

Sustainability Report 2025-2026

Annex Portugal

NTT DATA Iberia, International Organizations, LATAM & consulting in Benelux and France

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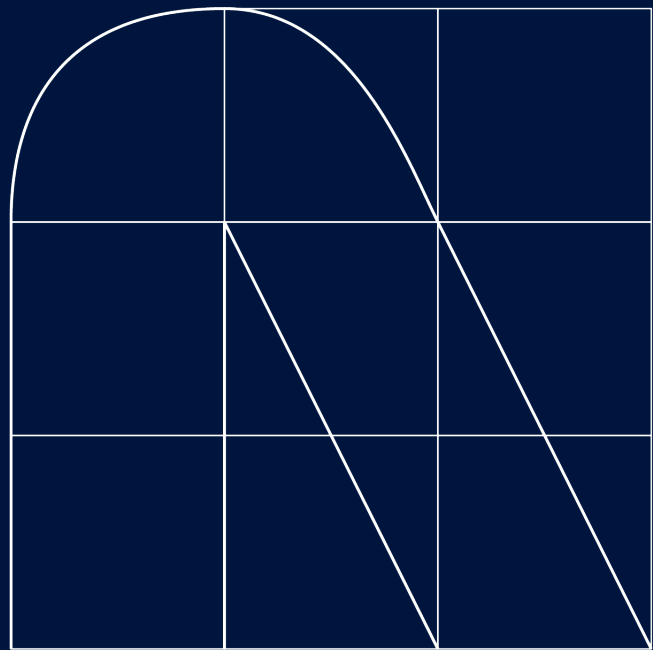
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About the report

This sustainability report has been prepared as a consolidated report for the NTT DATA Iberia, International Organizations, LATAM, and Consulting in Benelux and France group, which this year began a process to integrate the capabilities of Consulting Services (CS) and Technology Services (TS), represented by the legal entities listed in Annex 1. This integration enables us to support clients across multiple industries end to end, from the definition of transformation strategies to the implementation, operation, and evolution of technology solutions that generate sustainable value.

NTT DATA Iberia, International Organizations, LATAM, and Consulting in Benelux and France, hereinafter “NTT DATA”, is present in 17 countries, which are covered in this report. The information and data provided correspond to the fiscal year from April 1, 2025, to March 31, 2026.The content presented herein is the result of our efforts to promote transparency and accountability regarding our company’s performance in sustainability and ESG (Environmental, Social & Governance) matters, following the Global Reporting Initiative (GRI) reporting standards.



01

General information

01

General Information

Company description and business model

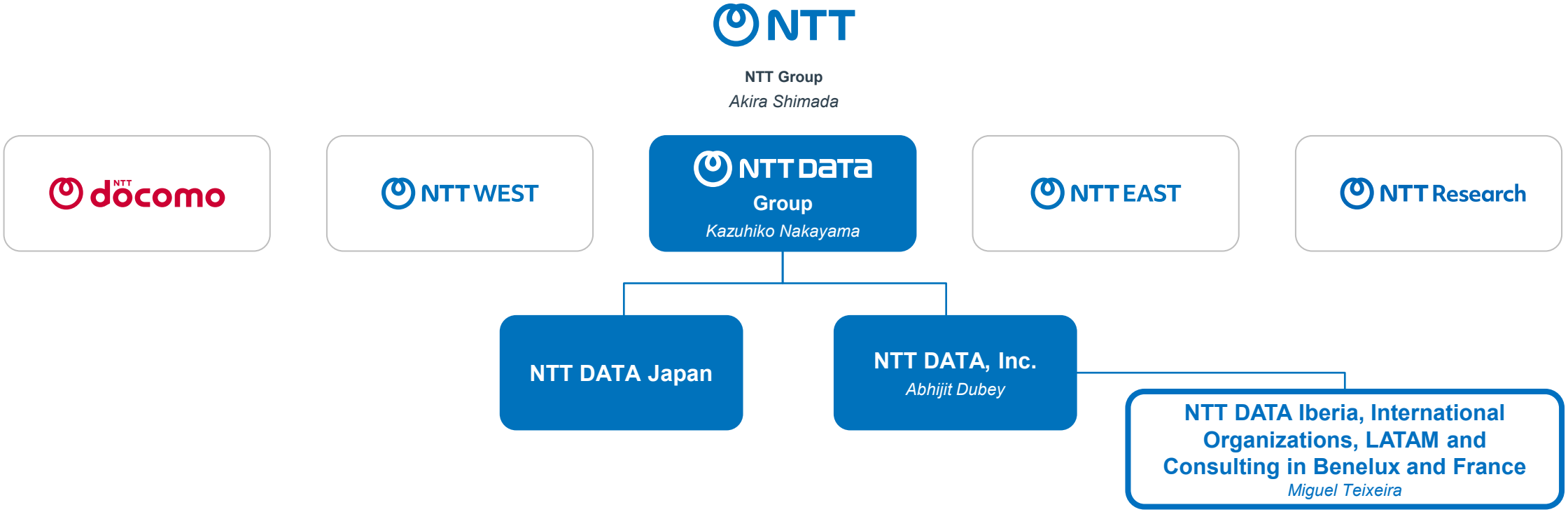
NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France is a technology consulting firm with more than 44,000 professionals in 17 countries in Europe and America and an annual turnover of 3,216 million dollars during FY25. It serves large companies in all sectors: financial institutions, insurance, utilities, industry and the public sector.

We are part of NTT DATA, Inc., parent company of NTT Group established in 2023 in Japan. NTT DATA, Inc. has a turnover of 19,000 million dollars and has +200,000 professionals in more than 70 countries.

NTT DATA focuses its efforts on developing agreements with clients and major partners that combine industry knowledge with investment in technology solutions to facilitate the changes that companies want to address to improve their performance.



One of the world's largest global telecommunications companies



Highlights of NTT Group:

$90B	**$3B+**	**150+**	**>75%**	**#3**	**A-**	**340K+**
Annual Revenue	in annual investment in R+D	Years of tradition in the sector	of the Fortune Global 100 are customers	Data Center Provider	S&P credit rating	Employed professionals

The organizational structure of NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France is as follows:



Highlights of NTT DATA:

$3B+
Annual Revenue

57
Offices

30
years in the industry

44K+
Employed professionals

Advisory Board

The **Advisory Board of the CEO NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France** is a strategic support advisory body that provides an external, independent and multidisciplinary vision to enrich the company's decision-making. Its objective is to serve as a space for analysis and reflection on key issues for the business, helping to identify opportunities, risks and trends, and contributing to responsible innovation, sustainability and long-term value creation.

The main functions of the Council:

- **Advise on strategic, operational and management decisions**, providing expert judgment to the Board of Directors and the Chief Executive Officer.
- **Incorporate an external, independent and multidisciplinary perspective** that complements the company's internal view.
- **Identify opportunities, risks, trends and best practices** relevant to business development.
- **Promote responsible innovation, sustainability and long-term value creation**, aligned with the company's values.
- **Issue non-binding recommendations**, which will be considered by the relevant governing bodies.

The **CEO Advisory Board** is mainly composed of external and independent profiles, complementary and with relevant experience in areas such as business, finance and corporate governance. These members, which include the President, and the members listed below, include the CEO of **NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France**, the Country Manager of NTT DATA Spain and its Secretary.

Chairman of the Board

Ignacio Goirigolzarri
Economist with extensive experience in the Spanish financial sector. He has chaired Bankia and CaixaBank, leading two of the most important banking transformation and integration processes of the last decade. He is currently a member of various boards of trustees and councils linked to the business, educational and economic fields.

External Members

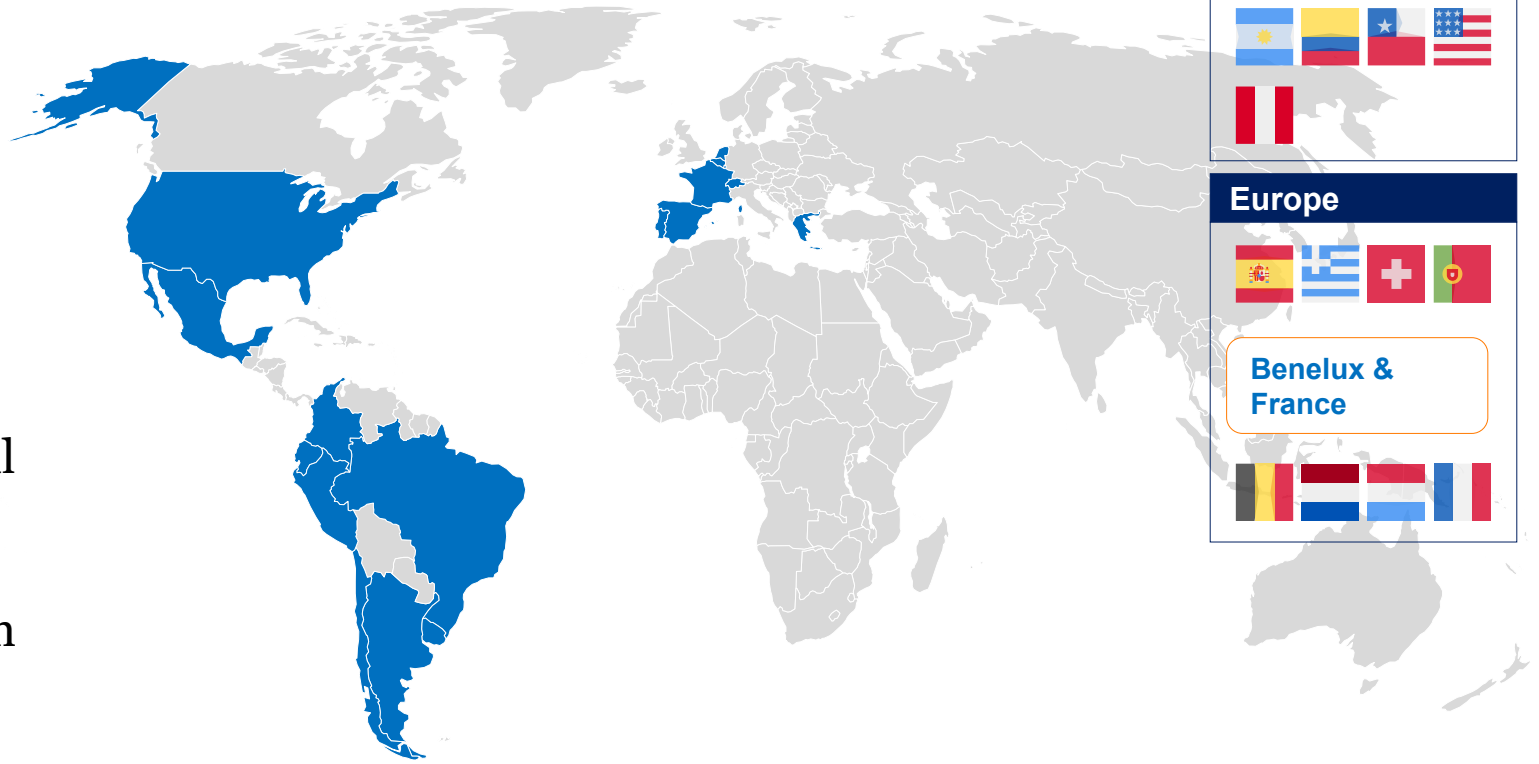
Ignacio Deschamps
Industrial engineer recognized in the international financial sector. He was president and CEO of BBVA Bancomer, led BBVA's global retail banking strategy and Scotiabank's digital transformation in Latin America. He currently chairs the Board of Directors of Banamex, bringing extensive experience in leadership, innovation and transformation of the banking sector.

Eva Castillo Sanz
With a degree in Law and Business Sciences, she has an outstanding career in investment banking and senior international management. She was President and CEO of Telefónica Europe and held senior positions at Merrill Lynch in Europe, the Middle East and Africa. She is currently a member of the Board of Directors of IAG and the Vatican's Council for the Economy, as well as having served as a board member of CaixaBank, Bankia and Telefónica.

Francisco Román Riechmann
Telecommunications Engineer, widely recognized in the technology and telecommunications sector. He served as President of Vodafone Spain and previously as CEO of Microsoft Ibérica, leading key innovation and digital transformation processes. He currently chairs Lyntia Networks and is highly active in the business, academic and innovation fields.

Fernando Francés Pons
Holds a degree in Mathematics and is the founder of DMR Consulting, the origin of everis and today's NTT DATA Spain. He chaired the company for more than two decades, leading its growth from a local firm into an international benchmark in technology consulting. He has also served as an independent director of Bankinter.

NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France offers business solutions, strategy, digital transformation, development, maintenance of technological applications and outsourcing solutions in a variety of sectors.



Consulting | Applications | Operations | Infrastructure | Outsourcing

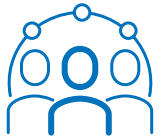
Our mission: To accelerate customer success and positively impact society through responsible innovation.

And to achieve this, we work with the following values:



01 Respect every voice.

We grow by listening. We invite different perspectives, honor every background and learn from one another.



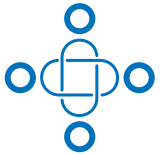
02 Think big. Be bold.

We stretch beyond what's expected. Curiosity fuels us, ambition drives us and innovation is how we push boundaries to shape the future.



03 Deliver the outcome.

We build trust by keeping our word. We act with integrity and hold ourselves accountable – always choosing to do the right thing.



04 Win together.

We lift each other up. We collaborate across borders, share openly and succeed as one global team.

The value chain of **NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France** includes:

1

Procurement logistics:

NTT DATA's inbound logistics revolves around the management of its suppliers around the world.



2

Sales & Marketing:

NTT DATA's sales are managed through client managers who maintain continuous communication with customers.



3

Operations:

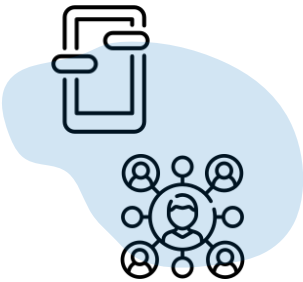
The company's core operations include the development and maintenance of technology applications and consulting services.



4

Outbound logistics:

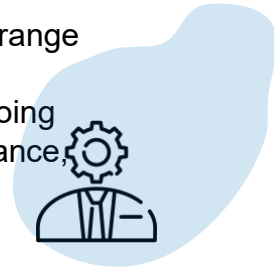
NTT DATA's portfolio of services is delivered directly to customers, and optimal service delivery is monitored and customer satisfaction is ensured.



5

After-sales services:

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



01

General information

Products and services

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

Solutions

- AI
- Application Services
- Business Consulting
- Business Process Services
- Cloud
- Cybersecurity
- Data and Analytics
- CX and Digital Products
- Digital Workplace
- Edge
- Enterprise Applications Platforms
- Enterprise Networking
- Global Data Centers
- Infrastructure Solutions
- Sustainability Services

Industries

- Automotive
- Banking and financial services
- Education and research
- Energy, utilities and natural resources
- Healthcare
- Insurance
- Travel, transportation and logistics
- Life Sciences and Pharma
- Manufacturing
- Private Equity
- Public sector
- Retail and consumer packaged goods
- Telco, Media and Technology

Sustainability Services

At NTT DATA, we accompany our clients in their sustainable transformation, helping them to address complex challenges, comply with regulatory requirements and respond to new market demands.

We combine consulting, scientific focus, scalable technology, proprietary assets and an ecosystem of partners to accelerate sustainability plans and generate positive impact on people, the planet and the business. In the field of sustainability, we have these 5 pillars:

Climate & Nature

- Net Zero Strategy
- Carbon Markets
- Climate Change Adaptation Strategy
- Nature positive strategy
- Nature-based accounting
- Nature-based solutions

Corporate Sustainability

- Sustainability Maturity Assessment
- Sustainability & ESG Reporting
- Sustainable Finance
- Organizational Change Management

Sustainable Value Chain

- Sustainable Value Chain
- Supply chain network design
- Sustainable packaging transformation
- Sustainability in transport

Sustainable IT

- Software Carbon Footprint
- Cloud optimization
- Sustainable Data Center
- Sustainable Network (NaaS)
- Lifecycle Management Services
- Data Waste Assessment
- Sustainable Device as a Service (DaaS)

SMART in Sustainability

- IoT and digital twins for sustainability
- 5G Private Connectivity
- Efficient data connectivity in edge
- AI for forecasting and predictions

Energy Primary Sector | Water | Mobility | Cities and territories | Buildings

Partners

Microsoft, Google, salesforce, servicenow, Workiva, SAP, cisco, DELL Technologies, hp, aws, SIEMENS, NetApp

Alliances

Green Software Foundation, ESTAINIUM Association

Syntphony Sustainability

Syntphony Sustainability is part of NTT DATA's suite of technology assets and brings together solutions designed to help organizations advance their environmental goals faster, more efficiently and measurably.

Through *Syntphony Beyond Net Zero* and *Synthphony Smart Sustainability*, capabilities such as carbon footprint calculation, environmental market management, natural capital, sustainable mobility, value chain traceability or intelligent resource management are brought together, making it possible to transform sustainability challenges into scalable and impact-oriented digital solutions.

Syntphony Beyond Net Zero

An advanced set of assets designed to provide end-to-end environmental impact calculations and reporting.

Carbon Footprint Information

IT Carbon Footprint

Comprehensive CO2e calculation for IT ecosystems, including devices, apps, cloud, data centers, and networks.

Corporate Carbon Footprint

Collecting, accounting, and reporting of corporate carbon data to help clients comply with ESG.

Carbon Footprint Real Estate Assets

Building portfolio, accounting, and carbon optimization to advance decarbonization initiatives.

Environmental Markets

A secure and traceable blockchain system that enables ESG compliance and sustainable project financing through the flexible generation of environmental credits on carbon, water, energy, and biodiversity assets.

Capital Natural

A digital tool that enables organizations to assess, value, and manage their interactions with nature, supporting nature-positive strategies, regulatory alignment, and science-based decisions using recognized geospatial data and sustainability frameworks.

Syntphony Smart Sustainability

Comprehensive, AI-powered suite designed to help organizations manage their resource networks more efficiently.

Electric Vehicle Charging

Smarter EV charging for a sustainable future.

- Management of charging point networks.
- Optimized load management.
- Mobility Services Applications.
- Rate settings; CSP - MSP Settlement.

Water Management

Digitalization of drinking water distribution infrastructures:

- Water network management and digital twins.
- Water network reports, alerts and simulations.

Value Chain Traceability

Blockchain-based traceability to improve end-to-end supply chain transparency, verification, interoperability, and ecological responsibility, including EUDR traceability.

Mobility Management

Comprehensive mobility management for sustainable and efficient transport.

- Citizen-centric user experience.
- Digital payment methods.
- Mobility as a Service and configurable rates.

01

General information

Alliances and certifications

Our alliances

With the confidence of working with the best.



Sustainability Partnerships & Affiliations

Our commitment to sustainability is strengthened through our partnerships and collaborations with leading global organizations. These relationships allow us to adopt industry best practices, foster innovation, and expand our impact on global sustainability initiatives. Below are some of the key partnerships that reflect our dedication to building a more sustainable future.





















Global Sustainability Certifications

NTT DATA stands out for its transparency and for sharing information aligned with the highest European and international standards, strengthening the trust of customers, professionals and communities. Below are some of the certifications, including those earned by NTT Group and NTT DATA Group.



NTT DATA Spain S.L.U. won the Bronze Medal in the ECOVADIS 2026 evaluation, a recognition that reflects its firm commitment to sustainability. With a rating of 71 out of 100, the company is positioned in the 82nd percentile, as a result of the effective application of sustainable policies and practices in its operations.



NTT Group was recognized for the fourth consecutive year on CDP Climate Change 2025's "A List," standing out for its leadership in transparency and environmental disclosure.
Among more than 22.100 companies evaluated, NTT DATA obtained the highest "A" rating.



NTT DATA Group was certified by the EY Global Equality Standard (GES), which conducts a comprehensive assessment in diversity, equity, and inclusion, in May 2023.

