SUSTAINABILITY REPORT 2022/2023
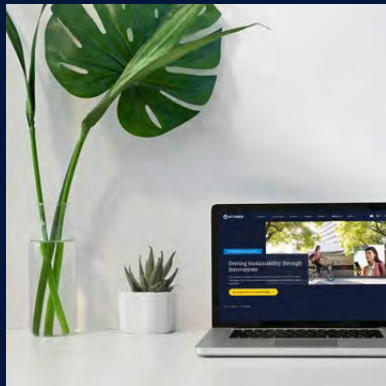
ON THE WAY

NTT DaTa

NTT DATA Business Solutions is an NTT DATA Group company. We specialize in SAP solutions for SMEs and international companies – and their employees.

We Transform. SAP® Solutions into Value

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KEY FACTS

MORE THAN **10,000** SATISFIED CUSTOMERS IN VARIOUS INDUSTRIES

MORE THAN **90** SITES IN **30** COUNTRIES

60 COMPANIES WORLDWIDE

MORE THAN **13,500** EMPLOYEES WORLDWIDE

OVER **1.4 BILLION** $ IN EARNINGS IN 2022

OVER **1,000** SAP S/4HANA PROJECTS

NTT DATA BUSINESS SOLUTIONS AT A GLANCE

ABOUT THIS REPORT

This is NTT DATA Business Solutions' first sustainability report.

This report aims to provide our customers, employees, partners and suppliers and interested members of the public with an initial insight into our approach to sustainability within the company and in our supply chain.

It marks the start of regular annual reporting. The company is not currently subject to a statutory reporting obligation. However, we see voluntary reporting as an opportunity to systematically record the status of this important societal issue as a starting point for making improvements. It also represents an important step in our preparations for the future statutory requirements on sustainability reporting.

The reporting period corresponds to fiscal year 2022/2023 (April 1, 2022 to March 31, 2023). The report also includes information on important activities between the end of this period and the editorial deadline for the report in August 2023.

NTT DATA Business Solutions is headquartered in Bielefeld, Germany. In addition to NTT Data Business Solutions AG, the Group includes 60 fully consolidated companies across a total of 30 countries. The sustainability report for the 2022 reporting year does not yet include the entire Group. Instead, it focuses on countries and divisions that are particularly relevant when it comes to sustainability.

These focus countries were selected on the basis of their revenues and/or headcount and their sustainability impact. Accordingly, this report covers our business activities in Germany, Switzerland, the United Kingdom and Ireland, Northern Europe including Denmark, Sweden, Norway and Finland, Turkey, the US, India, Brazil, and the Netherlands. Taken together, these countries account for around 80% of the Group's total revenues and headcount. We have also included the data centers in Germany, Denmark, the US, Poland and Malaysia on account of their direct sustainability impact.

Some of the foreign subsidiaries of NTT DATA Business Solutions have disclosed additional information on their sustainability activities outside of this report in their respective financial reports.

Our first sustainability report is based on the standards set out in the German Sustainability Code (GSC). In accordance with the requirements of the GSC, we have prepared a declaration of conformity with 20 criteria contained in the GSC online database. The declaration includes non-financial performance indicators in accordance with the Global Reporting Initiative (GRI).

This sustainability report reproduces the content of the GSC declaration in a slightly looser structure and supplemented by additional content. The structure and the selection of the additional content of the report are based on our materiality analysis and the identified sustainability aspects for NTT DATA Business Solutions in the areas of environment, social and governance. We believed it was important for us to provide an insight into how we are addressing each of these three pillars in practice. We achieved this through interviews and project reports.

The situation cannot yet be presented in full based on the available data for the 2022 reporting year. We also want to ensure transparency with regard to this matter and use the insights gained from the reporting process as a starting point for future improvements. Limitations affecting the available data are noted in the respective chapter and for the respective performance indicators. To the greatest possible extent, our greenhouse gas emissions are calculated and disclosed on the basis of the Greenhouse Gas Protocol (GHG Protocol).

The declaration of conformity with the GSC that underpins this report has been checked by the Sustainability Code Office for formal completeness and compliance with the GSC standards. Our GSC declaration is published on the GSC website at www.deutscher-nachhaltigkeitskodex.de.

This sustainability report has been adopted by the Management Board of NTT DATA Business Solutions AG. The Supervisory Board of NTT DATA Business Solutions AG has approved the sustainability report. The content of the sustainability report has not been subject to a voluntary audit by an external auditor.

All forward-looking statements in this report are based on the assumptions as of the editorial deadline. Actual results and developments and the company's actual performance may deviate from our forecasts, estimates and announcements due to known or unknown risks, uncertainties and other factors.

The German and English versions of the sustainability report are available online in PDF format. In the case of deviations, the German version shall be deemed to be binding. Additional information can be found on our website and in the 2022/2023 Annual Report. ■

KEY DATA ON THE NTT DATA GROUP

| Top **10** global IT service providers | Over **195,000** IT professionals at your assistance | Over **25.7** billion $ in revenue per year |
| More than **19,000** SAP experts within the NTT DATA Group | Service in more than **52** countries | **3.6** billion $ annual R&D spend within NTT Group |

"AN IMPORTANT LEVER FOR CLIMATE PROTECTION"

Significantly reducing greenhouse gas emissions, supporting customers with their green transformation and setting new social standards: CEO **NORBERT ROTTER** discusses NTT DATA Business Solutions' sustainability strategy.

Mr. Rotter, has the climate crisis also changed your everyday life?

The climate crisis plays on my mind a great deal. The signs can be seen all over the place, including in locations on our doorstep like the Teutoburg Forest. What can individuals do? The trouble is that action taken today only has an impact in the distant future. Of course, I do what I can to reduce my own carbon footprint. We now have a photovoltaic system installed at home, and I drive an electric car. But yes, we need to be much more active when it comes to climate protection.

What have you done within the company as far as climate protection is concerned?

The first step, and it was by no means a trivial one, was to create transparency. Today, we have a far better understanding of where greenhouse gases are generated within the company and in what amount. This has enabled us to identify important levers for effective climate protection. The energy supply to our headquarters in Bielefeld already comprises energy from a photovoltaic system, green electricity and carbon offset gas. We are also making changes to our travel and mobility policy, for example. This is the only way to accelerate the transition to more climate-friendly mobility.

