	84	133	217
JUNIOR	10	23	33
TOTAL UNITED STATES	**117**	**2,168**	**2,285**

AFRICA

🇲🇦 MOROCCO

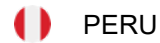| CATEGORY	FEMALE	MALE	TOTAL
TOTAL MOROCCO			**23,363**

Data from Croatia not included
*DACH, Morocco, Mexico, United Kingdom, Romania and Serbia do not have data disaggregated by professional category.
*DACH, Morocco, Mexico and the United Kingdom also do not have information by sex.

NTT DATA

(06) Annexes

Annex 6. **Benchmark index**

LAW 11/2018 - GRI Indicators – Ecovadis – Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 on sustainability reporting by companies (CSRD)

These tables show the relationship between the points of Law 11/2018, GRI, Ecovadis and ESRS by area and section

Topic	ESRS	Law 11/18	GRI	Ecovadis	Page
Basis for the preparation of the report	2 BP-1 3, 5a NEIS 2 BP-1 5 b ii		2-2 2-4	SUP6100	7-8
Business Description		Business Model Description	2-1		10-11
Business Model		Business Model Description	2-2 2-6		13-15 213
Product and Services	2 SBM-1 40 a i	Business Model Description	2-6		17-20
Goberning Bodies	2 GOV-1 21 a, b, c, d, e		2-9		22-23
Aliances	S3-4 AR 28	Business Model Description	2-6 2-28	GEN300	27
Certifications	S1-14 AR 81	Business Model Description		GEN703	30-33
Awards and Recognitions					
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These tables show the relationship between the points of Law 11/2018, GRI, Ecovadis and ESRS by area and section

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Topic	ESRS	Law 11/18	GRI	Ecovadis	Page
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NTT DATA

(07) Annexes

Annex 7. **Independent verification report**

Independent verification report

AENOR

Non-Financial Information Verification Disclosure

AENOR verification Disclosure for

NTT DATA EUROPE & LATAM, S.L.U.

concerning the consolidated disclosure of non-financial information

INFORME DE SOSTENIBILIDAD. ESTADO DE INFORMACION NO FINANCIERA 24/25

according to law 11/2018

for the period ending on March 31, 2025

In Madrid July 01, 2025

Rafael García Meiro
CEO

AENOR CONFIA S.A.U. C/ GÉNOVA 6, 28004 MADRID
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