ISO/IEC 42001:2023 AI Management System (AIMS)

In February 2026, aXet, **NTT DATA Spain S.L.U.**'s internal platform, obtained **ISO/IEC 42001:2023** certification, accrediting a responsible AI management system, with structured, traceable and auditable processes for the development, use and governance of the platform.

01

General information

Awards and Recognition

Global Awards and Recognition

NTT DATA reinforces its position as a strategic partner of reference at a global level, promoting innovation and transformation for its clients through the main technological ecosystems. This commitment is recognized by various awards given by its partners, below are some of the main recognitions obtained in FY25.

Microsoft

In FY25, NTT DATA has been recognized as Partner of the Year in the **Global System Integrator Growth Champion** category due to its capacity for innovation and excellence in the implementation of customer solutions based on Microsoft technology.

salesforce

In December 2025, NTT DATA received the **Salesforce Partner Innovation Award** in the **Automotive category** for its ability to drive business transformation through innovative solutions based on the Salesforce ecosystem.

SAP

In 2025, NTT DATA was honored at the SAP Pinnacle Awards in multiple categories, including **Grow with SAP, SAP Business AI** (Customer Adoption, Business Transformation Management, and Cross-Portfolio Success), as well as **SAP SuccessFactors, Customer Experience, Intelligent Spend, and Business Network Partner Excellence**. These recognitions highlight the potential to drive business transformation, innovation and success for its customers through the SAP ecosystem

DELL Technologies

In 2025, NTT DATA was recognized by DELL as **Global Alliances Partner of the Year.**

snowflake

In 2025, NTT DATA received the **APJ Data Cloud Services Implementation Partner of the Year** and **Telecom Data Cloud Services Partner of the Year** awards. These awards highlight its ability to implement advanced Data Cloud solutions and its leadership in the telecommunications sector.

Brandon Hall Group HCM Excellence Award – Learning and Development – Gold 2025

NTT DATA, Inc. was recognized with **10 Brandon Hall Group Excellence Awards**, including four Gold awards. The recognition of the **AI Academy** was particularly noteworthy.

SkillSoft

NTT DATA, Inc. received Skillsoft's **Partnership Impact Award** for its work in launching the **AI Academy**.

UCL SCHOOL OF MANAGEMENT

Award for the "Tech for All" initiative that promotes digital education and accessibility, awarded by **UCL Sustainability Business Awards**.

Top Employer in 12 countries

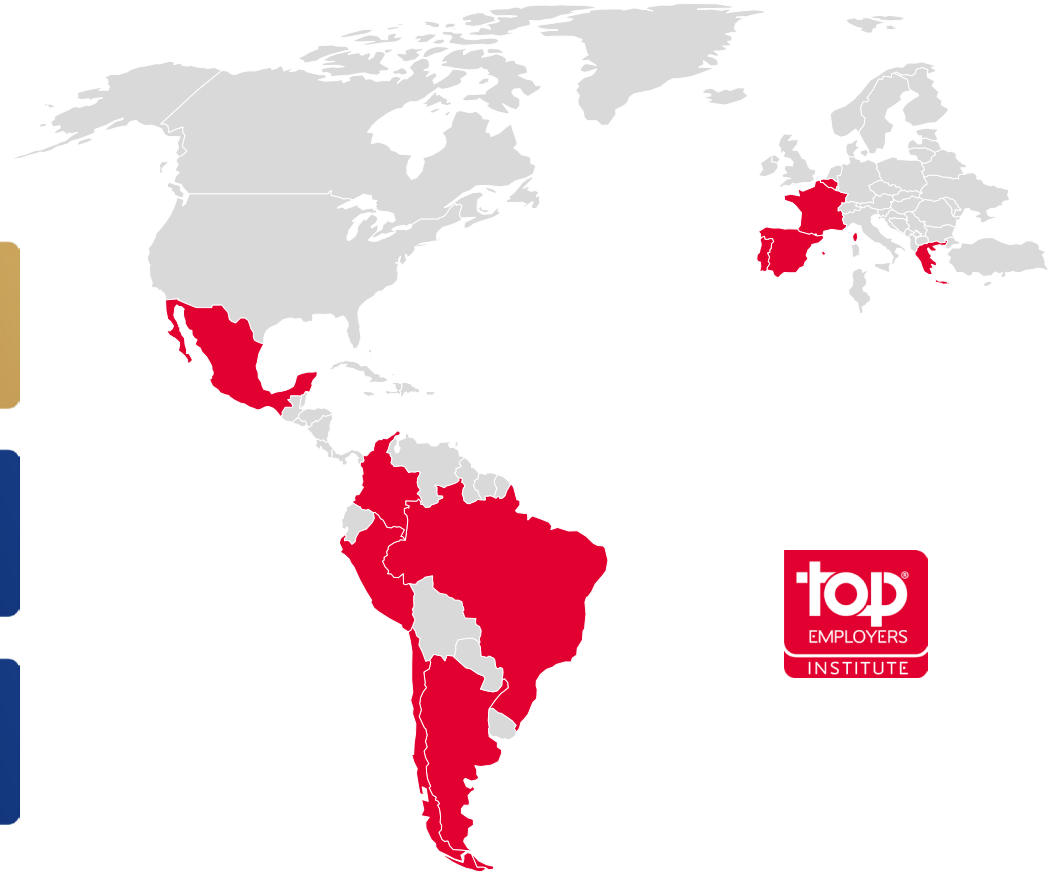
NTT DATA is once again **one of the 17 companies** that has received the **Global Seal** of the **Top Employer Institute**. And in addition, we have been awarded the Top Employer Latin America and Top Employer Europe awards.

12 countries have received the Top Employer Country in 2026. The graphic shows the countries that obtained the recognition during FY25.

top EMPLOYER Global 2026 FOR A BETTER WORLD OF WORK

top EMPLOYER Latin America 2026 FOR A BETTER WORLD OF WORK

top EMPLOYER Europe 2026 FOR A BETTER WORLD OF WORK



top EMPLOYERS INSTITUTE

01

General information

Sustainability Strategy

NTT DATA Group's sustainability strategy is translated into operational plans that are carried out by sustainability leaders in each country, in coordination with corporate and business areas. The implementation of these plans considers the different local contexts, which means that certain actions and targets are adapted to local realities.



Planet positive

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

- Climate change
- Circularity
- Water management



Prosperity positive

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

- Innovation through technology
- Responsible technology and ethical AI
- Sustainable supply chain
- Digital Security and Reliability
- Secure services and solutions, and Sustainable by design



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.

- People-centric company
- Diversity and inclusion
- Health and safety
- Human Rights
- Digital accessibility

As signatories of the UN Global Compact, we align our strategy with the 2030 Agenda, focusing on 5 of the 17 SDGs where we have the greatest impact.

Stakeholders

NTT DATA prioritizes and permanently attends to each of its stakeholders, with whom it maintains a relationship of respect, active and bidirectional listening, through which the needs and expectations of each of them are extracted, to incorporate it into the company's plans and strategies.

The following is a list of **NTT DATA's different stakeholder groups**, along with the **channels and forums for dialogue** that are used to engage with them.



Professionals

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

Annual sustainability survey where professionals are heard about their interests and perceptions on the subject.

Mailboxes permanently open to listen to professionals.

Internal communication channels (page 67).

Professional Associations / Academic Institutions

Working groups, research groups, alliances with the education sector.

Board of Directors

Council and Committee Sessions.

Customers

Regular customer service satisfaction evaluations.

Events: congresses, talks, workshops and conferences.

Suppliers

Supplier Newsletter.

Supplier Satisfaction Survey.

NGOs / Foundations

Collaboration agreements, joint actions and social impact sponsorships.

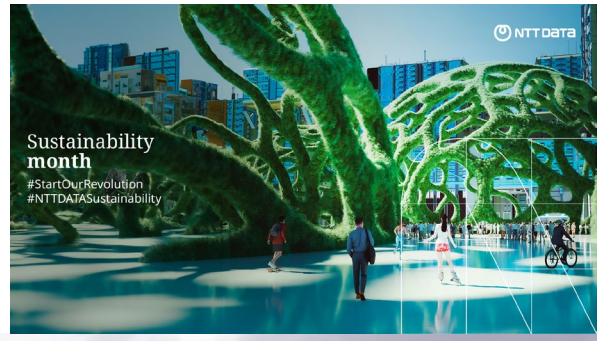
Engagement of professionals with sustainability

At NTT DATA, professionals are key in building a sustainable culture within the company, which is why we motivate them to act today to build a better future through **four lines of action**:

AWARENESS

We promote 5 annual global awareness campaigns, deployed at the local level through talks, face-to-face workshops and volunteering actions, promoting sustainable habits and actions.

- **Earth to Ocean**: Environmental awareness and sustainable habits, with a special focus on circular economy and protection of the natural environment.
- **World Cleanup Campaign**: Cleaning of natural and digital spaces, raising awareness of the impact of waste.
- **Global Giving Month**: Solidarity through donations, volunteering and support for vulnerable groups during the Christmas period.
- **Global Volunteer Month:** Corporate volunteering culture, encouraging participation in initiatives with social impact and digital accessibility.
- **Sustainability Month**: A full month dedicated to sustainability, addressing key issues in the technology sector such as the environmental impact of artificial intelligence, digital footprint, energy efficiency and circularity, and sharing tips and good practices applied to business.



TRAINING

Through our **Sustainability Academy**, we empower sustainability professionals to make more conscious and responsible decisions (detail on page 72). In addition, we introduce sustainability training modules in the Onboarding processes to sow the seed of sustainable culture for new hires.



VOLUNTEERING

We promote volunteering initiatives aligned with our values and strategy, adapted to the local context of each country (more information on page 79).

LOCAL AMBASSADORS

In some of the countries where we operate, we manage a network of internal champions, or sustainability ambassadors (the **ESG Movers**) who voluntarily lead their own social and environmental impact initiatives.

Sustainability Policy Framework

NTT DATA reinforces its commitment to sustainability and the protection of human rights through the implementation of policies, processes, and guidelines aligned with current legislation and the most demanding international standards.

These documents are subject to periodic reviews to ensure they remain continuously up to date. At the same time, the company continuously monitors the processes required for their application, with the aim of strengthening the ethical and compliance culture that distinguishes the organization.

Corporate Sustainability

Corporate Sustainability
Integrate sustainability into the business model to generate long-term value.

Electronic Device Waste Management
Promote responsible management of electronic equipment and its waste.

Environmental & Energy
Promote efficient and responsible environmental management.

Human Rights
Ensure respect for human rights throughout the value chain.

People

Diversity, Equity, and Inclusion
To encourage the uniqueness of people, promoting a diverse and inclusive environment and guaranteeing equal opportunities.

AI

AI Risk Management Policy
Clarify and manage global AI risks and promote reliable and responsible development and use.

AI Use Decalogue
Detail the principles to be considered in the use of AI in NTT DATA.

Procurement

Supplier Code of Conduct. Promote responsible practices in the supply chain, ensuring regulatory compliance and respect for human rights.

Procurement (+sustainability criteria).
Manage procurement incorporating quality, cost, efficiency and sustainability criteria.

Data Protection Office

Data protection
Guarantee privacy and the appropriate processing of data in accordance with current regulations.

Global AI Guideline for GenAI
Identify and prevent risks related to the generation of GenAI content.

Key Performance Indicators

To monitor sustainability performance, we have defined **15 indicators***, with **targets**** for each set over the short-term horizon of FY26.

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

Planet Positive

	FY25 Target	FY25	FY26
Total carbon footprint (tCO2e)	77.402	325.973	319.581
Carbon footprint per professional (tCO2e)	1,89	7,19	7,05
% renewable energy	83%	99,6%	100%
Carbon footprint in business travel/professional (tCO2e)	0,26	0,21	0,20

Prosperity Positive

	FY25 Target	FY25	FY26
Suppliers approved with sustainability criteria	50%	47%	50%
% of professionals who have completed the compliance course	90%	95%	95%
% of professionals who have completed the security course	90%	90%	90%

People Positive

	FY25 Target	FY25	FY26
4KPI: Engagement of professionals	75%	75,3%	75%
% of women in the workforce	35%	32,7%	35%
% of women executives	35%	33,79%	35%
% of women top executives	20%	15,41%	20%
% of people with disabilities	1,5%	1,53%	2%
% of professionals participating in social and/or environmental initiatives	5,5%	7,1%	7,5%
% of professionals who consider NTT DATA to be a sustainable company	75%	96,1%	97%
% of professionals trained in sustainability	40%	23%	40%

The green traffic light (🟢) indicates that the FY25 target has been met.

NOTES: Details of the strategic indicators, including calculation formulas, definitions of terms and interpretation criteria, are available in Annex 3.

FY24 data has not been included, as information is not available for the legal entities added to the new analysis and reporting perimeter of this report.



02

Planet positive

Planet Positive

Planet Positive is the environmental pillar of NTT DATA's sustainability strategy, through which the company reinforces its commitment to responsible environmental stewardship by integrating innovation and environmental criteria into decision-making to minimize the negative impacts of its activities.



Setting an example to transform industries in a positive way, innovating services and solutions that regenerate our planet.

- Climate Change
- Circularity
- Water management

	FY25 Target	FY25	FY26
Total carbon footprint (tCO2e)	77.402	**325.973**	319.581
Carbon footprint per professional (tCO2e)	1,89	**7,19**	7,05
% renewable energy	83%	**99,6%**	100%
Carbon footprint of business/professional travel (tCO2e)	0,26	**0,21**	0,20

The green traffic light (🟢) indicates that the FY25 target has been met.

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02

Planet Positive

Climate change

Responsible technology for the transition to a low-carbon economy

The climate emergency is one of the main global challenges, driving the transformation of economic models toward more sustainable approaches. In this context, digitalization has become a key enabler in accelerating the transition to a low-carbon economy, and the technology sector plays a strategic role in this process.

According to the joint report by the **International Telecommunication Union (ITU) and the World Bank (2024),** the ICT sector currently accounts for between **1,5% and 4%** of **global greenhouse gas emissions**. This impact is mainly associated with the energy consumption of digital infrastructure, such as data centers, networks, and devices.

NTT DATA Group addresses these challenges through a dual approach: on the one hand, by driving continuous improvement in the environmental efficiency of its operations; and, on the other, by supporting its clients in their sustainable digital transformation processes, including hardware, software, network services, and cloud, as well as the entire infrastructure of its own and client data centers through its decarbonization plan, "**NTT DATA** Net Zero Vision 2040".

At **NTT DATA Iberia, International Organizations, LATAM, and Consulting in Benelux and France**, we are committed, together with the Group, to achieving Net Zero by 2040, with the goal of reducing our greenhouse gas emissions by 90%.

Net Zero: 2040 vision

2035 *Net Zero*
Scope 1 y **Scope 2**
Net zero emissions for direct emissions and indirect emissions from imported energy

90%
emission reduction

2040 *Net Zero* **Scope 3**
Net zero emissions for indirect emissions in the supply chain

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

Methodology for the calculation of Carbon Footprint

NTT DATA calculates its greenhouse gas (GHG) emissions in accordance with the methodology established by the GHG Protocol, applying the financial control approach to the definition of the reporting perimeter. For this process, the Watershed reporting tool is used as of this fiscal year.

Strengthening the integrity and coverage of the emissions inventory

During FY25, a review of the perimeter and coverage of scope 3 emissions has been carried out, incorporating new categories and expanding the level of detail of certain emission sources already existing in FY24:

- ✓ **Category 1:** expansion of the inventory to include all NTT DATA's Purchase Orders, incorporating, among others, expenses associated with IT software and hardware, cloud services and data centers.
- ✓ **Categories 4 and 9:** incorporation of emissions associated with **upstream and downstream transport and distribution**.
- ✓ **Categories 11 and 12:** exclusion of emissions derived from the **use and treatment at the end of the useful life of products** marketed under reselling models.
- ✓ **Category 7:** incorporation of emissions associated with **teleworking**, and travelling of professionals to the workplace, estimated from the NTT DATA mobility survey.

As a result of these methodological updates, FY25 data is not fully comparable with that reported in FY24. FY25 is therefore set as the new base year for emissions reporting.

Scope 1: Direct GHG emissions, originating from facilities within the organization's boundaries

- ✓ Direct emissions with natural gas consumption
- ✓ Direct emissions from generator sets
- ✓ 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 not owned or controlled directly by the organization, but which are related to the activities of the organization

- ✓ Category 1: Indirect emissions from the purchase of goods and services.
- ✓ Category 2: Indirect emissions from the acquisition of capital goods.
- ✓ Category 3: Indirect emissions from fuel and energy-related activities (not included in Scope 1 or Scope 2).
- ✓ Category 4: Upstream transport and distribution (*).
- ✓ Category 6: Business travel.
- ✓ Category 7: Travel of professionals to the workplace.
- ✓ Category 9: Downstream transport and distribution.
- ✓ Category 11: Use of products sold (*).
- ✓ Category 12: End-of-life treatment of products sold (*).
- ✓ Category 13: Downstream leased assets (**).
- ✓ Category 15: Investments (**).

(*) New calculation categories included during FY25 as part of NTT DATA's strategy.

(**) Categories with no emission sources associated with NTT DATA, but relevant in other regions of the Group.

FY25 Carbon Footprint

The carbon footprint analysis identified that offices in countries that include Technology Services (TS) (Brazil, Spain, Mexico, and Chile) account for approximately 82% of total emissions. This is mainly due to the high emissions associated with purchase orders (POs) and the resale of hardware and software.

In line with this approach, the main initiatives will focus on managing emissions derived from the purchase of goods and services (Category 1) and resale activities (Categories 11 and 12). These efforts will be complemented by maintaining a renewable electricity procurement strategy and the progressive electrification of the corporate fleet.

These actions will reinforce NTT DATA's progress toward achieving its Net Zero targets.

Scope 1: 0,41% tCO_2e
Direct emissions

Main source of scope 1 emissions: own fleet of vehicles.

Scope 2: 0,11% tCO_2e
indirect emissions from purchased energy

Thanks to the renewable electricity consumption of 99.6%.

Scope 3: indirect emissions in the value chain — 99,48% tCO_2e

Travel — 12,15% tCO_2e

- Business Travel
- Employee travel to work centers

Purchased fuel and energy activities — 0,37% tCO_2e

Supply chain — 86,96% tCO_2e

- Goods and services
- Capital Goods
- Transportation and distribution
- Use and final destination of products sold

IBIOL	FY25 Market Based	FY25 Location Based	Units
Scope 1 GHG emissions	**1.345**	**1.345**	**tCO2e**
Stationary combustion	136	136	tCO2e
Mobile combustion	1.110	1.110	tCO2e
Refrigerant gas leaks	99	99	tCO2e
Scope 2 GHG emissions	**346**	**1.755**	**tCO2e**
GHG emissions from electricity consumption	7	1.404	tCO2e
District heating/cooling GHG emissions	271	271	tCO2e
GHG emissions from electric mobility	69	81	tCO2e
Scope 3 GHG emissions	**324.282**	**324.135**	**tCO2e**
1. Purchase of Goods and Services	188.503	188.503	tCO2e
2. Capital Goods	322	322	tCO2e
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	1.202	1.056	tCO2e
4. Upstream Transportation and Distribution	4.841	4.841	tCO2e
5. Waste generated in operations	-	-	tCO2e
6. Business Travel	9.478	9.478	tCO2e
7. Employee travel to work and teleworking	30.138	30.138	tCO2e
8. Upstream leased assets	-	-	tCO2e
9. Downstream Transportation and Distribution	0	0	tCO2e
10. Processing of Sold Products	-	-	tCO2e
11. Use of Sold Products	89.504	89.504	tCO2e
12. End-of-life treatment of products sold	293	293	tCO2e
13. Downstream leased assets	0	0	tCO2e
14. Franchises	-	-	tCO2e
15. Investments	0	0	tCO2e
Total GHG emissions	**325.973**	**327.235**	**tCO2e**
Total GHG emissions avoided	**32.327**	**32.327**	**tCO2e**
Total GHG emissions offset	**2.977**	**2.977**	**tCO2e**
Total GHG emissions per professional	**7,19**	**7,21**	**tCO2e/professional**

The location-based approach reflects the emissions calculated with the average factors of the electricity grid, while the market-based approach incorporates the specific attributes of the contracted energy and energy certificates acquired.