Speaking of offsetting: NTT DATA Business Solutions has planted trees in the Teutoburg Forest to offset around ten tons of carbon dioxide generated by the "Transformation NOW!" SAP partner event. What role do such offsetting measures play in your sustainability strategy?

I believe that reputable and measurable offsetting projects with a long-term benefit have an important part to play in corporate sustainability strategies. We support a number of local projects in the countries where we have subsidiaries, and we also fund projects in other countries. In 2022, for example, we worked with the non-profit organization "One Tree Planted" to support a project in Nicaragua that combines reforestation and species and habitat protection with education work at local schools. Instigated by our British colleagues, this initiative has already supported projects in the British county of Essex and in India.

With our assistance, 50,000 trees of various species were planted on a 54.15 hectare area at the San Antonio Estate in Chinandega, Nicaragua. We donated 13,000 trees for the project. Generally speaking, it is important for us to establish a relationship of trust with our project partners and ensure that the work done will benefit the native flora and fauna and the local population for the long term. A dedicated committee is tasked with identifying and recommending suitable projects.

REDUCING OUR CARBON FOOTPRINT WITH INNOVATIVE SOFTWARE SOLUTIONS

What steps are planned in the current fiscal year in this respect?

We are installing more photovoltaic systems, including at our sites in Bautzen and Bielefeld. This involves investing a seven-digit figure from our own funds. Our objective is to run our data centers primarily using green energy we generate ourselves. Mobility emissions are another important area: We are taking efforts to make business trips as environmentally friendly as possible, subsidizing bicycles for employees and gradually converting our company fleet to electric vehicles – including charging stations at our business premises. We have also launched various initiatives aimed at recycling and the circular economy. However, I believe the strongest tools for effective climate protection lie elsewhere.

> I was particularly impressed by an e-transformation project in Turkey which facilitates quicker communication between customers and the tax authorities while also reducing paper consumption.

Are you talking about customer projects?

We want to support our customers in their green transformation as well as their digital journey. This essentially involves two separate strands.

Firstly, we develop IT solutions that allow companies to record exactly what emissions they generate and where. One example is our involvement in the research project "Climate Neutral Business in OstwestfalenLippe", or "climate bOWL" for short, where we are working with partners to develop an intelligent tracking and assistance system for recording and assigning emissions along the value chain. The software also makes specific suggestions for reducing emissions.

And secondly?

We are also developing software solutions that can help companies to significantly reduce their carbon footprint, e.g. by optimizing supply chains, lowering their consumption or increasing their recycling rates. These build on SAP sustainability solutions, which we can supplement with customized add-ons and services as required. We want to expand on our efforts and develop additional innovative solutions. I was particularly impressed by an e-transformation project in Turkey which facilitates quicker communication between customers and the tax authorities while also reducing paper consumption. In 2023, this initiative received the NTT DATA Sustainability Award, which our parent company uses to recognize pioneering projects within the Group.

"OUR TECHNOLOGY EXPERTISE IS AN EVEN MORE IMPORTANT LEVER"

Businesses are coming under especially close scrutiny when it comes to the green transformation. Young people in particular often feel like things are not changing quickly enough. What is your view on this debate?

I can understand the impatience of the younger generation. We need to act and ensure that we steadily and systematically press ahead with the necessary transformation. From the many discussions I have held with customers and business partners, I know that decision-makers firmly believe climate protection to be important and correct. It is also something that is demanded of us as a service provider and supplier. It is important for us to act, and yes, it would be nice if some things moved more quickly. The purchase and approval process for a photovoltaic system, for example.

What else is important?

The progress we make in terms of our own operations is important, but it is just a drop in the ocean as far as the global picture is concerned. Our industry and technology expertise is an even more important lever. We help our customers around the world with their transition to a climate-neutral circular economy. We are also driving the process of innovation. As such, it is important for us to continue to increase our innovative strength.

> **"** From the many discussions I have held with customers and business partners, I know that decision-makers firmly believe climate protection to be important and correct.

NTT DATA Business Solutions is especially committed to being an attractive employer. How important are topics like climate protection, biodiversity and the circular economy in this respect?

Young candidates in particularly increasingly expect companies to take social responsibility. The green transformation is an important tool for attracting specialists and talented employees. This shows how important it is not only for environmental and social reasons, but also from a business perspective.

"WE WANT TO BECOME MORE DIVERSE"

Taking social responsibility also means establishing social standards. What do you consider to be the most important action areas in this respect?

We gear our actions toward the Sustainable Development Goals adopted by the United Nations. As a global company, the "Decent work and economic growth" SDG is particularly important to us. We ensure that we maintain high standards, including in emerging economies. For example, this means paying fair wages and salaries, and providing people with training and development opportunities. A well-established occupational health management con-

cept is also important to us. As an IT company, the "Gender equality" SDG is naturally also something that drives us.

Your industry traditionally has considerably more male employees than female employees. The proportion of women at NTT DATA Business Solutions increased from 30 to 31 percent in the past fiscal year. Are you satisfied with this development?

We want to become considerably more diverse, and this includes continuing to increase the percentage of women working for the company – especially in leadership roles. We now have numerous female managers in middle management, but there are still none at the highest levels.

How do you intend to change this?

Where there are several candidates for an open position with the same qualifications, we give precedence to female candidates. I am confident that this will bear fruit in the foreseeable future, because NTT DATA is already home to a number of highly talented female managers.

> **We need to intensively address the topic of artificial intelligence. It is set to change our everyday working lives and our service portfolio.**

Given the rapid advances in artificial intelligence, the question of how to use new technologies responsibly is taking on new urgency. What do you consider to be the priorities in this respect?

We need to intensively address the topic of artificial intelligence. It is set to change our everyday working lives and our service portfolio. AI-powered automation has long been part of the modern SAP software standard. AI support is already available for many business processes, from customer processes like lead-to-cash and procurement processes through to HR solutions (recruit-to-retire).

This will increase productivity and open up new business applications. The potential use cases for AI systems outside of standard business processes are particularly exciting. One current example is a project we are working on with Frankfurt University Hospital, in which we are using AI to support employees of a suicide hotline in their highly sensitive and challenging work. In all cases, it is essential that we demand adequate data protection and cybersecurity standards and that we ensure the technology is fair and transparent.

You mentioned innovations for climate protection. Does NTT DATA Business Solutions also have software solutions for addressing social challenges?

Companies from the NTT DATA Business Solutions Group are working on a number of projects in this area. We have developed digital solutions for combating dementia, using drones to deliver medical supplies to remote regions, and providing more children with access to digital education. The "AI Learning Helper", which uses artificial intelligence and was developed in conjunction with NTT DATA experts from the United Kingdom and Romania, recently won the "SAP Innovation Award 2022" in the "Partner Paragon" category. I have every confidence that IT and innovation can help to solve the urgent problems of our time. Rather than closing our mind to new technologies, we need to play a leading role in their development and application.
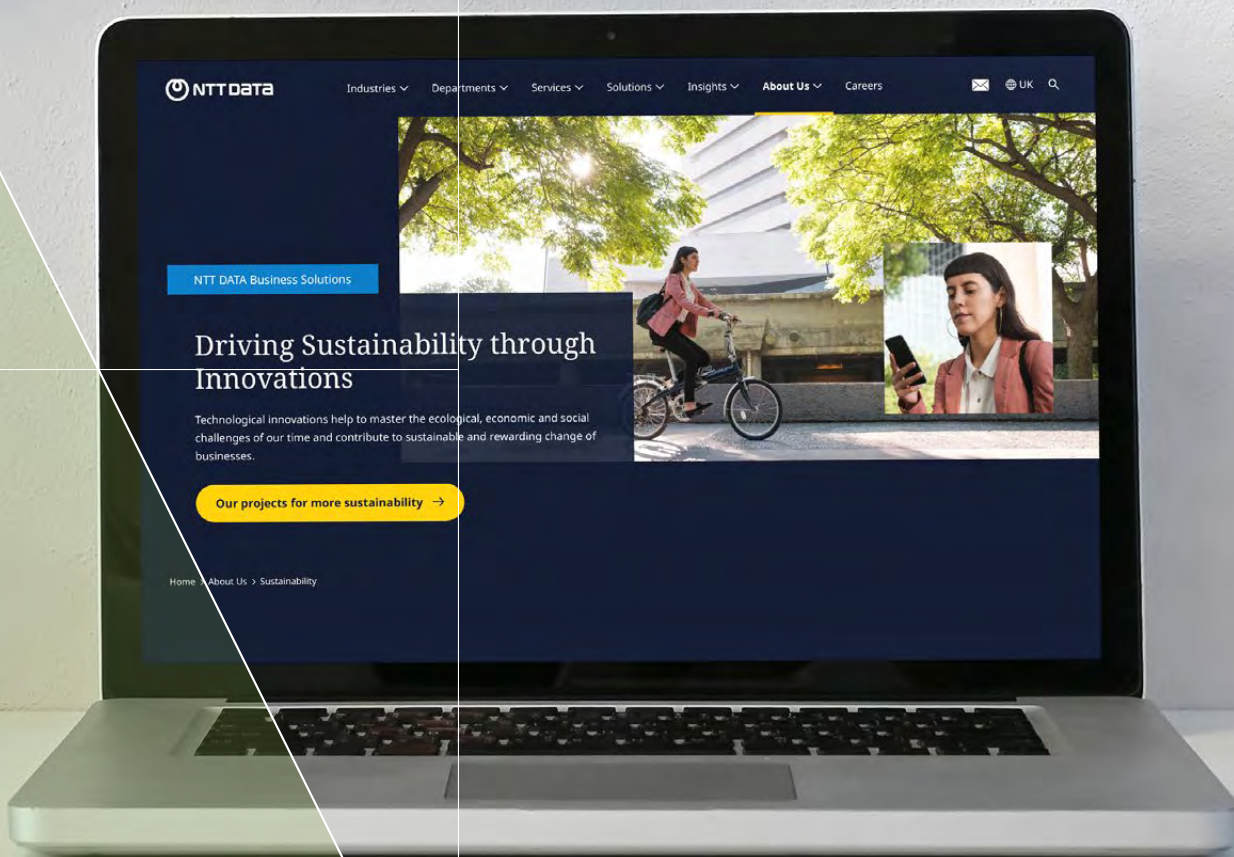
Mr. Rotter, thank you for taking the time to talk to us. ■

SUSTAINABILITY

SUSTAINABILITY AT NTT DATA BUSINESS SOLUTIONS

OUR GLOBAL BUSINESS MODEL

BUSINESS MODEL & BUSINESS ENVIRONMENT

NTT DATA BUSINESS SOLUTIONS combines innovative SAP software and technologies with services and proprietary products for the transformation of IT landscapes and business processes. As SAP Global Platinum Partner, the company supports SMEs and large corporations worldwide as a long-term, holistic IT partner.

The range of services includes IT strategy and innovation consulting, software delivery and implementation, as well as application management and managed cloud services. The company's close ties to SAP and other high-profile partners like Microsoft and Amazon Web Services give customers access to the most innovative technologies and developments.

NTT DATA Business Solutions' business environment is largely determined by the geographical regions and markets in which it is active. Our business activities are focused on OECD member states and countries with which the EU has strategic partnerships.

As a global IT service and consulting company, we operate on the B2B market. Our customers mainly include companies from the traditional and upper midmarket with a strong international presence. The IT industry is a major enabler when it comes to digitalization and sustainability. Technological developments mean it is subject to a high degree of dynamism that also spills over into other sectors.

OUR VALUE CHAIN

NTT DATA Business Solutions offers IT services and products to its customers. This means it does not have a traditional value chain like a manufacturing company would have. The central components of value creation at NTT DATA Business Solutions are innovation and the development of new services and software solutions. This also includes efficient customer relations management in order to ensure that requirements are identified at an early stage, and partner management in respect of the software suppliers and service providers the company needs to realize its solutions.

With regard to sustainability aspects in the upstream value chain, key focal points include protecting property rights in developed software products as well as the resource and energy consumption of the infrastructure required by the company, such as office buildings, data centers and IT equipment. In terms of the downstream value chain, NTT DATA Business Solutions mainly looks at the impact of its products and services. As the company's aim is to help its customers to become more sustainable and more efficient, it adopts a consistent focus on minimizing adverse effects while increasing the desired impact.