*Note: In FY25, the carbon footprint calculation includes Morocco, in addition to the 17 countries in the perimeter of this report, in accordance with the financial control approach defined by the GHG Protocol.

Initiatives towards Net Zero 2040

As part of the Net Zero Vision 2040 strategy and the commitment to achieve net-zero emissions in scopes 1 and 2 by 2035, NTT DATA established a target of 28% reduction of its scope 1 and 2 emissions for FY25, compared to FY24 (target to be achieved: 2 $ktCO_2e$) To obtain this, NTT DATA promoted initiatives aimed at the decarbonization of its operations, among which the following stand out:

- ✓ Inventory of the corporate vehicle fleet and progress in its electrification.
- ✓ Acquisition of Energy Attribute Certificates (EACs).
- ✓ Optimization of energy consumption in stationary sources.
- ✓ Reinforcement of preventive maintenance of refrigeration equipment.

27% tCO_2e reduced in its own fleet

99,5% tCO_2e reduced by EACs

19% tCO_2e reduced in stationary sources

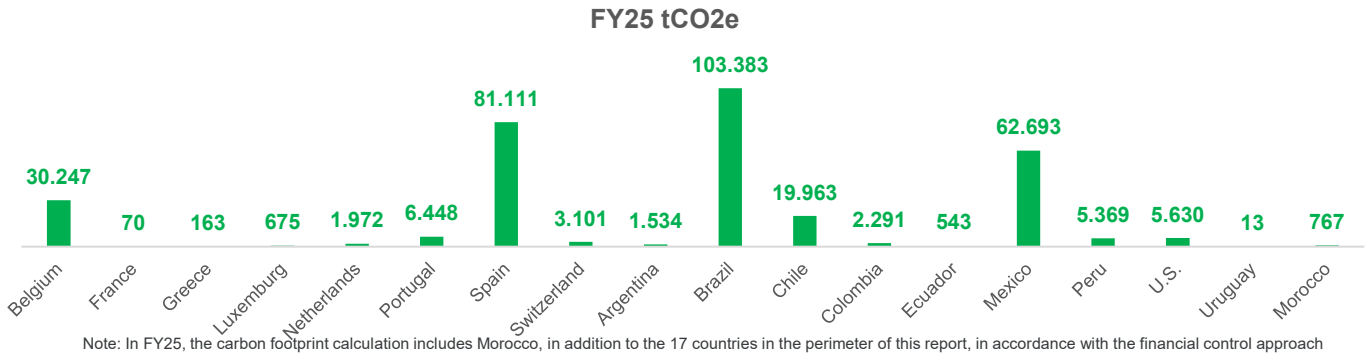
66% tCO_2e reduced in cooling equipment

Thanks to the implementation of these measures, NTT DATA achieved an emissions reduction of 1,7 $ktCO_2e$, for scope 1 and 2 during FY25, consolidating significant progress towards achieving its long-term decarbonization goals.

Country	FY25 carbon footprint in tCO2e (*Market-based*)	% of Total Footprint	tCO2e/professional
Belgium	30.247	9,28%	104,30
Spain	81.111	24,88%	3,82
France	70	0,02%	1,21
Greece	163	0,05%	1,81
Luxembourg	675	0,21%	6,31
Netherlands	1.972	0,60%	35,21
Portugal	6.448	1,98%	3,50
Switzerland	3.101	0,95%	124,03
Argentina	1.534	0,47%	1,39
Brazil	103.383	31,72%	14,93
Chile	19.963	6,12%	10,34
Colombia	2.291	0,70%	1,04
Ecuador	543	0,17%	1,45
United States	5.630	1,73%	38,04
Mexico	62.693	19,23%	26,71
Peru	5.369	1,65%	0,94
Uruguay	13	0,00%	3,14
Marruecos	767	0,24%	0,85
NTT DATA	**325.973**	**100%**	**7,19**

Other initiatives contributing to climate action

- Be-Flex flexible work models have helped **avoid 31.628 tCO_2e** associated with employee commuting.
- The incorporation of electric vehicles has helped **avoid 690 tCO_2e.**
- Solar PV self-consumption systems have helped **avoid 9 tCO_2e**.
- Reforestation projects promoted by NTT DATA have **offset 2.977 tCO_2e**.



Note: In FY25, the carbon footprint calculation includes Morocco, in addition to the 17 countries in the perimeter of this report, in accordance with the financial control approach defined by the GHG Protocol for the calculation of the carbon footprint.

Energy consumption

NTT DATA maintains a strong track record toward its commitment to sourcing 100% renewable electricity by 2030. In FY25, the company reached **99.6%** of electricity consumption from renewable sources, driven primarily by the acquisition of Energy Attribute Certificates (EACs). Under a market-based approach, this strategy helped reduce emissions by **1.409 tCO_2e**, further lowering the carbon footprint associated with electricity consumption.

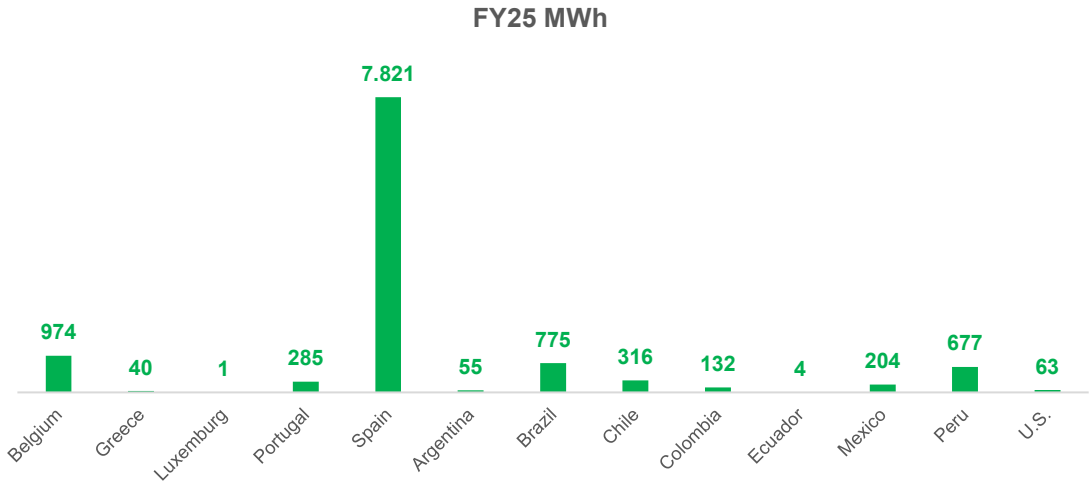
At the same time, NTT DATA continues to make progress in distributed renewable generation through self-consumption solutions. In FY25, the solar photovoltaic installation located at NTT DATA Towers in Spain generated a total of 65 MWh, contributing to the diversification of energy sources and strengthening the organization's energy resilience, while avoiding the emission of **9 tCO_2e** into the atmosphere.

Regarding the evolution of energy consumption, during FY25, European territories accounted for 80% of NTT DATA's total energy consumption, a figure aligned with the region's operational weight, as it represents 53% of the company's professionals and 77% of its operational floor area. This higher consumption is also due to structural factors associated with the European operating model. Unlike other geographies, offices in Europe combine electricity consumption with additional energy needs linked to HVAC systems, including natural gas boilers and district heating and cooling solutions.

0,26
MWh/employee

1.409
tCO_2e reduced

NTT DATA	FY25	Units
Total energy consumption from fossil sources	**3.333**	**MWh**
Natural gas	740	MWh
Diesel	5	MWh
Electricity purchased from fossil sources	36	MWh
District Heating/cooling from non-renewable sources	2.552	MWh
Total energy consumption from renewable sources	**8.014**	**MWh**
Electricity purchased from renewable sources	7.949	MWh
Self-generated electricity consumption	65	MWh
Percentage of total electricity from renewable sources	**99,6**	**%**
Percentage of total energy from renewable sources	71	%
Total energy consumption	**11.348**	**MWh**
Total energy consumption per professional	**0,26**	**MWh/ Professional**
Total energy consumption per m2	**0,11**	**MWh/m2**



Note: Information is displayed only for countries for which information is available. The countries not included are France, the Netherlands, Switzerland and Uruguay.

*FY24 data has not been included, as information is not available for the legal entities added to the new analysis and reporting perimeter of this report.

Water consumption

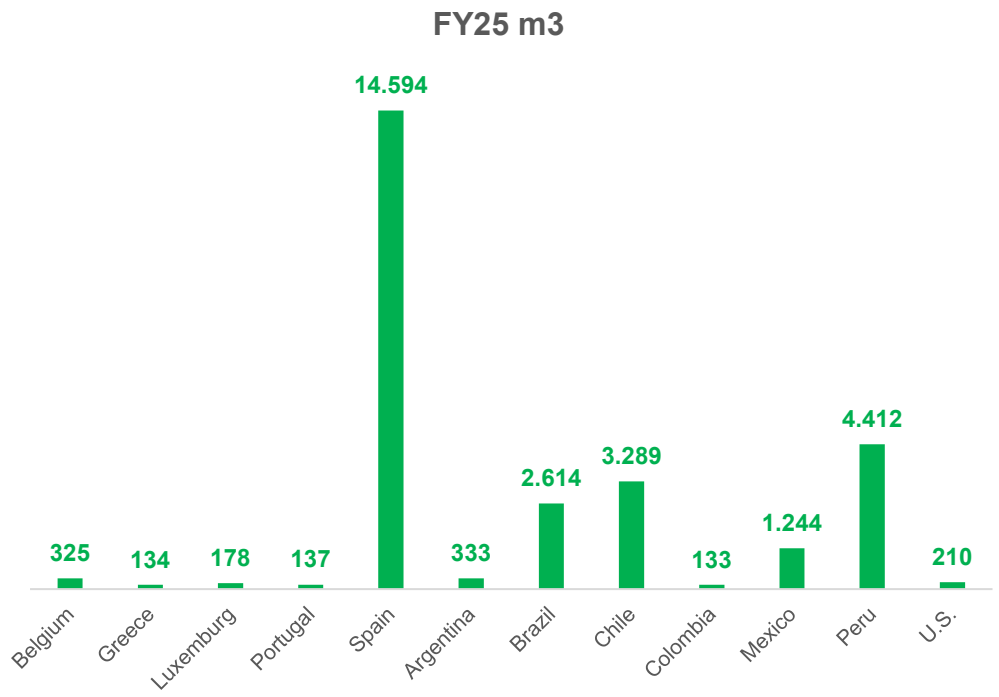
Given the nature of its business model, which is focused on the provision of IT services, water consumption is not a material environmental aspect for NTT DATA. In FY25, 100% of the water consumed in the company's offices came from local water supply networks, with 56% of total consumption concentrated in Europe, in line with the operational weight of this region.

The results were calculated based on the scope of information available for FY25. Offices in Ecuador and some sites in Spain were not included in the analysis due to limitations in the availability and consolidation of consumption data during the reporting period. However, these exclusions do not significantly affect the representativeness of the results obtained.

NTT DATA continues to promote water efficiency initiatives across its facilities through measures such as the installation of timers and faucet aerators, dual-flush toilets, and the optimization of space occupancy, contributing to more efficient resource management and real estate portfolio management.

0,62 m3 of water consumption/employee

NTT DATA	FY25	Units
Water consumption	27.604	m3
Total water consumption per professional	**0,62**	**m3/ professional**



Note: Information is displayed only for countries for which information is available. The countries not included are: Ecuador, France, the Netherlands, Switzerland and Uruguay.

*FY24 data has not been included, as information is not available for the legal entities added to the new analysis and reporting perimeter of this report.

02

Planet Positive

Circular economy

The incorporation of circularity principles in technology favors a more responsible use of resources, reduces waste generation and contributes to the creation of sustainable value.

Circularity at NTT DATA is based on maximizing the value of resources throughout their entire life cycle through the reuse, updating, recovery and recycling of technological resources and assets and digital infrastructures.

This approach contributes to reducing waste generation, optimizing material and energy consumption, and minimizing the environmental impacts associated with business activity.



Waste management

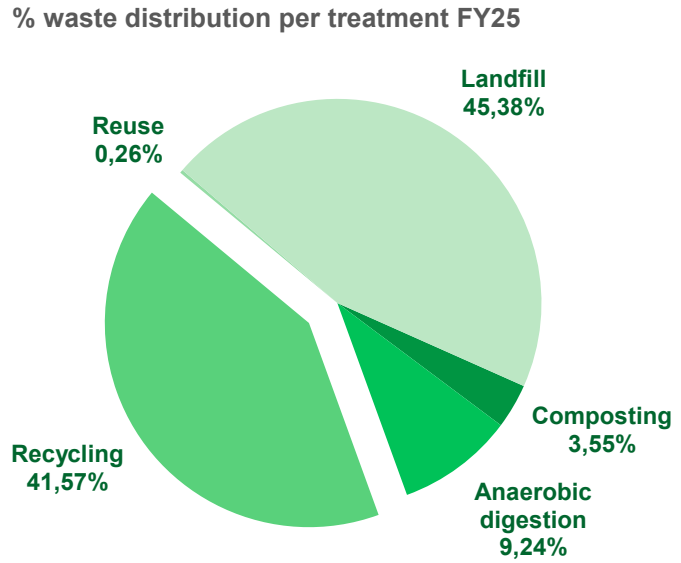
As part of its circular economy strategy, NTT DATA has continued to strengthen the monitoring and management of waste generated in its operations. In FY25, the company reported waste information for 43 of its 57 operational offices. The analysis was conducted based on the available information scope, excluding certain locations in Argentina, part of Brazil, part of Chile, Greece, and Luxembourg due to limitations in the availability and consolidation of data for the reporting period.

In line with the distribution of operational activity, the European region accounted for 75% of the waste reported during FY25. Regarding treatment, 42% of the waste generated was recycled or reused, while 53% was diverted from landfill through various recovery and management alternatives.



Note: Information is displayed only for countries for which information is available. The countries not included are: Argentina, France, Greece, Luxembourg, the Netherlands, Switzerland and Uruguay.

NTT DATA	FY25	Unit
Non-hazardous waste	**81,44**	**t**
Reuse	0,12	t
Recycling	32,85	t
Composting	2,96	t
Anaerobic digestion	7,70	t
Landfill	37,81	t
Hazardous waste	**1,89**	**t**
Reuse	0,10	t
Recycling	1,79	t
Composting	-	t
Anaerobic digestion	-	t
Landfill	-	t
Total waste generated	**83,33**	**t**
Total waste generated/professional	0,0019	t/ professional
Waste diverted from landfill	53	%
Recycled/reused waste	42	%





03 Prosperity positive

Prosperity Positive

Prosperity Positive represents our way of growing by building trust, value and sustainable progress. As the second pillar of our sustainability strategy, it reflects NTT DATA's commitment to business management based on integrity, ethics, responsible innovation and transparency.



	FY25 Target	FY25	FY26
Suppliers approved with sustainability criteria	50%	47%	50%
% of professionals who have completed the compliance course	90%	95%	95%
% of professionals who have completed the security course	90%	90%	90%

The green traffic light (🟢) indicates that the FY25 target has been met.

NOTES: Details of the strategic indicators, including calculation formulas, definitions of terms and interpretation criteria, are available in Annex 3.

FY24 data has not been included, as information is not available for the legal entities added to the new analysis and reporting perimeter of this report.

03

Prosperity Positive

Risk Management

Risk Management Process

NTT DATA adopts a global, structured approach based on clear responsibilities to proactively manage risks, strengthen operational resilience, protect business value, and ensure effective oversight.

In FY25, a **new internal regulatory framework for global risk management** was created. This framework has adopted a more operational and in-depth approach to the process, aligned with applicable standards in this area. It currently consists of the **Risk Management Policy and the Risk Management Framework**, both aligned with COSO (the Committee of Sponsoring Organizations of the Treadway Commission) and ISO 31000 on Risk Management.

The purpose of this new regulatory framework is to ensure that financial, strategic, and operational risks are identified, assessed, prevented, and/or mitigated, while ensuring appropriate monitoring and reporting through formal structures that support timely decision-making by senior management and protect clients, employees, business partners, and other stakeholders. It also establishes a governance model that defines clear responsibilities across the relevant bodies, committees, and roles, ensuring that the process maintains the Three Lines of Defense model and implements common controls and procedures.

NTT DATA promotes a culture of risk prevention and management that fosters accountability, open communication, informed decision-making, and continuous process improvement.

Risk management results

In this year, the following initiatives have been carried out linked to the risk management process and following the guidelines of the NTT DATA Inc. Group.:

1. Identification of material risks that could affect the fulfillment of the objectives and strategy of the NTT DATA Inc. Group.
2. Preparation of a list of corporate risks with an impact on business or operational activities, assigning Risk Owners for their proper management.

In addition, at the local and regional levels, priorities are established each year for the planning and implementation of actions to counter risks. These include both the implementation of new controls to prevent or mitigate risks, as well as the monitoring of controls already in place and indicators related to risk status.

The results of the risk assessment conducted in FY25 showed that the scenarios identified do not represent a material risk for the region, due to the controls already implemented and considering the nature of our activities.

We continue to work steadily on technologies and solutions aimed at preventing and controlling threats such as cyberattacks and potential information leaks, while also continuing to implement actions in response to changes in national and international laws and regulations, particularly in areas related to DORA, NIS2, and the AI Act.

03

Prosperity Positive

Corporate culture

Corporate culture at NTT DATA

NTT DATA maintains a strong commitment to a solid corporate culture based on core values such as respecting every voice, thinking big, being bold, delivering results, and winning together. These values inspire professional behavior and decision-making at all levels of the organization and are fully aligned with the principles of sustainability, good corporate governance, integrity, transparency, and business ethics.

NTT DATA's corporate culture is supported by a **common framework for action** defined by the Business Code of Ethics, NTT Group policies and guidelines, and a preventive approach to risk management, all of which promote responsible conduct in compliance with applicable laws and the highest ethical and governance standards.

Within the organization, specific functions are responsible for promoting, developing, and assessing corporate culture and ethical behavior, particularly People, Compliance & Risk Management, and Internal Audit:

- **People**: promotes **responsible people management**, aligned with corporate values and aimed at fostering ethical, inclusive, and continuously evolving work environments, strengthening the organizational culture through development, training, and awareness-raising processes.
- **Compliance & Risk Management**: ensures the **effective deployment of the Business Code of Ethics and NTT Group policies and guidelines** within the company, promoting regulatory compliance, risk prevention, and ethical business conduct in accordance with applicable ethical and legal principles.
- **Internal Audit**: plays a key role in the **independent and objective assessment of the effectiveness of the internal control, risk management, and governance system**, contributing to the continuous improvement of processes and reporting directly and independently to Senior Management and the relevant governing body.

Commitments against corruption and bribery

NTT DATA Iberia, International Organizations, LATAM, and Consulting in Benelux and France reinforces its firm commitment to integrity, ethics, and bribery prevention through an **Anti-Bribery Management System aligned with ISO 37001**. This system includes policies, controls, training, and oversight mechanisms to prevent, detect, and respond to any form of corruption. This approach guides decision-making and the way the company engages with clients, partners, and third parties.

During FY25, as a relevant milestone, the company expanded this international certification – already available in Peru and Ecuador – to entities based in **Spain, Colombia, and Chile**, consolidating a scalable model and a roadmap to incorporate new geographies in future fiscal years.

This framework promotes a culture of compliance and zero tolerance, guides relationships with clients, partners, and third parties, and reinforces transparency, risk management, and trust in the market.