The company makes demands of its business partners with regard to integrity and social and environmental aspects. These are set out in a Supplier Code of Conduct. In terms of working with the various parties in the area of sustainability, NTT DATA Business Solutions currently finds itself at the start of a process. It already engages in intensive cooperation with major partners like SAP and Microsoft, which pursue their own sustainability strategies, whereas this level of cooperation has yet to be achieved with smaller partners such as freelancers. The company is currently examining suitable dialog formats for the various partner structures and intends to intensify this dialog over the coming years.

SUSTAINABILITY STRATEGY AT NTT DATA BUSINESS SOLUTIONS

MATERIALITY ANALYSIS

Our sustainability strategy is based on a materiality analysis that is updated annually. We use this to determine the issues of particular relevance to NTT DATA Business Solutions in terms of its sustainable transformation. In particular, this is the case where there are significant risks or opportunities in respect of environmental, social or economic aspects that are considered to be critical from the perspective of the company and its stakeholders.

THE 9 MATERIAL TOPICS OF NTT DATA BUSINESS SOLUTIONS

E = ENVIRONMENT

- Climate Change / Emission Reduction
- Resource use / Circularity
- Protection of Nature & Biodiversity

S = SOCIAL

- Talent Management & Engagement
- Diversity, Equity & Inclusion (DEI)
- Human Rights

G = GOVERNANCE

- Business Ethics & Compliance
- Data privacy & Cybersecurity
- Responsible Technology

Our most recent materiality analysis identified nine top issues that can be allocated to the three sustainability dimensions, i.e. environmental, social, and sustainable corporate governance, or ESG for short.

These nine issues entail both opportunities and risks. For example, our products and services help our customers to optimize their IT landscapes and decarbonize their business processes as part of the transformation to increased sustainability. At the same time, the growing extent and complexity of IT applications typically also means increased resource and energy consumption in the accompanying infrastructure, with a corresponding impact on the environment and the climate.

In evaluating the key issues, we take account of the impact of our actions on environmental and social aspects (inside-out perspective) and the impact of sustainability issues on the company (outside-in perspective).

Impact of our actions on the environment, people and society

When it comes to our business activities, we believe that energy and emissions have the biggest impact, because the use of IT involves high energy consumption and corresponding greenhouse gas emissions. The risk of loss of data, which can result in breaches of confidentiality and privacy, is considered to be similarly relevant. Thirdly, a global company like NTT DATA Business Solutions is particularly committed to diversity and fairness, which is why diversity, equity & inclusion (DEI) enjoy extremely high priority.

Impact of sustainability issues on the company

We consider the development of technology and its responsible deployment to be an extremely important aspect of the outside-in perspective. One focal point is the use of artificial intelligence – e.g. language processing software like ChatGPT – and dealing with attempted deception in the form of manipulated photographs and audio and video recordings (deep fakes). As business processes are stored on the company's systems to an ever greater extent, protecting our infrastructure against cyber attacks is also becoming increasingly important. Demographic development in some countries represents another risk factor: The reduction in the number of highly qualified specialists on the employment market is a development that could impact our business development and growth and require us to make increased investments in talent management.

> As business processes are stored on the company's systems to an ever greater extent, protecting our infrastructure against cyber attacks is also becoming increasingly important.

OUR SUSTAINABILITY GOALS

Our sustainability goals are shaped by the guidelines and voluntary commitments of our parent company NTT DATA. The 17 global Sustainable Development Goals (SDGs) adopted by the United Nations also provide an overarching framework.

In terms of our key sustainability issues and the options available to us for exerting influence, we consider 12 of the 17 SDGs to be especially relevant where our commitment to sustainability is concerned. As there is an extremely close correlation between these 12 SDGs and our key issues, we take particular account of them when defining our sustainability goals as a company.

We have set ourselves the following goals for the three sustainability dimensions of environment, social and governance:

Environment

With regard to environmental aspects, the most important issue for us is "Climate change and emissions", which corresponds to SDG 13 "Climate action" and SDG 7 "Affordable and clean energy". We have set clear targets in line with the Net Zero Vision 2040 formulated by our parent company NTT DATA.

NTT DATA Business Solutions aims to achieve Net-Zero for direct and indirect emissions from its own operations (Scope 1 and 2) for data centers by 2030, the entire company including offices and other facilities by 2035, and its entire supply chain (Scope 3) by 2040.
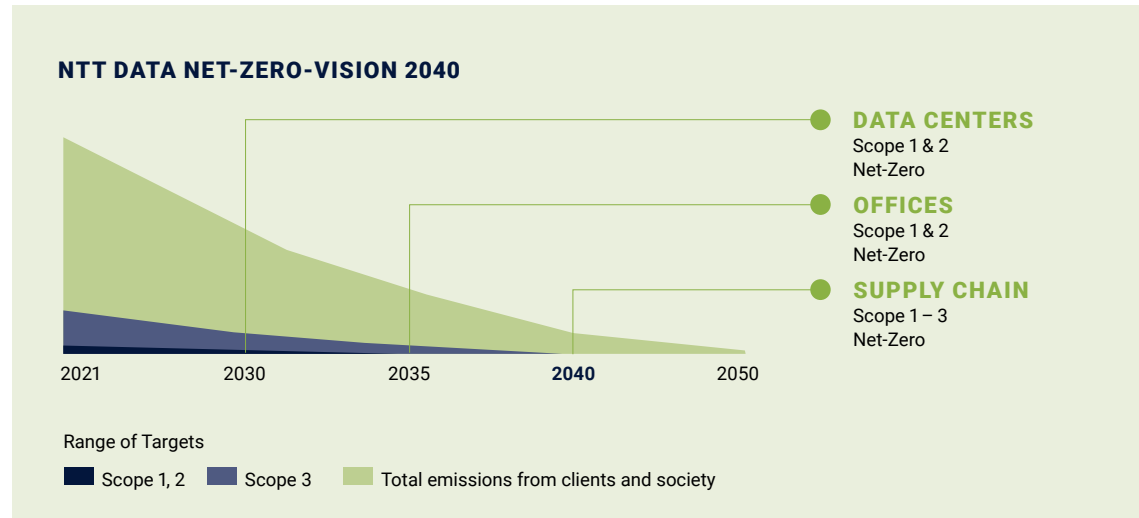
In the current fiscal year, we will adopt our own climate strategy derived from these targets. This will define specific approaches to reducing emissions as a company-wide guideline. In particular, this includes the following four approaches:

- Expanding the use of renewable energies
- Reducing energy consumption through improved efficiency and behavioral changes
- Providing new services and products that contribute to a decarbonized society
- Promoting more environmentally friendly mobility

S = SOCIAL

3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	Talent Management & Engagement
5 GENDER EQUALITY	10 REDUCED INEQUALITIES	Diversity, Equity & Inclusion
8 DECENT WORK AND ECONOMIC GROWTH	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Human Rights

MAPPING OF OUR MATERIAL TOPICS TO THE UN SDGS

E = ENVIRONMENT

7 AFFORDABLE AND CLEAN ENERGY	13 CLIMATE ACTION	Climate Change & Emission Reduction
12 RESPONSIBLE CONSUMPTION AND PRODUCTION		Resource Use & Circularity
15 LIFE ON LAND		Protection of Nature & Biodiversity

G = GOVERNANCE

16 PEACE, JUSTICE AND STRONG INSTITUTIONS		Business Ethics & Compliance
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Data privacy & Cybersecurity
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 17 PARTNERSHIPS FOR THE GOALS	Responsible Technology

NTT DATA NET-ZERO-VISION 2040

DATA CENTERS
Scope 1 & 2
Net-Zero

OFFICES
Scope 1 & 2
Net-Zero

SUPPLY CHAIN
Scope 1 – 3
Net-Zero

2021 2030 2035 **2040** 2050

Range of Targets

Scope 1, 2   Scope 3   Total emissions from clients and society

We are already examining the potential for commissioning additional solar power systems at sites with their own land, such as Bielefeld and Bautzen in Germany.

The targets for the "Resource consumption" and "Protection of nature & biodiversity" issues will be defined during fiscal year 2023.

Social

In terms of the social dimension of sustainability, we primarily focus on our HR strategy. Under the motto "Empowering You", this strategy defines specific targets for the issue of "Diversity, equity & inclusion (DEI)", among other things.

> We aim to increase the proportion of women in the total workforce to 33.33% by 2028.

We aim to increase the proportion of women in the total workforce to over one-third by 2028. The target for the share of women at the second management level below the Management Board has been set at 25% for the next five years. In particular, this relates to the global finance team and the managing directors of the national subsidiaries, where the proportion of women is currently 18.20%. We aim to increase the share of women in the global leadership team, the highest level of management below the Management Board, to 20% by 2028.

We are particularly focused on the issue of "Talent management & engagement". We want to find the best talents and ensure that our employees remain passionate about the company in the long term. The goals and measures for employee satisfaction and retention vary from country to country. In addition, NTT DATA Business Solutions considers regular certification and recognition for excellent HR processes and a high degree of employer attractiveness in multiple countries and regions to be an important performance indicator. NTT DATA Business Solutions aims to obtain the "Global Top Employer" certification for exceptional employee conditions in fiscal year 2023.

"Protection of human rights" is a goal in its own right. This is underpinned by a zero-tolerance policy in which behaviors that could lead to a violation of human rights are not accepted. To support this overarching objective, our activities in 2023 are focused on the human rights due diligence process.

Sustainable corporate governance

The overarching goal in this sustainability dimension is to ensure that corporate governance is increasingly holistic and sustainable. For NTT DATA Business Solutions, this means gradually making social and environmental concerns an integral component of our business activities, both internally and in respect of our stakeholders.

Decision-making criteria and the parameters for determining success need to become more diverse and go beyond the previously

dominant financial KPIs without neglecting them. This requires us to create structures, adjust processes, and provide support in the form of information and monitoring systems. We also consider the broad-based participation of employees and stakeholders to be an important factor for success.

We have been working on our global sustainability strategy since July 2022 as part of a global sustainability program, and this process is continuing. The goals and KPIs will be completed in 2023. Monitoring tools for the implementation of sustainability goals are expected to be put in place by the 2025 reporting year.

> Sustainability is one of the most important long-term goals for NTT DATA Business Solutions as a company.

Although it goes without saying that the company can make use of existing controlling processes, we want to systematically expand our existing global governance mechanisms and tools, such as incentive systems and the global risk and compliance management system, to encompass social and environmental concerns.

OUR GLOBAL SUSTAINABILITY PROGRAM

Sustainability is one of the most important long-term goals for NTT DATA Business Solutions as a company. It is enshrined as one of the five pillars of our global business strategy "eXpand".

With a reach of 30 countries and around 13,500 employees worldwide, the cross-border control and coordination of all parts of the company in line with binding general sustainability goals represents a considerable challenge. In July 2022, the company launched a global sustainability program with the aim of integrating the different work statuses and local requirements as part of a joint approach. The program is tasked with structuring the company's strategic and operational focus on sustainability in close cooperation with the focus countries included in this report. In other words, we are currently concentrating on the national subsidiaries with the biggest impact, but we intend to gradually include additional national subsidiaries so that we can share best practices and benefit from broader input for our global activities.

The global sustainability program is focused on three action areas: the development of a sustainability strategy and governance (strategy & governance), our sustainability offering for customers

GUIDING THREE PILLARS FOR OUR GLOBAL SUSTAINABILITY PROGRAM

1. STRATEGY & GOVERNANCE

BUILD OUR STRATEGY & SUPPORT EXECUTION

STRATEGY, TARGETS, GOVERNANCE
Materiality analysis
Targets & KPI
Governance model

REPORTING/ DISCLOSURE
First sustainability report
Stakeholder information

DATA MANAGEMENT
Data collection across focus countries
Data/tracking ideally using our SAP solutions

2. PORTFOLIO

ENABLE OUR CUSTOMERS TO BECOME MORE SUSTAINABLE

PORTFOLIO
Capability assessment
Identification of focus topics
Innovation of IP assets
Expert partnerships

GO-TO-MARKET
Cross-country expert community
Presentation assets
Test & demo systems
Competence platform NTT DATA
„Green Business 1 Team"

3. BUSINESS PROCESSES

SET AN EXAMPLE WITH SUSTAINABLE INTERNAL OPERATIONS

PEOPLE & CULTURE
New work projects
Drive Diversity, Equity & Inclusion
Foster good health and well-being of our talents
Holistic development & performance management

BUSINESS INFRASTRUCTURE
Facilities (Offices, Data Centers)
Travel footprint reduction & mobility optimization
Green cloud & sustainable internal IT
Sustainable procurement / supplier management

(portfolio), and the optimization of our processes within the company and along the supply chain (business processes). These three action areas are accompanied by specific activities and measures.

Strategy & governance:
The foundations for the next steps in the strategy processes were laid in the reporting year. They include the materiality analysis, the commitment of the Management Board and the global leadership team to the goals that have been formulated, and the completion and implementation of these goals in accordance with the SDG Compass, the guide for aligning business actions to the SDGs. In order to ensure that this forms an integral part of our strategic foundations, we have expanded our risk and compliance process to include sustainability aspects, updated existing policies and developed new policies on current sustainability issues. We have also optimized our data management in the course of compiling this first sustainability report. A sustainability organization that goes beyond the program is in development.

Portfolio
As a global IT service provider, our biggest impact in terms of improving sustainability comes from the innovative digital solutions we develop for our customers. In the reporting year, we performed an international analysis of our skills and derived global focus topics on this basis, including "Sustainable IT" and "Corporate sustainability". These focus topics are being addressed in a cross-country community comprising the leading sustainability experts and innovators from NTT DATA Business Solutions. A global go-to-market strategy is being developed in close cooperation with the NTT DATA Green Business One Team. Market and business area development will be transferred to a global center of excellence in 2023.

Business processes
We want to set a positive example with our actions as a company and advance the transformation to a fair and more sustainable future. To allow us to support our employees and provide them with flexibility and opportunities for personal development, we have initiated various projects in the area of new work and are actively encouraging diversity, equity and inclusion (DEI).

Additional measures relate to the health and wellbeing of our employees. We are working hard to improve energy efficiency in facility management and at our data centers, especially in Germany. We also intend to significantly lower our greenhouse gas emissions by reducing the number of business trips where possible, and by switching to greener forms of mobility.

Details on risks and opportunities and our approach in the areas of sustainable corporate governance, society and the environment can be found in the corresponding sections of this report, which also contain information on the progress made with regard to the specific GRI performance indicators, while project examples provide an insight into what we are doing in practice.

OUR KEY STAKEHOLDERS

NTT DATA Business Solutions' key stakeholders include:

- Employees
- Customers
- Strategic partners, e.g. SAP, Microsoft or AWS
- Analysts
- Regional partners
- Suppliers
- Press, media and the public
- The parent company NTT DATA, and affiliates with which we do business

We believe it is important to engage in an open and personal dialog with our stakeholders in the spirit of mutual trust. We use different dialog formats depending on the profile and needs of the respective stakeholder. Examples include the customer dialog, research partnerships, and communication with our employees.

Employees
Employee satisfaction is particularly important to us. We have established various communication channels in order to ensure a dialog with our employees in a spirit of mutual trust. Talking to them directly in person remains the most important channel of all. In addition to engaging with employees individually, there are various global and regional formats that allow us to inform and involve our workforce as a whole.

We have established various communication channels in order to ensure a dialog with our employees in a spirit of mutual trust.

These include regular employee surveys, a global idea management platform, the corporate news blog, digital specialist communities, and regional town hall meetings that bring together managers and employees. We attach great importance to open and transparent communication and a positive corporate culture.

Customers, strategic partners and analysts
Our "Transformation Now" trade fair is Europe's biggest SAP community event. It takes place annually in key markets such as Germany, Turkey, the United Kingdom, Denmark and Switzerland. We also work closely with SAP user groups to identify and better understand user requirements at an early stage.

We maintain close relations with SAP and other strategic partners, especially Microsoft and AWS, as part of the alliance management activities headed by the Global Business & Managed Services unit.

Contacts with industry and market analysts are regularly maintained by the Global Innovation & Industry Consulting unit in close cooperation with NTT DATA.

Regional partnerships
NTT DATA Business Solutions encourages the exchange of knowledge and ideas in research and development through regional partnerships.

One example is the "Climate Neutral Business in Ostwestfalen-Lippe" (Climate bOWL) project, where we are working with experts from industry and research to develop a tracking and assistance system for CO_2 management. This is intended to help companies to leverage efficiency gains on the way to climate neutrality. We also regularly arrange international innovation projects in which various national subsidiaries work alongside affiliates from the NTT DATA Group.

Press, media and the public
Interaction with the press and the media is the responsibility of our Corporate Communications department, which works in close cooperation with the communication officers in the individual countries.

Performance indicator GRI SRS-102-44:
Key topics and concerns
Our stakeholder groups are yet to participate actively in the global materiality analysis in the form of surveys or interviews. However, the findings from the existing dialog formats generally indicate that there is considerable interest in the topic of sustainability at NTT DATA Business Solutions. A few examples are listed below.

Our customers are focused on innovation and services relating to sustainability aspects as well as the social and environmental impact of the products and services we offer.

It is important for our employees to be included in designing sustainability management at the company and to be informed regularly about the strategy and corresponding sustainability activities. The contribution of ideas and active participation in initiatives to achieve ambitious targets are also important.

We are taking these aspects into account as we develop our global sustainability strategy. Our key stakeholders are directly involved in our activities regarding the strategic process in 2023.

SUSTAINABILITY MANAGEMENT

ORGANIZATION AND RESPONSIBILITY

Overall responsibility for sustainability lies with the Management Board of NTT DATA Business Solutions. The management level below the Management Board, the global leadership team, forms the central decision-making body for all strategic issues at the company along with the Management Board. This includes the strategic focus with regard to sustainability. The global leadership team represents the various divisions and regions of NTT DATA Business Solutions.

The Management Board and the global leadership team have appointed an executive sponsor for sustainability to provide global support for the topic at senior management level. The sponsor also represents the company on the Sustainability Steering Committee of the parent company NTT DATA, while the head of our global sustainability program is represented in the affiliated working group. This ensures that we are actively involved in Group-wide initiatives.