As a result, in FY25 no cases of corruption or bribery were confirmed, nor were any sanctions, public investigations, or convictions recorded for anti-corruption or anti-bribery breaches.

Our criminal risk prevention system, which covers anti-corruption matters, is structured around a set of policies that include relevant measures and controls to prevent any act related to corruption, bribery, and associated conduct, as follows:

- **Crime Prevention Policy**: establishes the commitment to zero tolerance for unlawful conduct and defines mechanisms for the management and prevention of criminal risks, including bribery and corruption.
- **Anti-Corruption Policy**: establishes the general framework for preventing corruption and bribery in both the public and private sectors.
- **Anti-Bribery Policy**: reinforces the commitment to integrity and the fight against bribery through an Anti-Bribery Management System in accordance with ISO 37001.
- **Policy on Gifts and Hospitality:** regulates the internal procedure and requirements for accepting and offering gifts, courtesies, and hospitality.
- **Conflict of Interest Policy**: requires the identification, avoidance, and reporting of potential conflicts of interest.
- **SpeakUp reporting channel**: enables professionals and third parties to report potential regulatory or ethical breaches. More information is available on page 51.

Global Compliance Training

As part of our ongoing commitment to ethics and integrity, during this fiscal year a new annual Compliance training program was rolled out to all NTT DATA, Inc. employees through the Percipio platform.

The training was mandatory for all NTT DATA employees and covered key aspects such as understanding and applying the current Code of Conduct, preventing inappropriate behavior, and preventing risks related to corruption and bribery. The program was structured into three training modules:

- **Business Code of Ethics**
- **Conflicts of Interest**
- **Anti-Bribery and Anti-Corruption**

It also included a final assessment to validate each professional's level of acquired knowledge, which must be successfully completed to obtain the corresponding certificate for each module.
During FY24, 69%* of professionals completed the training, and significant progress was made during FY25.

95%* **of professionals have completed the Compliance training in FY25.**



*Due to the ongoing integration process, data is included only from entities that are part of the perimeter within NTT DATA Spain S.L.U

Security training

Technology risk is evolving increasingly rapidly and seeks to exploit vulnerabilities, configuration errors, or human mistakes to compromise the security of organizations.

In terms of training, all professionals are required to complete a basic mandatory security course. During FY25, employee participation exceeded **90%*.**

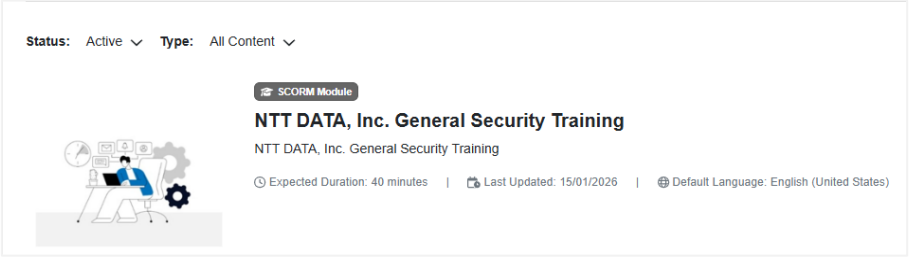
In addition, an ongoing microtraining program has been launched, with awareness-raising activities aimed at all professionals every two months.

As a complement, periodic phishing simulations are carried out by sending fictitious emails to users, with the aim of training professionals to detect fraudulent messages and reinforce secure behaviors against potential cyberthreats.

*Due to the ongoing integration process, data is included only from entities that are part of the perimeter within NTT DATA Spain S.L.U

General course in information security

The objective of general information security training is to strengthen professionals' awareness of the importance of protecting information and applying appropriate security measures in any work context: in the office, at a client's site, remotely, or from anywhere in the world.

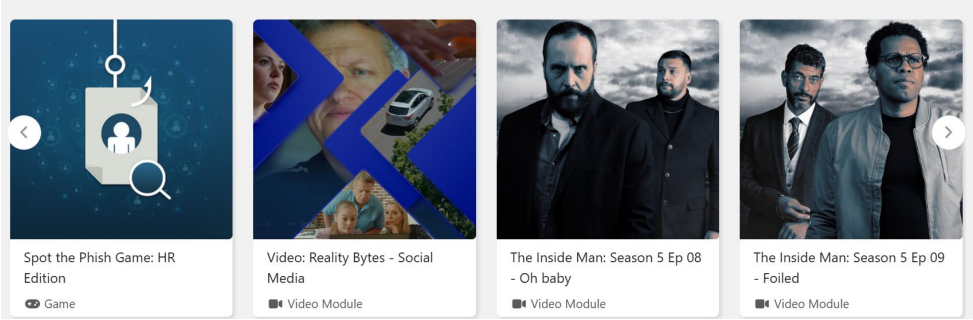


Sensitization pills

Awareness-raising initiatives aimed at all professionals through bi-monthly campaigns that include activities such as information cards, micro-training, games and videos.

Example of campaigns that were launched during the year:

- Information Security on Mobile Devices
- Stop Social Engineering Scams
- Curiosity Double Problem: Password Security Game
- AI and cybercrime protection
- AI: New Tools and New Threats



Whistleblowing channel

SpeakUp is the new whistleblowing channel, operational from FY25, unique and global for all units of the NTT DATA, Inc. group. It is available on the corporate websites of each country and is equally accessible to professionals and third parties.

In addition, this new whistleblowing channel is governed by two new **NTT DATA, Inc. policies** (Whistleblowing Channel Policy and SpeakUp + Investigations Policy).

Access to the NTT DATA web whistleblowing channel: SpeakUp & Whistleblowing

Guarantee of effectiveness of complaints

To ensure the effectiveness of the channel, two key documents have been developed: the Internal **Whistleblowing Channel Procedure**, which regulates its implementation and operation, and the **Internal Investigations Protocol**, which establishes the guidelines for conducting investigations.

Both documents reinforce ethics and the compliance culture, protect the organization's reputation and assets, facilitate the identification of risks, and enable disciplinary measures to be adopted in accordance with applicable legislation.

The proper use of the channel is also promoted through awareness-raising and training activities. In particular, the annual compliance training course includes a specific section on how to access and use this channel.

Protection of individuals who report irregularities

The protection of individuals who report irregularities is set out in NTT DATA's **Business Code of Ethics**, which prohibits any form of retaliation against those who report in good faith or cooperate in an investigation. More information is available on page 80.

This protection is reinforced through the Whistleblowing Channel and SpeakUp Policy, which regulates the operation of the global reporting channel, and the Investigations Policy, which establishes how investigations must be conducted to determine whether the reported facts occurred, either fully or partially, or did not occur.

These mechanisms ensure protection against intimidation, harassment, reputational harm, unfavorable treatment, discrimination, or retaliation, as well as the confidentiality of the information reported.

03

Prosperity Positive

Ethical and sustainable AI

NTT DATA committed to responsible AI

AI Pact

NTT DATA is one of the signatories of the **AI Pact**, an initiative of the European Commission designed to help organizations anticipate and prepare for the obligations established by the Artificial Intelligence Act.

By joining the Pact, companies and other organizations commit to adopting good practices in governance, transparency, and risk management in the use of AI systems, sharing their experiences, and undertaking concrete, planned commitments to align with the requirements of the AI Act.

NTT DATA has defined three key commitments on responsible AI:

1. **Adopt an AI governance strategy:** Promote an AI governance strategy that supports responsible adoption within the organization and moves toward future compliance with the AI Act.
2. **Identify and map high-risk AI systems:** Establish processes to identify, evaluate, and document AI systems that may be categorized as high-risk, considering impacts on health, safety, and fundamental rights.
3. **Promote AI awareness and literacy:** Strengthen training and awareness among professionals in artificial intelligence, ensuring its ethical and responsible development and use in alignment with the company's principles.

On **November 19, 2025**, NTT DATA was featured in the second edition of the **AI Literacy Living Repository**, published by the European Commission AI Office, and in the complementary report "**AI Literacy Practices**" by **ARISA** – Artificial Intelligence Skills Alliance.

This recognition highlights the company's work in promoting AI literacy, particularly through initiatives aimed at training, raising awareness, and supporting its professionals in the ethical, responsible, and safe use of AI.

ISO/IEC 42001:2023
AI Management System (AIMS)

aXet Agents
The future of work is here

ga pl ta ag flo bi bm co wi mi oa

aXet is NTT DATA's internal AI platform, designed to accelerate the adoption of artificial intelligence in professionals' day-to-day work and across different business areas. The platform brings together several specialized solutions, including assistants for daily productivity, software development, low-code automation, ticket management, and the creation of agentic teams to optimize workflows.

In February 2026, aXet obtained **ISO/IEC 42001:2023** certification, accrediting a responsible AI management system with structured, traceable, and auditable processes for the development, use, and governance of the platform. This milestone reinforces trust in its deployment at scale and consolidates aXet as a key tool for driving safe, governed, and value-oriented AI.

aXet

Coverage

NTT DATA Iberia, International Organizations, LATAM and consulting in Benelux and France

Application

+400 use cases

Certificate No.: C820132 | Validity: Feb, 23th 2026 – Feb, 22th 2029

Key benefits for our customers

Robust risk management

Proactive mitigation of operational, legal, and reputational risks associated with the use of AI.

Governance and ethics

A structured framework that ensures regulatory compliance and the integration of ethical principles into development.

Trust and transparency

Standardized, traceable and auditable processes for customers, stakeholders and regulators.

Quality and continuous improvement

Continuous optimization of service performance, aligned with international standards.

AI Risk Analysis

NTT DATA integrates AI risk analysis from the earliest stages of the systems life cycle, both in internal projects and in client solutions.

Before developing, deploying, or significantly modifying an AI system, a multidisciplinary assessment is carried out with the participation of the Legal, Privacy, Security, and Intellectual Property teams. This approach makes it possible to identify potential impacts before systems are built, embedding ethical, legal, and compliance considerations by design.

When relevant risks are identified, the company can intervene at an early stage to prevent the deployment of systems that may present unacceptable risks. In addition, its development methodologies incorporate Responsible AI best practices, such as the identification and mitigation of bias, sustainability, explainability, and privacy by design, regardless of the system's risk level.



AI Training

Generative AI is transforming NTT DATA, driving new products, services, and ways of working. To support this evolution, the **AI Academy** offers global AI training to everyone across the company, with learning paths tailored to each professional role's level of experience, technical knowledge, and real-world use of AI.

In FY25, **88%*** of professionals had already received AI training, reflecting progress in alignment with the company's strategy and its commitment to building talent prepared for AI fluency.

Level	Description
Black Belt	The highest level, made up of key NTT DATA professionals with advanced knowledge who lead innovation, design solutions and manage large AI implementations globally.
Green Belt	**Advanced training:** Designed for professionals who develop solutions, provide services or manage AI and AI Gen projects, addressing trends, strategic vision and various technical or functional aspects.
Yellow Belt	**Level 2:** Hands-on training focused on the use of Gen AI tools in specific corporate activities, tailored by role and business unit for the entire organization. **Level 1:** Training on basic skills, such as prompting, for the use of AI and Gen AI tools, with special emphasis on ethics and bias, aimed at all professionals equally.
White Belt	**Basic training:** Introduction for all professionals on AI and Gen AI fundamentals, covering essential concepts, terminology, benefits, risks, and ethical considerations.

This fiscal year, the AI Academy project has been awarded with:

2025 Gold Excellence Award
for "Best Competencies and Skill Development" by Brandon Hall



Partnership Impact Award
by Skillsoft



*Due to the ongoing integration process, data is included only from entities that are part of the perimeter within NTT DATA Spain S.L.U

Sustainable AI projects

At NTT DATA we promote responsible, ethical and sustainable artificial intelligence, combining training, expert knowledge and real projects that help our clients and institutions adopt AI with confidence, transparency and positive impact. Below are some of the projects and activities carried out this FY25:

Protection of vulnerable groups - SEDIA

The project aims to support **SEDIA**, the Spanish Secretariat of State for Digitalization and Artificial Intelligence, in analyzing and deploying the impact of AI on Spanish society, with a particular focus on protecting vulnerable groups, promoting AI adoption in public administrations, and developing the 2024 AI Strategy.

To this end, the project is structured around four lines of action: studying the impact and risks of AI; fostering trust and raising public awareness; promoting AI in public administrations through models, guidelines, and use cases; and supporting strategic initiatives.

The project provides analysis, tools, and action frameworks for a more ethical, secure, and efficient implementation of AI, strengthening public decision-making and social trust.

Responsible AI and European regulatory training for customers

Training sessions on responsible AI and AI & data regulations have been designed and delivered for organizations in the banking and utilities sectors, as well as for public entities.

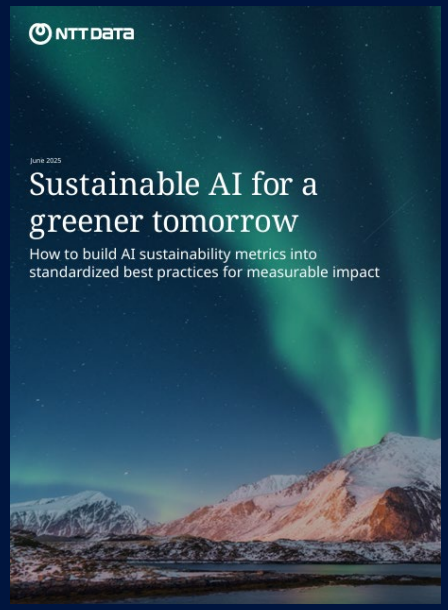
These training sessions address the lack of knowledge around AI regulatory and ethical frameworks, providing a structured overview of ethical principles, governance, and key regulations such as the AI Act, the Data Act, and the Data Governance Act.

Citizen Transparency Portal – Generalitat de Catalunya

Development of a transparency portal for the Government of Catalonia that provides citizens with technical factsheets and ethical risk assessments for different automated systems used by the public administration. The registry enables people to understand the real influence of these tools on their lives and rights. The inventory currently includes 31 published systems.

Publishing of a white paper about sustainable AI

Publication of the white paper “Sustainable AI for a Greener Tomorrow.” This guide analyzes the need for sustainable AI and presents practical, measurable strategies to align AI innovation with environmental responsibility.



AI Governance Projects

NTT DATA has developed different initiatives to help organizations move towards a more responsible, ethical AI governance aligned with current regulatory frameworks, especially the **AI Act.**

Ethical AI Governance Model

Support for a Spanish pharmaceutical company in defining its AI governance model, with ethical AI as the core focus. The project included the definition of a responsible AI strategy, a mandatory principles framework applicable to all initiatives, and the design of an AI Office in collaboration with the legal and cybersecurity teams.

Reporting and Compliance Accelerator

Creation of an accelerator that enables the registration of AI systems and the assessment of their level of compliance with frameworks such as the AI Act and the NIST AI RMF. The solution provides governance teams with greater control, traceability, and auditability of AI systems, both in development and in production.

Generative AI Governance in Workplace

Support for a Spanish financial institution in the functional design of the governance model for AI tools integrated into its workplace. The objective was to consolidate a robust and structured framework to control the use of generative AI solutions, with a particular focus on compliance with the AI Act.

Comprehensive AI and Agent Governance Framework

Design and implementation of an AI governance model for a financial institution in Brazil, based on a risk-oriented approach and integrating governance, risk, technology, operations, and responsible AI principles. The framework enables the safe and scalable adoption of AI solutions, including generative AI, while strengthening traceability, auditability, continuous monitoring, and risk management according to each system's level of impact.

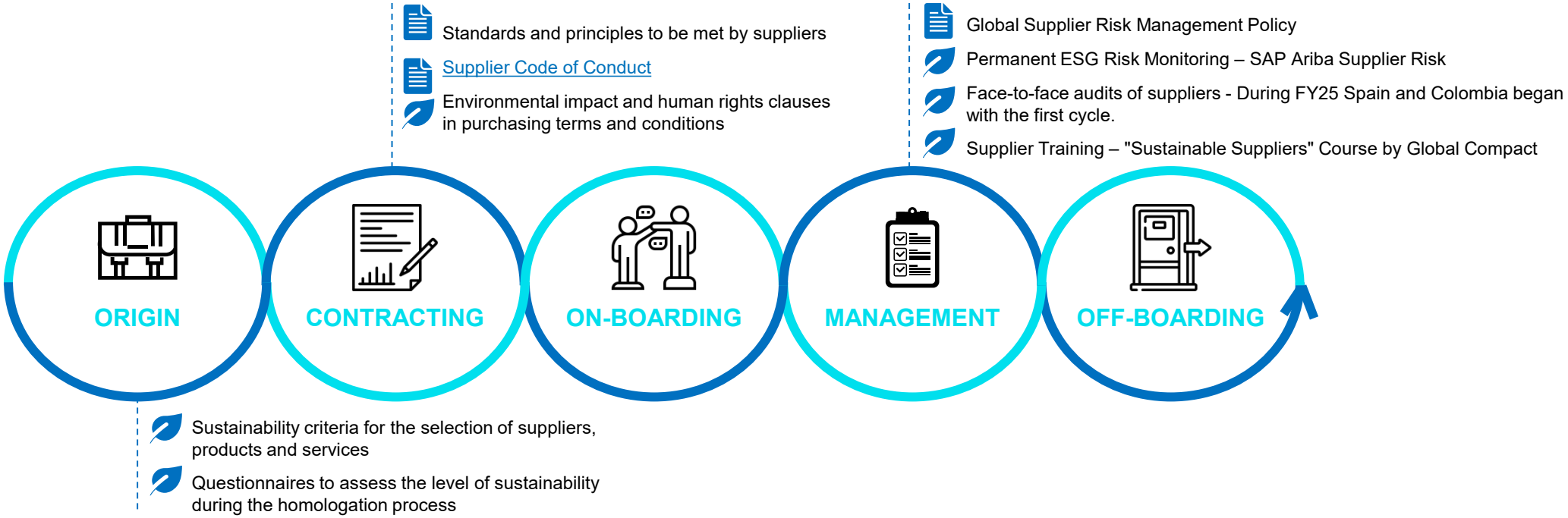
03

Prosperity Positive

Sustainable supply chain

Towards a more sustainable supply chain

NTT DATA seeks to integrate sustainability into its procurement processes through a structured, risk-based operating model, applied throughout the entire supplier lifecycle. **Sustainability in the supply chain** is a critical business capability, and most of our impact and ambition to achieve Net Zero depend on how we select, manage and engage with suppliers.



Questionnaires to assess sustainability criteria during the approval process

NTT DATA continues to strengthen the integration of sustainability criteria into the supplier approval process. Through a specific questionnaire, the company assesses the sustainability profile and maturity level of large companies and SMEs, analyzing aspects such as policies, initiatives, targets, and progress in this area.

In FY25, **47% of approved and reapproved suppliers were assessed against sustainability criteria**, consolidating significant progress compared to previous fiscal years.

In addition, we present the results of a **key topic** included in the questionnaire: understanding suppliers' maturity and progress in measuring their carbon footprint.

Suppliers approved with sustainability criteria

As a result, in FY25 the number of suppliers approved under sustainability criteria increased, reaching 47%.

Suppliers approved with sustainability criteria

FY25	FY24	FY23
47%	34,2%	31,9%

Suppliers measuring their carbon footprint

Climate maturity is assessed by identifying whether suppliers calculate their carbon footprint in accordance with internationally recognized standards, such as ISO 14064 or the GHG Protocol. This analysis provides insight into the supply chain's starting point and supports continued efforts to promote decarbonization.

The company calculates its carbon footprint according to internationally recognized standards?

FY25	**8% of approved and reapproved suppliers**



04

People positive

People Positive

At NTT DATA, people development is a key strategic pillar within our People Positive approach, which is focused on generating a positive impact on professionals, clients, and society.

Our strategy centers on creating an inclusive, flexible environment oriented toward continuous learning, supported by policies and practices that foster professional development, well-being, equity, and the attraction and retention of talent.



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.