The further development of the strategy and the initialization of additional steps relating to the portfolio and business processes are organized as part of our global sustainability program. The program's management team reports directly to the Management Board and works with designated representatives from the focus countries on the three pillars of the program. Responsibility for sustainability issues and the implementation of measures relating

OUR FIVE-STEP STRATEGIC PROCESS FOR SUSTAINABILITY IN ACCORDANCE WITH THE SDG COMPASS

1 Step 1
UNDERSTANDING THE SDGS

Understanding the agenda for sustainable development and how it can be combined with our existing business responsibility.

2 Step 2
PRIORITIZING

Defining priorities on the basis of a materiality analysis and evaluating the impact on the SDGs.

3 Step 3
SETTING TARGETS

Defining specific, measurable and time-limited sustainability targets in line with the strategic priorities.

5 Step 5
REPORTING & COMMUNICATION

Providing information on performance in the area of sustainable development.

4 Step 4
INTEGRATION

Enshrining sustainability goals within all functions of the company.

Source:
SDG Compass: A guide that describes how companies can align their actions to the SDGs in five steps.
(https://unglobalcompact.org/take-action/action/sdg-compass/)

to the individual issues lies with the established departments and business units, which integrate the global sustainability goals into their strategy and operationalize them.

The broad range of issues involved in ensuring effective sustainability management are allocated to various process areas and responsible functions. For example, "Social" issues relating to employees are largely the responsibility of the Global People strategic function. However, our supplier management process, which is the responsibility of Global Procurement, also plays an important role in ensuring that social aspects are taken into account along the supply chain. The situation for "Environmental" issues is similarly complex.

Specialists are assigned to dedicated roles for individual sustainability-related aspects, including data protection, information security and human rights.

Specialists are assigned to dedicated roles for individual sustainability-related aspects, including data protection, information security and human rights.

The establishment of the sustainability organization at NTT DATA Business Solutions is not yet complete. In 2023, a central sustainability management unit will be established as a strategic unit reporting to the CEO.

MANAGEMENT PROCESS

We want our sustainability strategy to be the starting point for a continuous process of gradually gearing our company toward sustainability. When it comes to overarching management, we apply the recommendations of the SDG Compass, a simple guide consisting of five steps (graphic page 17).

The sustainability organization at NTT DATA Business Solutions is still being established and has not yet gone through a complete cycle. The previous section contains information on the global priorities and goals that we have defined. The sustainability goals are being translated into the operating business processes in line with the organization and responsibilities described.

Specialists are assigned to dedicated roles for individual sustainability-related aspectst.

Our management system is generally characterized by a high degree of personal responsibility and relies on close cooperation between global and local teams. Accordingly, the global sustainability strategy and goals are informed by the responsible departments and business units.

Various performance indicators corresponding to the nine key sustainability issues are used to manage and control the sustainability goals, including CO_2 emissions, the completion rate for relevant training measures, the proportion of women in the company as a whole and in management positions, and the number of co-innovation projects with customers. The performance indicators are being refined in the course of fiscal year 2023 and will also take into account the requirements for the data pool to be evaluated.

We want our sustainability strategy to be the starting point for a continuous process of gradually gearing our company toward sustainability.

We adopt a "three lines of defense" approach. The company-wide risk and compliance management system is particularly relevant in this respect. This includes performing risk analyses, deriving measures, developing guidelines and policies, and training employees on compliance with rules of conduct. This is complemented by process-specific and non-process-specific operational controls and independent audits. Our departments for Legal & Compliance Management and Internal Audit have already identified areas in which independent control would make sense. The internal audit program has been expanded accordingly and sustainability topics have been added.

INCENTIVE SYSTEMS

The achievement of the sustainability targets is an important success factor for the performance of the company as a whole. NTT DATA Business Solutions measures target attainment using a balanced scorecard. This is currently used by around 60 members of management and senior management.

Rather than relating solely to development, the goals are typically performance targets that are relevant with regard to remuneration. The targets are defined by the Management Board and are incorporated into the target agreements for management. Sustainability targets are currently only relevant with regard to remuneration for the Management Board itself and for members of the global leadership team. Sustainability processes and performance are reviewed by the Supervisory Board of NTT DATA Business Solutions.

Performance indicator GRI SRS-102-35: Remuneration policies

The remuneration for the members of the Management Board and the Supervisory Board is disclosed in the notes to our annual financial statements in accordance with section 285 (9a to 9c) of the German Commercial Code. The remuneration is disclosed as total remuneration for each group of people. The company's annual financial statements can be accessed via the company register.

The Management Board and Supervisory Board of NTT DATA Business Solutions undertake to uphold the principles of the German Corporate Governance Code (GCGC). In accordance with the recommendations of the GCGC, the Chairman of the Supervisory Board, the Chairman of the Audit Committee and the Chairman of the Personnel Committee that handles Management Board remuneration are independent of the company and its Management Board. The Chairman of the Audit Committee is independent of the controlling shareholder.

Performance indicator GRI SRS-102-38: Annual total compensation ratio

This GRI performance indicator compares the annual total compensation for the organization's highest-paid individual in each country of significant operations with the median annual total compensation for all employees (excluding the highest-paid individual) in the same country. NTT DATA Business Solutions did not calculate this indicator in the 2022 reporting year. It plans to do so by 2025. ■

CFO JÜRGEN PÜRZER
DISCUSSES THE
GREEN IT INITIATIVE

"ENVIRONMENTAL AND BUSINESS BENEFITS"

"AS AN IT SERVICE PROVIDER with our own data centers, our energy requirements are considerable. As such, one of the biggest tools available to us when it comes to climate protection is making the operation of these centers – and our office buildings – as energy-efficient as possible and supplying them with solar energy generated in-house to a large extent. We have already installed a photovoltaic system at our Bielefeld site that is making a significant contribution to our energy supply, and the remaining electricity also comes from sustainable sources.

Additional photovoltaic systems will be installed in the near future. We are investing a seven-digit figure in the current fiscal year so that we can also generate solar power at our Bautzen site.

We are doing this because it is important – but these investments also make sense from a business perspective, as they will reduce our exposure to energy price fluctuations.
I currently expect them to pay off within six to eight years.