- People-centric company
- Diversity and inclusion
- Health and safety
- Human Rights
- Digital accessibility

4KPI: Engagement of professionals	Objetivo FY25	**FY25**	FY26
% of women in the workforce	75%	**75,3%**	75%
% of women executives	35%	**32,7%**	35%
% of women top executives	35%	**33,79%**	35%
% of people with disabilities	20%	**15,41%**	20%
% of professionals participating in social and/or environmental initiatives	1,5%	**1,53%**	2%
% of professionals who think NTT DATA is a sustainable company	5,5%	**6,5%**	7%
% of professionals trained in sustainability	75%	**96,1%**	97%
	40%	**23%**	40%

The green traffic light (🟢) indicates that the FY25 target has been met.

NOTES: Details of the strategic indicators, including calculation formulas, definitions of terms and interpretation criteria, are available in Annex 3.

FY24 data has not been included, as information is not available for the legal entities added to the new analysis and reporting perimeter of this report.

04

People Positive

Professionals

Professionals and their distribution

At NTT DATA we continue to grow by relying on talent, generating qualified employment in 17 countries and contributing directly to the development of local economies.

- More employment and further specialized. We strengthen our capabilities in digital projects in key markets such as Spain, Brazil and Mexico**.**
- **Strong commitment to young talent**. We promote employability and the creation of new technological profiles that fuel the growth of the sector.

4.935

interns

- **Impact beyond the company itself**. We generate local economic activity in Europe and the Americas through stable employment, collaboration with suppliers, and projects that improve the competitiveness of the business ecosystem.

+9,3%

professionals compared to FY24

Region and country*	FY25				FY24	FY23
	Women	Men	Gender: Other	Total	Total	Total
Europe						
Belgium	158	132	0	**290**	287	302
Spain	6.999	14.221	0	**21.220**	20.323	20.460
France	15	43	0	**58**	49	56
Greece	36	54	0	**90**	97	108
Luxembourg	29	78	0	**107**	107	97
Netherlands	22	34	0	**56**	58	72
Portugal	706	1.134	0	**1.840**	1.654	1.564
Switzerland	7	18	0	**25**	18	-
America						
Argentina	370	737	0	**1.107**	1.056	1057
Brazil	2.230	4.695	1	**6.926**	5.299	5.309
Chile	507	1.423	0	**1.930**	1.540	1.543
Colombia	789	1.407	0	**2.196**	2.167	1.715
Ecuador	108	267	0	**375**	403	293
Mexico	793	1.554	0	**2.347**	2.275	2.365
Peru	1.723	4.017	0	**5.740**	5.196	4.769
Uruguay	2	2	0	**4**	2	1
United States	42	104	0	**146**	132	117
TOTAL*	**14.537**	**29.922**	**1**	**44.460**	**40.663**	**39.828**

*In FY25, there is a difference of 3 employees (1 woman and 2 men) between the global total and the breakdown by country. This difference is due to the fact that these individuals belong to legal entities in the region but are temporarily assigned to other countries within the NTT DATA Inc. group that are not included in the scope of this report.

Hiring

NTT DATA has a structured process for managing the onboarding of professionals, tailored both to the needs of the business and projects and to the expectations of candidates themselves.

The process begins with the identification of talent needs by business or support areas. Based on these needs, the most appropriate recruitment channels are defined and activated, including job portals, universities, the corporate website, specialized recruitment firms, unsolicited applications received by the company, and referrals through the Talent Friends Program, the corporate channel through which professionals can refer people they know to join the company.

The evaluation phase is then carried out, during which shortlisted candidates participate in interviews. The process is managed to ensure appropriate communication at every stage, including notification of the outcome and the formal closure of applications.

In FY25, 11,758 hires were recorded, representing a 24.7% increase compared to FY24 and reflecting significant momentum in talent acquisition.

FY25				FY24	FY23
Women	Men	Genre: Other	**Total**	Total	Total
3.687	8.068	3	**11.758***	9.430	9.958

11.758

New hirings

+24,7%

compared to FY24

9,72%

professionals from Talent Friends

*In FY25, there is a difference of 5 employees between the global total and the gender breakdown. This difference is due to a system error that does not allow the gender of the employees to be identified.

Open and permanent communication

The participation of professionals in the life of the company is a priority for NTT DATA, both through legal employee representative bodies and through other communication and listening channels promoted by the company.

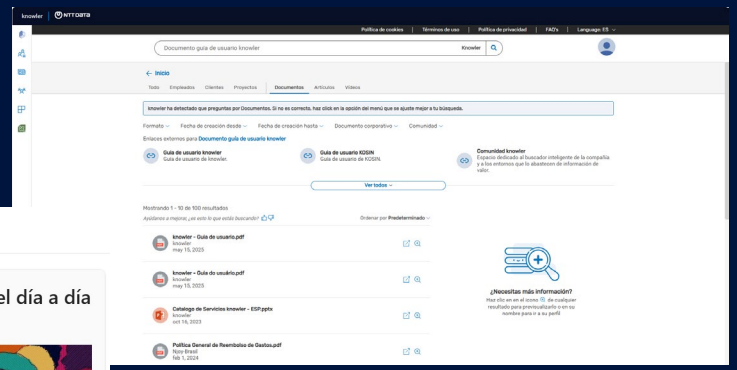
To maintain a close and fluid connection, we combine direct and digital channels, such as email, Outlook invitations, specific Teams chats, and dedicated spaces on SharePoint or Knowler 365.

Through these channels, we share relevant information and promote initiatives that engage professionals in key areas such as internal policies, people, diversity, equity and inclusion, well-being, and other topics of corporate interest.

In addition, we promote an open-door culture, encouraging all professionals to raise their questions, ideas, or concerns through the channel that is most convenient for them.

Global channels

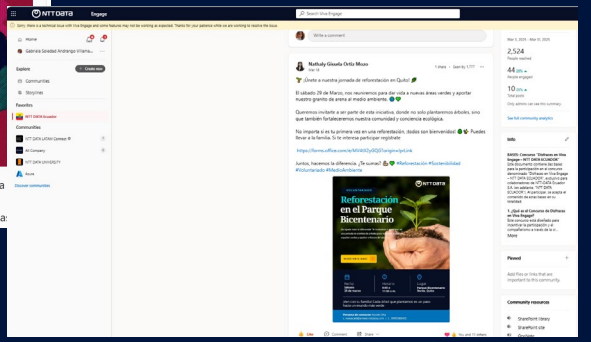
Knowler365



Doorways

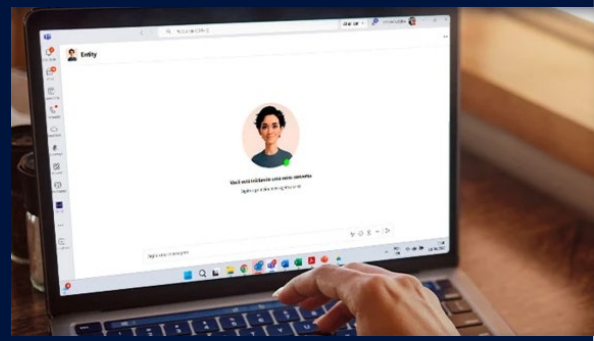


Viva *engage*



Internal chatbot Entity

In FY25, the corporate internal chatbot Entity was implemented. It is designed to help professionals quickly and easily resolve questions related to the company and their day-to-day work. It allows users to access practical information on topics such as leave, employee data, business unit, technical support, and internal procedures. Powered by artificial intelligence, it provides automated responses for guidance purposes only and does not replace binding legal, technical, or professional advice.



One Voice



One Voice is the annual global survey conducted across all NTT DATA Group companies to assess professionals' perception, satisfaction, and level of engagement. As a common initiative for the entire Group, it serves as a key mechanism for listening to employees' voices in a structured way and guiding decision-making related to talent and employee experience within the organization.

The survey was open from February 16 to March 6, 2026, with a final **participation rate of 78%** for NTT DATA Iberia, International Organizations, LATAM, and Consulting in Benelux and France, representing 32.460 responses received.

Through One Voice, NTT DATA not only measures professionals' level of engagement and commitment, but also a series of key factors that enable country and business unit leaders to define specific action plans to improve in each area.

In addition, this year's survey incorporated and reinforced key questions aimed at assessing professionals' perception of elements of the corporate culture. The questionnaire was also aligned with the pillars of the employee value proposition, with the objective of establishing internal metrics to monitor its progress and evolution.

Two main indicators are used to analyze the survey results: 4KPI and Intent to Stay. In this year's edition, **4KPI stood at 75.3%,** representing a slight increase compared to the previous year. Meanwhile**, 70.3% of professionals stated their intention to remain with the company** for more than three years.

The **4KPI indicator** captures four key dimensions of employee engagement: a sense of personal accomplishment, willingness to recommend the company as a place to work, readiness to go beyond what is required, and pride in belonging. These variables are highly predictive of performance, retention, and talent attraction, as they combine intrinsic motivation, emotional connection, and discretionary effort. Together, they provide a concise and actionable view of engagement levels within the organization.

The **Intent to Stay indicator** measures employees' intention to remain with the company, serving as an early predictor of voluntary turnover. In combination with 4KPI, it provides a comprehensive view of engagement and its sustainability over time, making it possible to anticipate risks and guide talent-related decision-making.

The following section presents other relevant data on professionals' perceptions across different areas.

87%	74%	84%	82%	83%	78%
Team Environment	Work-life balance	Professional task	NTT DATA Values	Diversity and inclusion	Sustainability

04

People Positive

Training

People-centered training

At NTT DATA, people are the organization's main asset and the engine of its sustainable growth. In this regard, training and development are consolidated as a strategic pillar within People Positive.

Within this framework, we promote a culture of continuous learning that fosters curiosity, collaboration, and the shared creation of knowledge at a global level. **NTT DATA University** drives the comprehensive development of professionals, strengthening their confidence and conveying the company's values and culture through an open, personalized, collaborative, and experience-based learning approach.

To this end, the training offering is structured through **Learning Paths**: personalized pathways that connect professional development with business needs. This approach makes it possible to develop key business capabilities, improve the learning experience, and ensure talent alignment with the strategy through:

- Learning paths aligned with each role and focused on professional development.
- A flexible model that combines business needs with individual aspirations.

The **training offering** covers different areas, with a particular focus during FY25 on artificial intelligence. More information is available on page 56. It also includes topics related to business strategy, digital transformation, project delivery, talent development and leadership, sustainability, among others, with the aim of promoting the continuous development of professionals and their impact on the business.



Evolution of training

During FY25, NTT DATA maintained its strong commitment to talent development through continued investment in training, aimed at strengthening professionals' key capabilities and preparing the organization for present and future challenges.

In this context, the average number of training hours per professional was 19,54 hours for women and 22,26 hours for men, reflecting the current workforce distribution.

The distribution of training hours, both in total terms and as an average per professional, is presented in the following table.

905.777

h of training

in FY25

Professional categories	No. of Hours	Average hours
Executive	3.685	349
Senior Manager	12.024	861
Manager	86.928	4.408
Professional	473.199	23.282
Junior	327.611	13.381
TOTAL	**903.447**	**42.281**

Region and country	FY25			FY24	FY23
	Investment (€)*	Average hours	No. of hours	No. of hours	No. of hours
Europe					
Belgium	164.713	15	4.476	4.853	6.423
Spain	14.333.467	21	435.427	610.555	438.577
France	34.344	12	719	1.066	873
Greece	37.577	16	1.483	3.782	1.436
Luxembourg	50.849	16	1.691	1.369	1.598
Netherlands	71.048	26	1.459	2.255	4.043
Portugal	1.469.460	27	49.983	79.944	44.759
Switzerland	10.130	5	122	407	507
America					
Argentina	534.289	17	18.576	45.867	27.577
Brazil	3.522.924	22	124.207	185.055	152.588
Chile	988.088	22	34.755	54.393	55.905
Colombia	862.060	14	31.833	54.230	38.094
Ecuador	322.479	32	12.157	17.452	2.798
Mexico	1.587.471	22	47.417	48.386	5.560
Peru	3.29.635	24	138.701	107.681	163.418
Uruguay	325	3	13	7	-
United States	33.816	5	758	2.285	0
TOTAL	**27.852.665**	**21**	**905.777**	**1.640.251**	**1.175.311**

Note: The investment in training and training data disaggregated by professional category and gender do not include information corresponding to NTT Argentina S.A.; NTT Brazil Comercio e Servicios de Tecnologia LTDA; NTT Brazil Tecnologia da Informacao LTDA; NTT Comunicacoes do Brazil Participacoes LTDA; NTT do Brazil Telecomunicacoes LTDA; NTT Chile SpA; Inversiones NTT Chile SpA; NTT Spain Intelligent Technologies and Services S.L.U.; or NTT México Commerce Centre S.A., due to the ongoing integration process.

The variation observed in FY25 data compared to previous fiscal years is due to an adjustment in the calculation methodology: a review of training hours and alignment with data regularized by the corporate Learning Management System (LMS), as well as an adjustment to the reporting scope as a result of the current integration process.

Sustainability Academy

At NTT DATA, we train our professionals with the aim of enabling them to turn major global challenges into sustainable growth opportunities.

For this reason, in November 2025, we launched the Sustainability Academy, a training space designed to raise awareness among NTT DATA professionals about some of the greatest challenges currently facing humanity, such as climate change, human rights, and the development of ethical and inclusive technology.

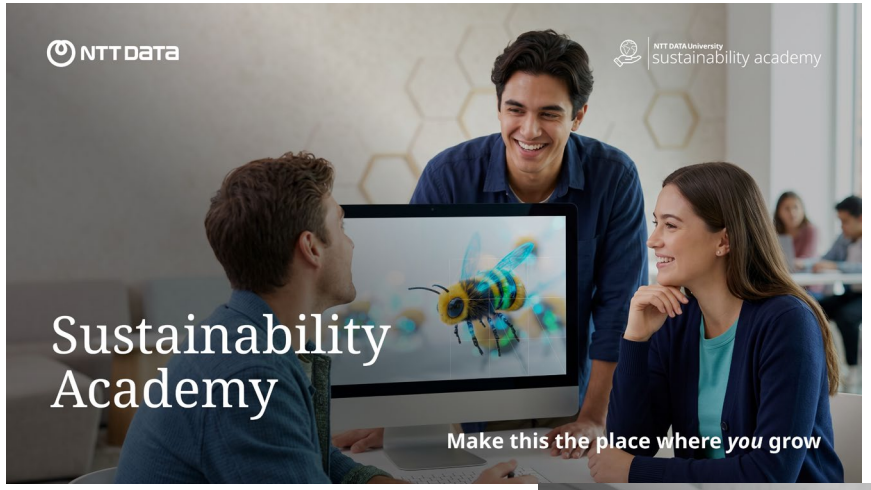
The Academy is structured around four learning paths aligned with the sustainability strategy:

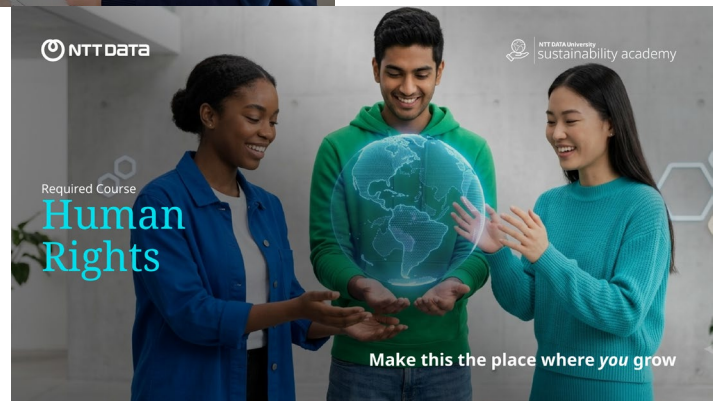
- Planet Positive
- Prosperity Positive
- People Positive
- Sustainable Technology

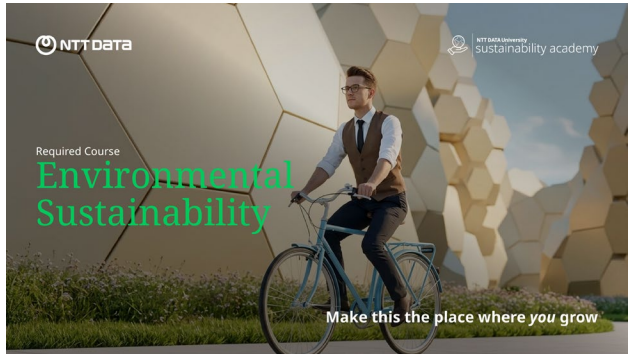
10.312

Trained employees

Since its launch, 10.312 professionals have completed at least one course during FY25, demonstrating growing interest and progress toward sustainability training objectives. In addition, professionals have begun receiving mandatory human rights training, reinforcing the company's commitment to the responsible development of talent.







22,62%

Trained employees in Environmental Sustainability

This course addresses energy consumption, the environmental impact of the technology sector and waste management. In addition, it presents our company's commitments to climate change and how our daily actions can contribute to reducing the environmental footprint.

04

People Positive

Diversity, equity, and inclusion

Diversity, equity, and inclusion (DEI) strategy

At NTT DATA, we understand diversity as a source of value for the company and for society. For this reason, we work to build environments where everyone has the same opportunities for development and can feel recognized, heard, and respected, regardless of their personal, social, or cultural characteristics.

The Diversity, Equity, and Inclusion Policy establishes the framework for advancing the inclusion of different groups, including women, people with disabilities, LGBTQ+ people, professionals from different generations, races, nationalities, cultures, religions, and personal realities. This policy focuses on recognizing the uniqueness of each person and promoting a culture where every professional can contribute from their own identity.



Global DEI Strategy 2023/25

The Global DEI Strategy 2023/25 defines a common roadmap to promote diversity, equity, and inclusion across all operating companies of the Group. Its objective is to align offices under a shared approach, capable of generating a positive impact both on the experience of our professionals and on the communities where we are present.

This strategy is structured around four main lines of action:

Recruitment and promotion

We promote more inclusive selection and professional development processes, encouraging the training of recruitment and leadership teams to identify biases, eliminate barriers, and support the growth of women and underrepresented groups at all levels of the organization.

Training

We work to make our training platforms and content increasingly accessible and inclusive, incorporating materials that help professionals understand diversity from a broad and practical perspective.

Awareness

We develop campaigns, communications, and training initiatives that help raise awareness of unconscious bias, cultural stereotypes, and the value of each person's uniqueness.

Internal communication

We promote inclusive, accessible, and respectful internal communication that helps all people feel represented and valued within the organization.

Diversity is part of how we understand talent at NTT DATA. We believe that teams made up of people with different identities, backgrounds, cultures, generations, and ways of thinking enrich the organization and help us respond to challenges with greater creativity, empathy, and innovation.

LGBTQ+ Community

We promote safe and inclusive work environments for the LGBTQ+ community, fostering equal treatment, respect, and the elimination of any form of discrimination. To this end, we work on adapting internal protocols, raising awareness among our professionals, and creating spaces that help increase the visibility of sexual and gender diversity.



Race, ethnicity, and nationality

We recognize that cultural, ethnic, and nationality diversity brings value to our teams and expands our capacity for innovation. For this reason, we promote awareness-raising actions and safe spaces that help prevent any form of discrimination and reinforce a culture based on respect, inclusion, and coexistence among people from different backgrounds.

Generational diversity

In a dynamic and constantly evolving sector such as technology, coexistence among different generations is a strength. At NTT DATA, we foster the management of multigenerational teams, knowledge transfer, mentoring, and continuous training, with the aim of leveraging the experience, perspective, and potential of professionals at different stages of their careers.

Gender pay gap

In FY25, the gender pay gap stood at 3,26%. NTT DATA works to promote pay equality and continues to drive structural measures to improve female representation across all organizational levels and progressively reduce the gender pay gap over the medium and long term.

Some of these measures include increasing female representation in higher-paid positions, reducing unwanted attrition among women, and supporting positive trends in female hiring in certain markets.

For example, in Portugal, there has been a focus on hiring women for senior management positions, which has helped strengthen female representation at higher-paid organizational levels. In Argentina, unwanted attrition among women decreased by 3,14%, contributing to greater stability of female talent.

Gender pay gap*	FY25
NTT DATA	3,26%

**These values correspond to the gender pay gap excluding the Business Support Area (BSA), Business Process Outsourcing (BPO), and Executives.*
***Work is underway to standardize professional categories across all NTT DATA, Inc. Group entities. Therefore, this year the data is not disaggregated at this level.*
****FY24 data has not been included, as the corresponding information is not available for the legal entities added to the new analysis and reporting scope of this report.*
The definition of the gender pay gap and its calculation methodology are included in Appendix 3.

Inclusion of persons with disabilities

At NTT DATA, we promote the inclusion of people with disabilities as part of our commitment to diversity, equal opportunity, and the creation of accessible work environments. We are committed to the hiring, training, and professional development of people with disabilities, as well as to collaborating with specialized organizations that help advance a more inclusive corporate culture.

In FY25, 681 people with disabilities were part of our workforce.

Country	Percentage of numerical quota required by law*	Number of people with disabilities FY25	% of people with disabilities FY25	Number of people with disabilities FY24	Number of people with disabilities FY23
Europe					
Belgium	-	0	0%	0	2
Spain	2%	320	1,51%	290	272
France	6%	0	0%	0	0
Greece	8%	0	0%	0	0
Luxembourg	2%	0	0%	0	0
Netherlands	2%	15	0,82%	14	8
Portugal	-	0	0%	0	0
Switzerland	-	0	0%	0	0
America					
Argentina	-	2	0,18%	0	0
Brazil	5%	299	4,32%	199	187
Chile	1%	22	1,13%	17	13
Colombia	-	3	0,14%	5	4
Ecuador	4%	13	3,47%	10	-
Mexico	-	2	0,09%	2	2
Peru	3%	5	0,09%	5	6
Uruguay	4%	0	0%	0	-
United States	-	0	0%	0	N/A
TOTAL		**681**	**1,53%**	**798**	**736**

*When the hiring targets for people with disabilities required by local legislation are not met, legal requirements are fulfilled through the procurement of services from approved suppliers that promote the inclusion of people with disabilities, donations to organizations that support inclusion, or the obtainment of certificates from the corresponding public authorities.

DEI trainings

During the current fiscal year, we continued to promote diversity, equity, and inclusion training initiatives across the organization.

As a result, we reached a rate of 15% of professionals who completed at least one DEI training course, representing positive progress compared to the 12,3% recorded in FY24. This progress reflects our sustained efforts to strengthen an inclusive culture and continue raising awareness among our professionals in these areas.

In this context, local actions remain key, with programs adapted to the specific needs of each country and addressing topics such as inclusive leadership, diversity, unconscious bias, and accessibility.

Looking ahead to the coming fiscal years, the focus will be on increasing global participation and reducing differences across geographies, thereby consolidating the impact of the DEI strategy throughout the organization.



Percentage of professionals who have completed DEI training:

Country	FY25	FY24
Europe		
Belgium	10%	2%
Spain	10%	13%
France	7%	2%
Greece	2%	0%
Luxembourg	2%	1%
Netherlands	11%	2%
Portugal	38%	1%
Switzerland	0%	0%
America		
Argentina	1%	15%
Brazil	30%	27%
Chile	1%	1%
Colombia	2%	2%
Ecuador	1%	0%
Mexico	71%	29%
Peru	2%	3%
Uruguay	0%	0%
United States	2%	0%
TOTAL	**15%**	**12,3%**

Note: Due to the ongoing integration process, data is included only from NTT DATA Spain S.L.U perimeter entities.

04

People Positive

Human rights

Human rights

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

In coordination with General Management and the operational areas, the company promotes policies and processes aimed at preventing, identifying, and reducing risks in its labor and business relationships, as well as across its global value chain.

In FY25, the NTT Group Human Rights was published for all Group companies, reinforcing the processes and measures applicable to potential Human Rights-related incidents across all stakeholder groups, including clients.

During FY25, no Human Rights violations were recorded, nor were any compensations associated with potential harm.

Main prevention and management mechanisms

Human Rights Policy

The NTT Group Human Rights Policy reaffirms the company's commitment and establishes guidelines for action across its operations and relationships with stakeholders, in line with international standards such as the conventions of the International Labor Organization ("ILO") and the principles of the United Nations Global Compact.

The following areas are recognized as the most relevant to our operations and, therefore, as business priorities:

- Prohibition of discrimination
- The right to work in a healthy and safe environment
- The right to use technology in accordance with strict ethical standards
- The right to the responsible use of data and data privacy

Code of Ethics and Professional Conduct

It defines the values, principles and standards that must guide NTT DATA's activity. It includes a commitment to treat all people with dignity and respect, and not to tolerate any form of harassment, hatred or violence.

Human Rights Training for Professionals

Specific training in Human Rights and Compliance has been developed (more information on page 47) that reinforces the mechanisms for prevention, detection and mitigation of risks.

Due diligence process

NTT DATA Group carries out processes to measure, classify and analyze possible incidents in the field of Human Rights, according to their level of impact. These results allow new strategies to be defined or existing ones to be reinforced.

Risk management in third parties and suppliers

Through due diligence processes and tools such as SAP Ariba Risk Supplier, the company identifies potential risks in approved suppliers and reinforces the responsible management of its value chain.

Whistleblowing channel

We have the SpeakUp & Whistleblowing reporting channel available to all company stakeholders, which ensures the protection of whistleblowers. More information is available on page 51.

04

People Positive

Community impact

Social commitment

At NTT DATA we promote initiatives that seek to add value to the communities where we operate, putting our technological capabilities, the knowledge of our professionals and collaboration with social entities at the service of society.

Monetary and non-monetary donations



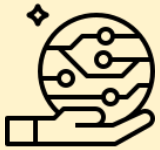
Contributions of resources, both financial and material, that support social initiatives and cover the specific needs of organizations and groups.

Teaming

Teaming

NTT DATA's micro-donation platform promotes an accessible and high-impact solidarity model.

NTT DATA Foundation



Promotes projects that foster digital inclusion and entrepreneurship in communities and among different groups.

Volunteering initiatives



They promote the active participation of professionals in social initiatives, directly supporting communities.

Pro bono projects



They make it possible to contribute specialized talent to solve technological challenges faced by social organizations and address specific digital needs.

Social impact actions

NTT DATA professionals generate value for society through **volunteering initiatives and pro bono projects.** These initiatives cover social, environmental, and digital accessibility areas, contributing to community well-being, sustainability, reducing the digital divide, and promoting equitable access to opportunities.

Pro bono projects are one of the main levers for impact. These projects involve the participation of professionals during their working hours, with NTT DATA covering the cost of those hours for the benefit of social organizations.

In addition, NTT DATA has **Blue Wave**, its volunteering portal, which facilitates participation in social initiatives and channels the collective commitment of professionals.

Cumulative historical impact since the launch of the platform:

- **149** volunteering activities published
- **2.855** registered professionals
- **106.617** people benefited
- **28.645** visits

The Blue Wave (nttdatavolunteering.com)

An ecosystem that turns professional commitment into tangible social impact.

97
Impact initiatives

3.161
volunteers

+38.070
People benefited by education and digital accessibility initiatives

10.742
Hours invested in pro bono projects

Monetary and non-monetary donations

NTT DATA consolidates its social commitment through both financial and non-financial contributions aimed at supporting the work of nonprofit organizations.

These contributions, whether financial or in-kind, are intended both to support vulnerable groups in their daily lives and to provide agile responses to humanitarian emergencies that require immediate action. In this way, the company helps generate a positive and sustainable impact in the communities that need it most.

Beneficiary organizations are selected based on the alignment of their mission with the main impact areas defined in the company's sustainability strategy, as well as with its priority Sustainable Development Goals. NTT DATA also encourages the active involvement of its professionals, promoting a participatory approach aligned with its corporate values.

In addition, NTT DATA promotes sponsorships with social impact, aimed at supporting initiatives and projects that generate value in communities and contribute to social, educational, and sustainable development in line with its strategic priorities.

MONETARY DONATIONS

548.054,72 € donated

NON-MONETARY DONATIONS

1.201 items

70 refurbished IT devices

1.800 kg of food

150 kg of clothing

Teaming

Teaming - 1€/month micro donations

The Teaming Foundation, co-founded by NTT DATA in 2012, promotes solidarity and social transformation through the platform, which enables people to support social causes through microdonations of 1 euro per month, with no fees. Today, Teaming is the largest free microdonation platform in Spain and one of the most relevant in Europe, consolidating a recurring, accessible, and sustainable giving model. In the final quarter of the fiscal year, it exceeded 1 million euros raised per month, reflecting its growing capacity for impact.

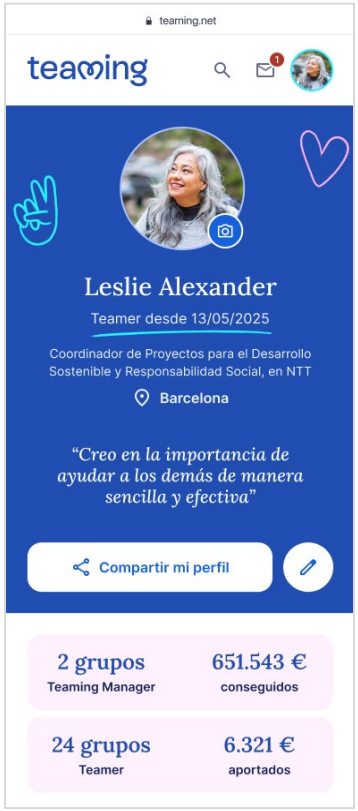
As a key trustee and co-founder, NTT DATA contributes to the Foundation's evolution through talent, technological support, and innovation, strengthening the platform's security, scalability, and trust. During FY25, progress continued on redesigning the visual identity to improve transparency and the experience of users and social organizations, as well as on integrating artificial intelligence into the cause management process. In this regard, the Foundation received the NTT DATA Awards 2025 in the Sustainability category.

In addition, NTT DATA promoted free webinars for the Third Sector, organized every two months to train small nonprofit organizations in digital and social skills such as artificial intelligence, online marketing, taxation, and engagement. These webinars had 696 live registrants and were published on YouTube. Awareness-raising and visibility actions for social causes were also developed through video content shared on external channels.

Together, these initiatives show how technology, communication, and collaboration can scale solidarity and contribute to more inclusive and sustainable development.







12.058 Solidarity projects

11.5 M € Raised in FY25

+73 M € Raised since inception

89.398 New Teamers in FY25

454.656 *Active Teamers*

NTT DATA Foundation

The NTT DATA Foundation aims to promote initiatives that make it possible to put technology at the service of society. We currently have two main initiatives: Entrepreneurship Awards - eAwards, and development of digital skills for minors with the International Technology Olympiads.

The Foundation's activities are carried out in: Argentina, Brazil, Chile, Colombia, Ecuador, Spain, Mexico, Peru and Portugal. And it is thanks to the voluntary commitment of the company's professionals that they contribute to transforming technology into a tool that generates a positive impact in the communities where the company is present.



NTT DATA *eAwards*

International recognition aimed at entrepreneurs with innovative, scalable and sustainable projects that use technology to generate social and environmental impact. Each country selects its winner, who in addition to the local prize, gets a pass to the global final, where they compete for $100,000 and specialized mentoring.

The finalists also participate in the "Innovation Sessions", an intensive acceleration program with training, meetings with investors and sessions with key actors for the growth of their projects. In total, the initiative has spent an estimated 698 hours of mentoring.

326 Volunteers

698 Mentoring hours

452.908 € invested

International Technology Olympiads

An initiative that brings children closer to the field of technology, encouraging them to become creators, not just users. Through an initial training phase, participants develop digital skills and strengthen their soft skills.

They then take part in a competition in which they address challenges in their environment through programming, developing projects such as video games or animations designed to raise awareness of social and environmental issues.

89 Volunteers

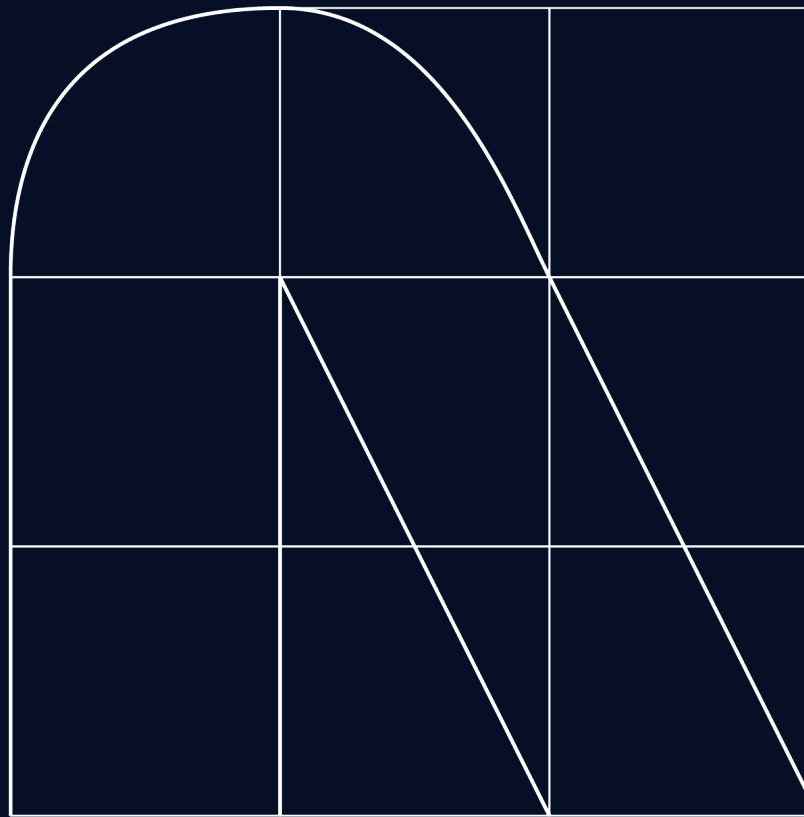
6.419 Children benefited

40.707 € invested



05 Countries

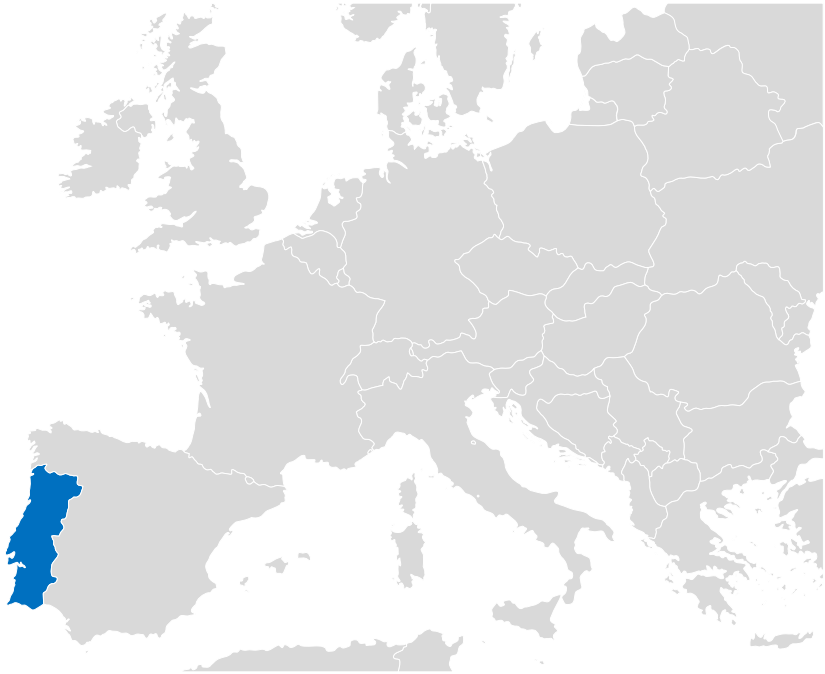
Portugal



NTT DATA Portugal

NTT DATA Portugal has established itself as a key contributor to the Group's European operations, combining strong local expertise with the global capabilities of NTT DATA to support clients in their digital transformation journeys. With a growing team of technology and consulting professionals, the company plays an important role in delivering innovative solutions while fostering the development of Portugal's digital talent ecosystem.

By bringing together multidisciplinary expertise and an innovation-driven mindset, NTT DATA Portugal supports complex projects across a wide range of industries. Its collaborative approach, commitment to continuous learning and focus on delivering long-term value enable the company to contribute not only to the success of its clients, but also to the digital competitiveness and sustainable growth of the Portuguese economy.



1.840
professionals

9
cities where NTT DATA Portugal is present

12
Nationalities

144
customers of the nation's largest organizations

+105 M€
In revenue

Key Sustainability Indicators for Portugal

Planet Positive

	FY24	FY25 Target	FY25	FY26
Total carbon footprint (tCO2e)	2.954	2.679	**6.448**	6.322
Carbon footprint per profesional (tCO2e)	1,79	1,62	**3,50**	3,44
% renewable energy	100%	100%	**100%**	100%
Carbon footprint of business/professional travel (tCO2e)	0,223	0,217	**0,108**	0,106

Prosperity Positive

	FY24	FY25 Target	FY25	FY26
Suppliers approved with sustainability criteria	40,63%	50%	**78%**	78%
% of professionals who have completed the compliance course	50,85%	90%	**95%**	97%
% of professionals who have completed the security course	ND	90%	**97%**	98%

People Positive

	FY24	FY25 Target	FY25	FY26
% of women in the workforce	40%	42%	**38,37%**	40%
% of female executives	36,45%	35%	**34,47%**	35%
% of women top executives	9%	20%	**35%**	35%
% of people with disabilities	0,85%	1%	**0,82%**	2%
% of professionals participating in social and/or environmental initiatives	16,14%	17%	**6,39%**	7%
% of professionals who think NTT DATA is a sustainable company	78%	80%	**91%**	92%
% professionals trained in sustainability	-	40%	**51%**	55%

The green traffic light (🟢) indicates that the FY25 target has been met.

Note: Details of the strategic indicators, including calculation formulas, definitions of terms, and interpretation criteria, are available in Appendix 3.

Planet Positive

Planet positive is the environmental pillar of NTT DATA's sustainability strategy, through which the company reinforces its commitment to responsible management of the environment, integrating innovation and environmental criteria into decision-making to minimize the negative impacts of its activity.



Setting an example to transform industries in a positive way, innovating services and solutions that regenerate our planet.

- Climate Change
- Circularity
- Water management

	FY24	FY25 Target	**FY25**	FY26
Total carbon footprint (tCO2e)	2.954	2.679	**6.448**	6.322
Carbon footprint per profesional (tCO2e)	1,79	1,62	**3,50**	3,44
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Carbon Footprint Portugal FY25

The analysis of the carbon footprint corresponding to FY25 has made it possible to identify the areas with the greatest potential for reducing emissions, guiding the company's decarbonisation roadmap towards those sources with the greatest impact. In line with this approach, the main initiatives will focus on the management of emissions from the purchase of goods and services (category 1) and the travel of professionals to their workplaces and teleworking (category 7), complemented by the maintenance of a renewable electricity supply strategy and the progressive electrification of the corporate fleet. These actions will reinforce NTT DATA's progress towards meeting its Net Zero objectives.

Scope 1: Direct Emissions — 2,22% tCO_2e

Main source of scope 1 emissions: own fleet of vehicles.

Scope 2: Indirect emissions from purchased energy — 1,07% tCO_2e

Thanks to the consumption of 100% renewable electricity.

GREENHOUSE GAS PROTOCOL

Scope 3: Indirect emissions in the value chain — 96,71% tCO_2e

Travel — 19,03% tCO_2e

- Business Travel
- Employee travel to work and teleworking

Purchased fuel and energy activities — 2,15% tCO_2e

Supply chain — 75,54% tCO_2e

- Goods and services
- Capital Goods
- Transportation and distribution
- Use and final destination of products sold

PORTUGAL	FY25 Market Based	FY25 Location Based	Units
Scope 1 GHG emissions	**143**	**143**	**tCO2e**
Stationary combustion	-	-	tCO2e
Mobile combustion	140	140	tCO2e
Refrigerant gas leaks	3	3	tCO2e
Scope 2 GHG emissions	**69**	**97**	**tCO2e**
GHG emissions from electricity consumption	0	30	tCO2e
GHG emissions from district heating/cooling	-	-	tCO2e
GHG emissions from electric mobility	69	67	tCO2e
Scope 3 GHG emissions	**6.236**	**6.182**	**tCO2e**
1. Purchase of Goods and Services	4.871	4.871	tCO2e
2. Capital Goods	0	0	tCO2e
3. Fuel and energy-related activities (not included in Scope 1 or Scope 2)	138	84	tCO2e
4. Upstream transportation and distribution	0	0	tCO2e
5. Waste generated in operations	-	-	tCO2e
6. Business travel	198	198	tCO2e
7. Employee travel to work and teleworking	1.029	1.029	tCO2e
8. Upstream leased assets	-	-	tCO2e
9. Downstream transportation and distribution	0	0	tCO2e
10. Processing of sold products	-	-	tCO2e
11. Use of sold products	0	0	tCO2e
12. End-of-life treatment of products sold	0	0	tCO2e
13. Downstream leased assets	0	0	tCO2e
14. Franchises	-	-	tCO2e
15. Investments	0	0	tCO2e
Total GHG emissions	**6.448**	**6.422**	**tCO2e**
Total GHG emissions avoided	**1.128**	**1.128**	**tCO2e**
Total GHG emissions offset	**2.954**	**2.954**	**tCO2e**
Total GHG emissions per professional	**3,50**	**3,49**	**tCO2e/ professional**

The location-based approach reflects the emissions calculated with the average factors of the electricity grid, while the market-based approach incorporates the specific attributes of the contracted energy and energy certificates acquired

3,50 tCO_2e/professional

30 tCO_2e reduced

1.128 tCO_2e avoided

2.954 tCO_2e compensated

Energy consumption

Portugal during FY25 has taken steps to reduce its carbon footprint by purchasing 100% renewable electricity through Energy Attribute Certificates (EACs).

When a EAC is removed, the issuing register permanently removes it from circulation. This withdrawal is the act that transfers the environmental benefits of renewable generation to the buyer, ensuring that the buyer can legitimately claim the associated attributes. Since the certificate is no longer negotiable after withdrawal, no other party can use it to make the same claim; This prevents double counting and ensures the integrity of reported renewable energy consumption.

Under a market-based approach, this strategy has contributed to reducing emissions by 30 tCO_2e, reinforcing the reduction of the carbon footprint associated with electricity consumption.

100%
Renewable electricity

30
tCO2e reduced

PORTUGAL	FY24	FY25	Units	% Variation
Total energy consumption from fossil fuel sources	**0**	**0**	**MWh**	-
Natural gas	-	-	MWh	-
Diesel	-	-	MWh	-
Purchased electricity from fossil fuel sources	0	0	MWh	-
District Heating/cooling from nonrenewable sources	-	-	MWh	-
Total energy consumption from renewable sources	**271**	**285**	**MWh**	**5%**
Purchased electricity from renewable sources	271	285	MWh	5%
On-site generated electricity consumption	-	-	MWh	-
Percentage of total electricity from renewable sources	**100**	**100**	**%**	**0%**
Percentage of total energy from renewable sources	100	100	%	0%
Total energy consumption	**271**	**285**	**MWh**	**5%**
Total energy consumption KPI	**0,16**	**0,15**	**MWh/ professional**	**-6%**
Total energy consumption KPI	**0,05**	**0,05**	**MWh/m2**	**5%**

Water consumption

Given the nature of its business model, which is primarily focused on the provision of IT services, water consumption is not considered one of the most significant environmental impact drivers for **NTT DATA**. Nevertheless, the company maintains a responsible approach to water management, promoting initiatives aimed at improving water efficiency across its operations.
In FY25, 100% of the water consumed in **NTT DATA's** offices in Portugal was supplied through local water distribution networks.

Although the direct impact associated with water use is limited compared with other environmental categories, **NTT DATA** continues to implement optimization measures as part of its facilities and real estate management strategy. In this regard, Real Estate teams develop initiatives aimed at reducing consumption and promoting more efficient use of water resources through the incorporation of water-saving solutions in offices and workplaces.



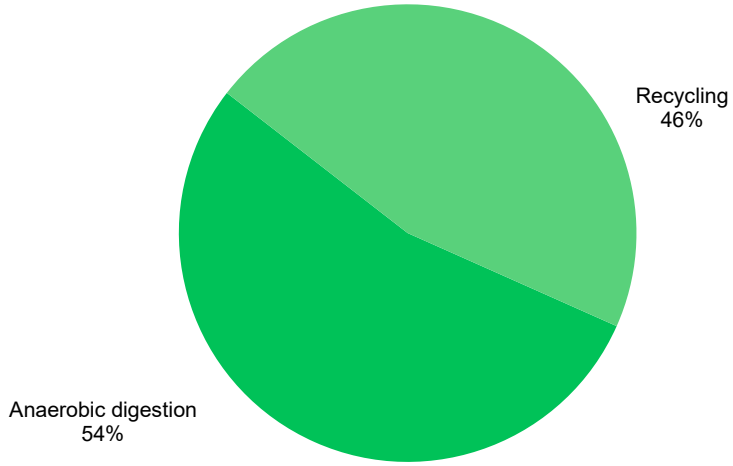
PORTUGAL	FY24	FY25	Units	% Variation
Water consumption	79	137	m3	73,4%
Total water consumption KPI	**0,05**	**0,07**	**m3/ professional**	**56%**

Waste management

As part of its circular economy strategy, NTT DATA Portugal has continued to strengthen the monitoring and management of waste generated through its operations. The analysis has been conducted based on the available reporting perimeter.

In line with the distribution of operational activities, 46% of the waste generated was recycled or reused. In addition, 100% of waste was diverted from landfill through various recovery and waste management solutions.

Portugal FY25: % Waste distribution by treatment



PORTUGAL	FY24	FY25	Units	% Variation
Non-hazardous waste	**4,80**	**2,98**	**t**	**-38%**
Reuse	-	-	t	-
Recycling	2,15	1,37	t	-36%
Composting	-	-	t	-
Incineration with energy recovery	-	-	t	-
Incineration without energy recovery	-	-	t	-
Anaerobic digestion	-	1,60	t	-
Landfill	2,65	-	t	-
Hazardous waste			**t**	
Reuse	-	-	t	-
Recycling	-	-	t	-
Composting	-	-	t	-
Incineration with energy recovery	-	-	t	-
Incineration without energy recovery	-	-	t	-
Anaerobic digestion	-	-	t	-
Landfill	-	-	t	-
Total waste generated	**4,80**	**2,98**	**t**	**-38%**
Total waste /professional	0,003	0,002	t/professional	-44%
% Waste diverted from landfill	45	100	%	123%
% Waste recycled/reused	45	46	%	3%

46%
Waste
Recycled-reused

100%
Waste
diverted from landfill

Environmental & energy management initiatives

Portugal continues to advance its Net Zero journey through targeted initiatives focused on energy efficiency, renewable electricity, and carbon footprint mitigation.

Energy Efficiency in Offices

improvement of energy efficiency across its facilities by replacing conventional lighting with energy-efficient LED solutions and implementing smart building technologies, such as motion sensors and automated climate control systems.



Green Energy Contract

NTT DATA Portugal's uses electricity through certified green energy contracts, ensuring that energy consumption is sourced from renewable origins and supporting the transition to a low-carbon energy system.

100%

renewable energy



Carbon Footprint Compensation

NTT DATA Portugal actively mitigates its carbon footprint through initiatives such as the ES Sponsor project, which supports emission reduction and compensation efforts aligned with our sustainability strategy.

2.954

tons of CO_2 sequestrated



Sustainable mobility initiatives

The sustainable mobility approach focuses on reducing commuting-related emissions and promoting more efficient, accessible, and environmentally responsible transport alternatives.

Electric Bicycle and cars Facilities

Dedicated parking and support infrastructure for **electric bicycles and cars**, encouraging employees to adopt low-carbon commuting alternatives.

Fleet Electrification

The corporate fleet has been **largely electrified**, with 99% consisting of **plug-in hybrid or fully electric vehicles**, reducing direct emissions associated with transportation.

590

tCO2e avoided thanks to the electric fleet

99%

electric and hybrid vehicles

Low-carbon shared mobility for events

Shared and collective mobility solutions are promoted for internal initiatives and corporate events, including **carpooling** during Changemakers programs and organized **bus services** for activities held in remote locations, such as executive team meeting, the Summer Party and external activities to reduce individual travel and associated carbon emissions.

4

Events with low-carbon shared mobility



Circular economy initiatives

NTT DATA Portugal advances circular economy practices through initiatives aimed at reducing waste, improving resource efficiency, and promoting more sustainable consumption patterns.

Hora 0 for 0 Waste Day

To mark International Zero Waste Day on 30 March, NTT DATA launched “Zero Hour”, an initiative promoting more sustainable consumption and waste reduction. For one hour, employees could **collect surplus merchandising items**, helping prevent unnecessary disposal and giving materials a second life.

> 500

items



Nespresso Coffee Capsule Recycling Program

Thanks to the recycling of 1,290 kg of coffee capsules consumed by NTT DATA Portugal employees in 2025, around **1,000 tons of coffee grounds** were recovered for the **cultivation of food products**, reinforcing the circular value of this initiative. This result shows that sustainability is not a one-time action, but an ongoing commitment built day by day.

1.290 kg

recycled coffee capsules



Sustainability awareness campaigns

NTT DATA Portugal promotes employee awareness and sustainable consumption through internal communication campaigns throughout the year, including initiatives such as **Plastic Free July**, **Black Friday** and the **holiday season**. These campaigns encourage the reduction of single-use plastics, responsible gifting, conscious purchasing decisions, waste reduction, and the mindful use of resources in daily life.

> 3

campaigns





Prosperity Positive

Prosperity Positive represents our way of growing by building trust, value and sustainable progress. As the second pillar of our sustainability strategy, it reflects NTT DATA's commitment to business management based on integrity, ethics, responsible innovation and transparency.



	FY24	FY25 Target	FY25	FY26
Suppliers approved with sustainability criteria	40,63%	50%	78%	78%
% of professionals who have completed the compliance course	50,85%	90%	95%	97%
% of professionals who have completed the security course	ND	90%	97%	98%

The green traffic light (🟢) indicates that the FY25 target has been met.

Note: Details of the strategic indicators, including calculation formulas, definitions of terms, and interpretation criteria, are available in Appendix 3.

Awards & recognition

These awards and recognitions acknowledge **NTT DATA's progress in sustainability** and its strong capabilities in **technology**, **innovation**, and **delivering value** to clients and society.

Sustainability awards



Winner of **Social Responsibility and Sustainability in the Communities and Partnerships** category for the **Mais Impacto** pro bono program.



Recognition for upholding the **Ten Principles of the UN Global Compact.**



Portugal was named the **winner of the Global eAwards 2025**. **Usawa Care stood** out for its innovative healthcare delivery model, which leverages AI to enhance physicians' capabilities while ensuring high-quality care and rapid response times.



Grand prize in the Sustainability Conference NTT Group. The **FishNet Vision project**, was one of the big winners for its use of AI models to support the preservation of river biodiversity in areas with dams, highlighting the role of technology as an ally in protecting the environment.

Awards & recognition

Technology awards



Out of the Box AI Initiatives award from **Google Cloud**, recognizing its innovative work in Computer Vision and GenAI. Among the highlighted projects is carne.exe, a performance created with Teatro Nacional D. Maria II and ZABRA, where AI shared the stage with actor Albano Jerónimo.



OutSystems Partner of the Year 2025 in the Agentic AI category for the EMEA region, recognising its leadership in talent, emerging technologies, and intelligent solutions that enhance processes, decision-making, and operational efficiency.

outsystems



Microsoft Partner of the Year for the second consecutive year, recognizing the quality and impact of its joint projects with Microsoft in driving client transformation, efficiency, growth, and responsible innovation.

Communication awards



© Clube da Criatividade Portugal

Awards of the Festival Clube da Criatividade de Portugal to Tangity for the project "Metaverse CGD – An Open Virtual World for All":

1. **Emerging Digital Experiences** (Metaverse)
2. **Emerging Digital Experiences** (AR & VR)



Developed EDP's new corporate website, edp.com, which won the **APCE Grand Prize** for **Digital Media**, recognising excellence in corporate communication.

apce
ASSOCIAÇÃO PORTUGUESA COMUNICAÇÃO DE EMPRESA

Certifications

The certifications obtained by NTT DATA demonstrate our commitment to recognised standards and continuous improvement in key areas such as sustainability, quality, and management systems.

Top Employer Portugal

Recognition that accredits excellence in talent management and work environment practices.

EDP – 100% Renewable Energy Certificate

Certificate confirming the use of electricity produced from 100% renewable energy sources, contributing to the reduction of carbon footprint.

AVATHAR – Certification of Services with Fluorinated Gases

Certification ensuring legal and environmental compliance in the installation, maintenance and decommissioning of equipment containing fluorinated greenhouse gases.

FSC – Carbon Footprint Mitigation Certificate

2B FOREST certification recognizing the company's contribution to sustainability initiatives and its commitment to mitigating 100% of its carbon footprint through support of the ES Sponsor project.

ISO 14001 – Certification For Environmental Management Systems

Demonstrates the commitment to environmental responsibility and sustainable practices.

100%

Covered with ISO 14001

ISO 9001 – Certification for Quality Management Systems

Ensures consistent service quality and continuous improvement processes.

ISO 27001 – Certification for Information Security Management Systems

Ensures protection of information assets and cybersecurity best practices.

Alliances

In FY25, NTT DATA Portugal reinforced its contribution to the local ecosystem through alliances with leading entities in science, technology, sustainability, communication and good business practices, promoting collaboration as a lever for positive impact.

Marketing & Communication

Sustainability

Good business practices

Accessibility & Digital Education

People Positive

At NTT DATA, the development of people is a key strategic pillar within our People Positive approach, aimed at generating a positive impact on professionals, customers and society.
Our strategy focuses on creating an inclusive, flexible and continuous learning-oriented environment, supported by policies and practices that foster career development, well-being, equity and talent attraction and retention.



Shaping a better world for all people, applying our digital capabilities to improve livelihoods and contribute to an inclusive society.

- People-Centric Company
- Diversity and Inclusion
- Health and Safety
- Human Rights
- Digital Accessibility

	FY24	FY25 Target	FY25	FY26
% of women in the workforce	40%	42%	**38,37%**	40%
% of female executives	36,45%	35%	**34,47%**	35%
% of women top executives	9%	20%	**35%** 🟢	35%
% of people with disabilities	0,85%	1%	**0,82%**	2%
% of professionals participating in social and/or environmental initiatives	16,14%	17%	**6,39%**	7%
% of professionals who think NTT DATA is a sustainable company	78%	80%	**91%** 🟢	92%
% professionals trained in sustainability	-	40%	**51%** 🟢	55%

The green traffic light (🟢) indicates that the FY25 target has been met.
Note: Details of the strategic indicators, including calculation formulas, definitions of terms, and interpretation criteria, are available in Appendix 3.

Headcount

The talent of our professionals is key to NTT DATA's development. The following table presents the evolution of our workforce over the last three fiscal years, with a breakdown by gender, age group and professional category.

192
Internal promotions

160
interns

23%
Interns have moved to staff

		FY25			FY24			FY23		
CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL	FEMALE	MALE	TOTAL
EXECUTIVE	> 50	2	5	7	0	3	3	0	1	1
	30-50	1	7	8	1	7	8	1	9	10
SENIOR MANAGER	> 50	4	5	9	4	4	8	2	2	4
	30-50	23	38	61	19	37	56	14	29	43
MANAGER	> 50	4	20	24	3	15	18	2	13	15
	30 – 50	87	152	239	82	142	224	78	141	219
	< 30	8	11	19	9	6	15	4	4	8
PROFESSIONAL	> 50	9	22	31	7	19	26	3	18	21
	30-50	197	282	479	178	252	430	150	235	385
	< 30	222	270	492	219	249	468	210	250	460
JUNIOR	> 50	0	6	6	0	4	4	0	4	4
	30-50	31	66	97	37	61	98	50	71	121
	< 30	118	250	368	113	183	296	103	170	273
TOTAL PORTUGAL		**706**	**1.134**	**1.840**	**672**	**982**	**1.654**	**617**	**947**	**1.564**



Hires

Attracting diverse and specialized talent is a cornerstone of NTT DATA's development. The combination of new onboarding processes and internal referral programs helps build teams prepared to meet the challenges of the future. The table below presents FY25 hiring data, with a breakdown by gender, age group and professional category.

13,7%

professionals hired from internal referrals

		FY25		
CATEGORY	AGE GROUP	FEMALE	MALE	TOTAL
SENIOR MANAGER	> 50	-	1	1
	30-50	5	6	11
MANAGER	> 50	-	3	3
	30 – 50	10	31	41
	< 30	1	6	7
PROFESSIONAL	> 50	-	1	3
	30-50	19	37	56
	< 30	55	84	139
JUNIOR	30-50	6	18	24
	< 30	92	201	293
TOTAL PORTUGAL		**189**	**387**	**578**



Initiatives for professionals

NTT DATA Portugal promotes, through internal initiatives, an employee experience focused on well-being, connection and a sense of belonging.

Wellbeing 360º

Comprehensive approach to well-being, taking care of the physical, mental and emotional health of its professionals. The Multicare Vitality and Wellbeing Program, among others, combine face-to-face and remote activities – such as massage, osteopathy, nutrition, health coaching, self-defense and workshops on healthy habits, laughter yoga, psychological first aid or financial well-being – to accompany people beyond their professional role.



4

Active Health and Wellness Programs

Mental health & resilience

Mental health is a key axis of the employee experience. Through the +Apoio program, NTT DATA Portugal offers psychological, legal, financial and social support available 24/7, promoting a culture where asking for help is natural and leadership also cares.

141

+Apoio users

Moments that build belonging

Large corporate gatherings, such as the Summer Party and Connect Days, strengthen the connection between teams and celebrate the culture of NTT DATA Portugal. The Summer Party stands out as one of the moments of the year that brings together professionals from all over the country and strengthens the sense of community and belonging.



NCommunities

Created by employees and for employees, NCommunities creates spaces to share interests, create connections and enjoy experiences in and out of the workplace. Its differential value is in being born from the people themselves, making the corporate culture more participatory, organic and alive.



12

NCommunities

N&GO & Christmas calendar initiative

During FY25, NTT DATA Portugal promoted internal participation initiatives through raffles of gifts, tickets and experiences in all the cities where it operates.

Through N&GO and the Christmas Calendar, the company reinforced the recognition, closeness and sense of belonging of the teams.



Training

During FY25, NTT DATA Portugal maintained its commitment to the continuous development of talent, allocating 1.47 million euros to training and reaching a total of 49.983 training hours. This investment reflects the company's commitment to strengthening the technical, digital and transversal capabilities of its professionals, in a context marked by the evolution of business needs and the consolidation of new reporting methodologies.

49.983 h

Of training

1.469.460 €

investment in training

27 h

average training per professional



DEI Initiatives

NTT DATA Portugal continued to strengthen the accessibility of its physical and digital spaces, with the aim of facilitating autonomy, mobility and participation of all people in appropriate conditions.

Upskill Program

NTT DATA Portugal participates in the Upskill Program, in collaboration with IEFP and different higher education institutions, to promote professional requalification in technological areas – Java, .NET and Front-end. The initiative is aimed at people who seek to reorient their career towards the digital sector and combines specialized training with the integration of trainees in different technological classes. During FY25, the program had 17 trainees in three classes, reinforcing employability, the acquisition of new skills and access to professional opportunities in technology.

5th
edition

17
trainees

Pride Month

During Pride Month, NTT DATA Portugal reinforced its commitment to an inclusive culture based on respect, authenticity and understanding. The company invited a member of the LGBTQIA+ NCommunity to explain the meaning of each letter of the acronym, promoting a simple but relevant action to promote knowledge and empathy.



Digital accessibility measures

The accessibility of its digital spaces continued to be strengthened, to facilitate the autonomy and participation of all people in appropriate conditions:

- The maintenance and development of the corporate website is taken into account, incorporating good practices such as a clear and consistent content structure, predictable navigation and criteria that favor a more inclusive experience.
- Work is being done on the development of accessible email solutions for blind or visually impaired people, focusing on compatibility with assistive technologies, usability and inclusive design principles.

NTT DATA Portugal Impact Data







At FY25, NTT DATA Portugal reinforced its commitment to positive impact on society through a diverse agenda of external initiatives, combining social investment, corporate volunteering, pro bono projects, sponsorships and non-cash donations.

The year stands out for the following milestones:

PRO BONO

4 Pro bono projects

601 h invested

IMPACT INITIATIVES

11 Initiatives

101 Volunteers

53 Direct beneficiaries

MONETARY DONATIONS

13 Donations

96.715 € donated

NON-MONETARY DONATIONS

37 Donated items

SPONSORSHIPS WITH SOCIAL IMPACT

7 Events

41.004,5 € invested

Pro bono projects

Labor inclusion of visually impaired people with APEC

255h
invested

NTT DATA Portugal collaborates with APEC (Associação Promotora do Ensino dos Cegos; https://www.apec.org.pt/), to promote the labor integration of visually impaired people, promoting more accessible, inclusive work environments adapted to their needs. Within the framework of this alliance, the company has a professional who dedicates one day a week to providing pro bono advice to the organization. This collaboration reinforces NTT DATA Portugal's commitment to inclusion, employability and the elimination of barriers in the professional field.

Mais Impacto TNDMII

84 h
invested

Through the collaboration agreement with the D. Maria II National Theatre, NTT DATA Portugal supports the improvement of the digital experience of this leading cultural institution. The project focuses on optimizing its website, contributing to greater accessibility, usability and interaction with its audiences. This initiative puts the company's technological expertise at the service of the community, promoting the digital modernization of the cultural sector and facilitating more inclusive access to culture.

Lab2Market 2026

242 h
invested

NTT DATA Portugal participates in Lab2Market@Técnico, a program aimed at identifying projects developed by PhD and Master's students and members of the Higher Technical Institute with market potential. With the support of three professionals from NTT DATA and i-Deals, the selected teams received specialized business consulting sessions. This collaboration brings the company's technological and business knowledge closer to the academic ecosystem, promoting innovation, entrepreneurship and the transfer of knowledge to the market.



Mentes Empreendedoras | Mais Impacto

20h
invested

NTT DATA Portugal's collaboration with **Mentes Empreendedoras** began in FY25 within the framework of the **Mais Impacto** program, an initiative designed to strengthen non-profit associations and foundations with social impact by providing technological tools that accelerate their digital transformation and broaden the reach of their work.
Through this pro bono collaboration, NTT DATA Portugal supported the implementation of **Salesforce tools** to improve the organization's management capabilities and provide more efficient digital solutions tailored to its needs. The initiative also included follow-up sessions and technical support to resolve queries, ensuring the correct use of the tools implemented and the long-term sustainability of the project.

Social Impact Initiatives

Welcome CUP

NTT DATA Portugal supported sports initiatives with social impact, reinforcing the role of sport as a tool for inclusion, coexistence and solidarity. Through the Welcome CUP, the company's professionals participated in an inclusive football tournament aimed at promoting the integration of young migrants and refugees.

13
Volunteers





Solidarity participation and support for social organizations

NTT DATA Portugal promoted different initiatives to channel the solidarity of its professionals towards social organizations.
The Xmas Solidarity Market gave visibility to non-profit entities and facilitated the sale of solidarity products.
Through Solidarity Bingo, the teams participated in an internal fundraising action with social impact.
In addition, the IRS Campaign encouraged professionals to allocate part of their tax return to one of the 19 social organizations collaborating with NTT DATA, reinforcing the culture of collective commitment.

12
Benefited organizations





60
Professionals participating in bingo



2.000 €
Distributed to employees as vouchers to use at NGO stalls during the Xmas Market

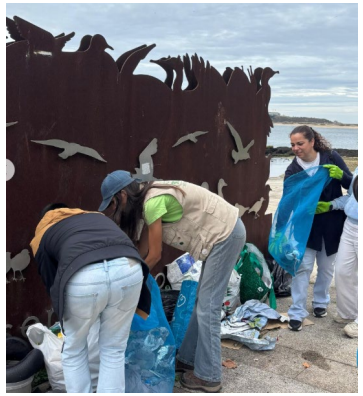
Environmental Impact Initiatives

Changemakers Program | Environment Edition

Through the Changemakers Program | Environment Edition, employees and external volunteers were mobilized in environmental actions carried out in different cities of the country. In collaboration with Bioliving, Trevo, Planting a Tree and Marca, the initiative included cleaning of natural spaces, waste removal, forest restoration and biodiversity conservation.
The program made it possible to recover more than 100 kg of waste and contribute to the protection of local ecosystems, reinforcing the company's environmental commitment through collective action.

50
Volunteers

41
Family and friends volunteers



101,55 kg
recovered

Ocean Alive | Visit to Ponta do Adoxe

NTT DATA Portugal collaborated with Ocean Alive in a marine education activity linked to the closure of the University Ambassadors Program. The initiative included a presentation on the work of the organization and a snorkeling experience in the seagrass meadow of Ponta do Adoxe, bringing participants closer to the importance of these ecosystems. This action contributed to raising awareness about marine conservation, biodiversity and the role of communities in protecting the natural environment.



5
years contributing to Ocean Alive in protecting seagrass meadows, a major natural carbon sink

Digital accessibility initiatives

Technological education and young talent

NTT DATA Portugal promotes access to digital education and the development of technological talent through initiatives aimed at young people and students. With Technovation Girls Portugal, in collaboration with Happy Code, the company supports an international competition that brings girls and young women closer to programming, innovation and the creation of solutions with impact.

In addition, through the IST Prize, NTT DATA Portugal recognizes academic excellence in technological areas, contributing to strengthening the digital capabilities of new generations.



IST Prize

9
Volunteers

1.120 h
invested by professionals

29
Young people benefited

Social Impact Sponsorships

Female leadership and technology

Through the Salesforce Charity Gala - Women Network, the company co-organized a solidarity meeting that combined collaboration, innovation and support for social organizations.
In addition, through Portuguese Women in Tech, it contributed to the recognition of women leaders in technology, promoting a more diverse, representative and inspiring community for future generations.



Portuguese Women in Tech

Health, solidarity and social welfare

NTT DATA Portugal reinforced its commitment to health and solidarity by supporting initiatives linked to the health field such as the Corrida Sempre Mulher, a solidarity race in favor of the fight against breast cancer.



Young entrepreneurship and innovation with impact

NTT DATA Portugal promoted entrepreneurial talent and sustainable innovation through recognitions aimed at young people, startups and the academic community. At the 2025 Entrepreneurship Awards, it supported the Youth Startup Award, which recognized ROOKTEY, a blockchain-based cybersecurity startup. Likewise, together with ISEG and the Lisbon City Council, it promoted the ESG Prize, which rewards master's research on sustainability, connecting academic knowledge, social impact and environmental transformation.



Carina Paim Sponsorship

NTT DATA Portugal supported sports initiatives with social impact, reinforcing sport as a vehicle for inclusion, health and solidarity. Through the sponsorship of Carina Paim, a Portuguese Paralympic athlete specialized in the 400 meters T20, the company contributed to making adapted sport visible and benchmarks for self-improvement.



Monetary donations

NTT DATA Portugal has donated **96.715 €** to 13 organizations.

42 Lisboa
to help strengthen its free, collaborative and innovative educational model in programming and digital skills.

Happy Code
to support Technovation Girls and bring technology closer to girls and young women.

SISH - Social Innovation
in the Welcome CUP, to promote the integration of young migrants and refugees through sport.

Ocean Alive
to protect the Glória seagrass meadow and strengthen the conservation of marine ecosystems.

Changemakers Program
to four NGOs to promote environmental volunteering, ecosystem restoration and sustainable awareness.

Cruz Vermelha Portuguesa
to support the populations affected by the strong storms in Portugal.

Portugal wildfires recovery
to the Bombeiros Voluntários Argus Arganil, recognizing their work in the face of fires and local emergencies.

Coolabora CRL
on the occasion of World Youth Skills Day to promote youth skills and employability.

Faculdade de Medicina da Universidade de Lisboa
at the FMUL Charity Gala to reinforce its commitment to health, solidarity and sustainable innovation.

Teatro d. Maria
to accelerate digital transformation in the cultural sector.



Non-monetary donations

Donation of office furniture to Entrajuda

NTT DATA Portugal made a non-monetary donation of office furniture to Entrajuda, consisting of chairs, cabinets and a lamp. This initiative made it possible to give a second life to equipment in good condition, avoiding its waste and favoring its reuse by social entities.

Through Entrajuda, an organization that acts as a bridge between donor companies and third sector institutions, the furniture could be channeled to organizations that needed it, generating social and environmental impact through the circular economy.

33
office chairs

3
Office Cabinets



20 ANOS
ENTRAJUDA
APOIO A INSTITUIÇÕES DE SOLIDARIEDADE SOCIAL

NTT DATA Portugal Foundation

NTT DATA eAwards

The Portuguese project was awarded the **Global Winner of the NTT DATA eAwards 2025**, during the international final held in Lima (Peru), organized by the NTT DATA Foundation and attended by more than 150 representatives from clients, media, foundations and the innovation ecosystem.

The winning solution, **Usawa Care**, consists of an AI-based platform designed to enhance capacity and efficiency in medical diagnostics, particularly in pediatric care, addressing key challenges in healthcare accessibility and speed.

With this recognition, the Portuguese team received the **global prize of €100,000,** along with specialized mentoring to support the scaling and further development of the project.



26 volunteers

67 h of volunteering

69 registered persons



06 Annex

06

Annex

Annex 1.
Countries and legal entities

Countries and legal entities

Argentina
- NTT DATA Argentina S.A.
- NTT Argentina S.A.

Belgium
- NTT DATA Belgique SRL
- NTT DATA Spain, S.L.U., Succursale en Belgique

Brazil
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda.
- NTT DATA Brazil Operações Ltda.
- NTT DATA Brazil Operações Ltda. (Sucursal Rio de Janeiro)
- NTT DATA Brazil Operações Ltda (Sucursal Uberlândia)
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda. (Sucursal Uberlândia)
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda. (Sucursal Rio de Janeiro)
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda. (Sucursal Recife)
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda. (Sucursal CENESP)
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda. (Sucursal Florianópolis)
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda. (Sucursal Barueri)
- NTT Brazil Comercio e Servicios de Tecnologia Ltda.
- NTT Comunicacoes do rasil Participacoes Ltda.
- NTT DATA Brazil Consultoria de Negócios e Tecnologia da Informação Ltda.
- NTT do Brazil Telecomunicaciones Ltda.

Chile
- NTT DATA Chile S.A.
- NTT DATA Chile BPO Servicios Profesionales, Técnicos y Tecnológicos Ltda
- NTT DATA Chile Centers Ltda
- Inversiones NTT Chile SpA
- NTT CHILE Sp.A

Colombia
- NTT DATA Colombia S.A.S.
- NTT DATA Spain, S.L. Sucursal en Colombia

Costa Rica*
- NTT DATA Costa Rica Consultoría Tecnológica

Ecuador
- NTT DATA Ecuador S.A.
- NTT DATA Perú, S.A.C., Sucursal en Ecuador

Spain
- NTT DATA Spain 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.
- NTT DATA Europe & Latam Centers S.L.U.
- NTT DATA Spain Centers S.L.U.
- NTT DATA Europe & Latam Green Engineering S.L.U.
- NTT DATA Spain Sistemas de Seguridad S.L.U.
- NTT Spain Intelligent Technologies and Services SLU

France
- NTT DATA Spain, S.L., Succursale Française

Greece
- NTT DATA Belgique, SRL Greek Branch

Luxembourg
- NTT DATA Spain, S.L.U., Succursale Luxembourgeoise

Morocco*
- NTT DATA Morocco Centers

Mexico
- NTT DATA México S. de R.L. de C.V
- NTT DATA México BPO S. de R.L. de C.V
- NTT DATA México Commerce Centre S.A de C.V

Netherlands
- NTT DATA Spain, S.L.U., Branch in the Netherlands

Peru
- NTT DATA Perú S.A.C.
- NTT DATA Perú 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

Switzerland
- NTT DATA Spain, S.L. Madrid, Succusale de Gèneve.

Uruguay
- NTT DATA Uruguay S.A.

United States
- NTT DATA EUROPE & LATAM, Branch in USA, Inc.

*Complete information will not be found in this report from Costa Rica, as it is a recently created entity without professionals, nor from Morocco, as it is outside the current management perimeter of NTT DATA Iberia, International Organizations, LATAM and Consulting in Benelux and France.

06

Annex

Annex 2.
Benchmark Index

Benchmark Index

These tables show the relationship between the contents of the report, the Global Reporting Initiative (GRI) and the Ecovadis modules.

Scope	GRI	Ecovadis	Report Section
Basis for the preparation of the report	2-2; 2-4	SUP6100, GEN600	About the report
Company Description	2-1		General Information
Business model	2-2; 2-6		General Information
Products and services	2-6	ENV300	Products and services
Alliances	2-6; 2-28	GEN300	Alliances and certifications
Certifications		GEN703	Alliances and certifications • Global Sustainability Certifications
Awards and Recognition			Awards and Recognition
Stakeholders	2-23; 2-29	GEN4001	Sustainability Strategy
Key Performance Indicators	2-7	LAB61, LAB6012, ENV630	Sustainability Strategy
Climate change	302-1; 303-5; 305-1, 305-2, 305-3	CAR110; CAR111; CAR118; CAR116; ENV300; ENV640	Climate change
Circular economy	306	ENV3551	Circular economy
Risk Management			Risk Management Ethical and sustainable AI • AI Risk Analysis
Business conduct	2-24	FB3102	Corporate culture Ethical and sustainable AI
Anti-corruption	2-27; 3-3 205-1-a, -3	FB100 FB610	Corporate culture • Commitments against corruption and bribery
Data protection		FB3301	Ethical and sustainable AI

Benchmark Index

Scope	GRI	Ecovadis	Report Section
People	2-7; 401-1; 405-1-b	LAB561	Professionals Diversity, Equity and Inclusion
Gender pay gap	405-2	LAB 561; LAB 601	Diversity, Equity and Inclusion • Gender pay gap
Work-life balance and well-being	401-3; 403-4, -5, -6	LAB312	Initiatives for professionals DEI Initiatives
Training	404-1, -2	LAB343, LAB 6012	Corporate culture • Global Compliance Training • Security Training Ethical and sustainable AI • AI Training Training Diversity, Equity, and Inclusion • Diversity, equity and inclusion trainings
Communication and engagement of professionals	3-3	LAB3201	Professionals • Open and permanent communication
Diversity, Equity, and Inclusion	2-7	LAB100; LAB3601	Diversity, Equity and Inclusion
Human rights	2-23; 2-25; 408-1; 2-27; 2-29	LAB4503	Human Rights Corporate culture • Whistleblowing channel
Social commitment	3-3; 413-1		Community Impact
Education and digital accessibility	413-1		Community Impact
Suppliers	3-3; 308-2 a	SUP100; SUP304; SUP6100	Sustainable supply chain

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Annex

Annex 3.
KPIs Dictionary

Planet Positive

Total carbon footprint. Total greenhouse gas emissions generated by the organization as a result of its activity, expressed in tons of CO_2 equivalent (tCO_2e), including all emission sources relevant to the company under the GHG Protocol.
Carbon footprint per professional. Total greenhouse gas emissions expressed in tons of CO_2 equivalent (tCO_2e) attributable to each professional, calculated as total emissions over the total number of employees at the end of the fiscal year, which allows the carbon intensity of the activity to be assessed per professional.
Percentage of renewable electricity. Proportion of the electricity consumed by the organization that comes from renewable energy sources, reflecting progress in the transition to a more sustainable energy model.
Carbon footprint of business travel by professional. Total greenhouse gas emissions expressed in tons of CO_2 equivalent (tCO_2e) generated by business travel by employee, divided by employee, including travel by plane, train or other means of transport used in the work activity.

Prosperity Positive

Suppliers approved with sustainability criteria. Percentage of approved or re-approved suppliers according to the sustainability questionnaire out of the total number of approved suppliers plus re-approved in the fiscal year.
Percentage of professionals who have completed the Compliance course. Percentage of employees who have completed mandatory annual compliance training with respect to the total workforce at the end of the fiscal year. The program covers key aspects such as the Code of Ethics, conflicts of interest, and the prevention of bribery and corruption, and includes a final assessment necessary to certify the knowledge acquired.
Percentage of professionals who have completed the Security course. Percentage of employees who have completed mandatory information security training out of the total workforce at the end of the fiscal year. It includes good practice content and is reinforced with regular awareness-raising initiatives and risk simulations (such as phishing).

People Positive

4KPI Engagement of professionals. It is obtained as a unique value from the results report of the annual One Voice Work Environment Survey and includes four key dimensions of employee engagement: the feeling of personal achievement, the recommendation of the company as a place to work, the willingness to go above and beyond what is required and the pride of belonging.

Women in the workforce. Percentage of women over the total number of employees in the workforce at fiscal year-end.
Women in executive positions. Percentage of women in executive positions, Manager and Senior Manager categories, over the total number of employees at those levels at fiscal year-end.
Women in top executive positions. Percentage of women in top management, Executive category, over the total number of employees at that level at fiscal year-end.
People with disabilities. Percentage of employees with disabilities over the total workforce at fiscal year-end.
Professionals participating in social and/or environmental initiatives. Percentage of employees who participate as volunteers in social and environmental impact initiatives over the total workforce at fiscal year-end.
Professionals who consider NTT DATA to be a sustainable company. This is obtained as a single value from the results report of the annual sustainability survey and is calculated as the percentage of professionals who perceive NTT DATA as a sustainable company over the total number of professionals who participated in the survey.
Professionals trained in sustainability. Percentage of employees who have completed at least one sustainability training course over the total workforce at fiscal year-end. This includes content on environmental sustainability, human rights, and sustainable technology, among others.
Gender pay gap. The gender pay gap is defined as the difference in salaries between groups of professionals at the same level; that is, it is calculated by comparing the compensation of equivalent talent segments, same category, same region/country, and business unit. However, our data is presented on an aggregated basis. For this reason, the calculation does not include talent segments that do not contain at least one male professional and one female professional in similar roles or with similar characteristics.
To calculate the gap, we used professionals' hourly cost, taking into account each person's and country's working time. The formula used was:
Gender pay gap = (Average Hourly Cost for Men - Average Hourly Cost for Women) / Average Hourly Cost for Men
Average Hourly Cost = 100% Salary * Working Time Percentage * 7 / 365,25 / Hours per Week
For the Hourly Cost, the 100% Salary was used, including the Mission Supplement and the Chile Bonus, but excluding variable compensation, long-term incentives, or mission-based compensation linked to geographic location.

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Annex

Annex 4.
Verification report

AENOR

Assurance Statement on Sustainability Reporting

Assurance Statement for

NTT DATA Iberia, Organismos Internacionales, LATAM y Consultoría en Benelux y Francia

for the reporting period

April 1, 2025 to March 31, 2026

In Madrid, July 17, 2026

Rafael García Meiro
Consejero Delegado/CEO


NTT DATA