We are also using other levers in addition to the energy supply. After all, green IT is about far more than just green energy. We are working to conserve resources more effectively and support even more customers with innovative software solutions for their green transformation. We have also set ourselves ambitious goals in this area, and the environmental and business benefits go hand in hand. At the end of the day, high sustainability standards are becoming increasingly important for customers, employees and business partners alike." ■

We are using other levers in addition to the energy supply. After all, green IT means far more than just green energy. We are working to conserve resources more effectively and support even more customers with innovative software solutions for their green transformation.

Jürgen Pürzer
Chief Financial Officer

Sustainable data centers in Germany

- In Germany, NTT DATA Business Solutions' data centers account for around 80% of electricity consumption.
- Sustainability was already taken into account when the first data center was designed and built in 2011.
- The energy efficiency of the data centers is well above the industry average.
- NTT DATA Business Solutions' data centers and office buildings in Germany have been supplied with green electricity since 2021.

GROWING WITHOUT HAVING TO GROW

Award-winning

At the 10th NTT Sustainability Conference in Tokyo in June 2023, the data centers in Bautzen received an award for their successful efforts in the area of environmental sustainability, including reducing the carbon footprint of the data centers to zero.

Data centers are a key driver of energy consumption at NTT DATA Business Solutions. Now the company's long-standing commitment to sustainability is paying off because it can meet increased requirements without consuming more resources. And its customers are happy, too.

WHAT IS THE BEATING HEART OF ALL DIGITAL LIFE? The answer is clear: data centers. Every website, every Excel file, every video needs to be stored somewhere. Anything that is not saved locally on someone's computer or mobile device is housed at a data center. Data is received, processed, stored, and returned. Over and over again, billions of times and at incredible speed. These processes require energy. A great deal of energy. In Germany alone, data centers and smaller IT installations consume around 16 billion kilowatt hours every year, or three percent of the country's entire energy consumption.

NTT DATA Business Solutions operates two data centers in Germany – one in Bautzen and the other in the nearby village of Salzenforst. Its subsidiary GISA also operates a further two data centers that have not yet switched to renewable electricity. "When I found out that we were switching to 100% green electricity, I was delighted," says Denis Seliger, Team Lead Data Center Infrastructure & Operation at NTT DATA Business Solutions. That was two years ago. But the process of making the company's data centers sustainable began a long time before that. Seliger, who is responsible for the technical systems at the data centers, was involved right from the start. The first step took place in 2011 when planning for the data center in Salzenforst began. Seliger: "Even then, we focused on designing efficient cooling technology for our data center in order to attain the best performance with the fewest possible resources."

DENIS SELIGER
Team Lead Data Center
Infrastructure & Operation
NTT DATA Business Solutions

" We have shown that investing in more efficient technology pays off financially in the longer term.

INGO JOCHIM
Head of Cloud Infrastructure
Services Germany
NTT DATA Business Solutions

State-of-the-art cooling technology

Computing power generates process heat. For an IT system to work properly, it needs to be cooled. This cooling can use water or air. State-of-the-art air cooling, like the technology at NTT DATA Business Solutions' new data center in Bautzen, is based on adiabatic cooling. The cooling effect results from evaporating water. This is because energy escapes when water changes state from liquid to gas, which lowers the temperature of the object to be cooled. It is the same effect as when you sweat in the summer: The sweat evaporates and cools your skin. This technique saves energy because power-intensive compression refrigeration is not required as long as the ambient temperature is below 30 degrees.

Data centers require energy at two levels: for the computing processes themselves and – because these processes generate a lot of heat – for the complex cooling of the systems, including air conditioning, recooling, and fans. "The sustainability of a data center depends mainly on its construction," explains Ingo Jochim, Head of Cloud Infrastructure Services Germany at NTT DATA Business Solutions, who works in Bautzen just like Seliger. "That is why we also used state-of-the-art technology when building our second data center." Instead of water cooling, a modern, energy-efficient air cooling system was installed. Jochim: "Although our more efficient systems cost a bit more than the kind of cooling systems you might buy off the shelf, we have shown that investing in more efficient technology pays off financially in the longer term."

STRATEGIC INVESTMENTS PAY OFF

Sustainability also pays off in a different sense. "More and more customers are asking us what we are doing when it comes to sustainability," says Seliger. As he points out, this is a fairly recent development: "Back when we began making our data center operations more sustainable, this was still not much of a priority for our customers."

In other words, the long-term strategy is paying dividends twice over: in the form of lower electricity consumption and appreciative customers. To ensure that this remains the case, improvements are continuously examined and implemented, including replacing hard drives with flash storage and installing even more compact and energy-efficient IT systems. Although the volumes of data processed are constantly growing, these investments in progress mean that NTT DATA Business Solutions' electricity consumption remains unchanged and sometimes even declines.

And the miniaturization of technology means that capacity can be increased without having to expand the existing two data centers, meaning that no additional commercial space is required even as the business grows.

The data centers do not need any additional energy sources other than green electricity. "We harness the waste heat from the servers by using heat pumps to recover the energy and heat our buildings," says Seliger. "That means energy sources like oil and gas are not necessary."

A circular economy, in other words. And what about the future? First and foremost, technical progress is what makes more sustainability possible. As Jochim says, processors in particular are seeing a dramatic evolution in terms of improved computing power accompanied by lower energy consumption. NTT DATA Business Solutions is observing these developments with keen interest. Jochim summarizes the company's strategy as follows: "Where new systems offer clear benefits for sustainability, we make a point of replacing the old technology more quickly."

The sustainability strategy is also built on a policy of continuous improvement – often with a focus on marginal gains. "We engage in a continuous dialog with our suppliers, customers and providers of IT systems, as well as our colleagues," Jochim explains. They generate a lot of innovative ideas for the company to consider. Seliger: "When you look at how the world is changing, there is a sense that we need to make a positive contribution." Working to continuously improve the company's systems is his way of meeting this need. And he is not the only one. "I have no doubt that I also speak for my employees when I say that we are rather proud of this development," Seliger says. ◼

> " When you look at how the world is changing, there is a sense that we need to make a positive contribution.

DENIS SELIGER
Team Lead Data Center Infrastructure & Operation
NTT DATA Business Solutions

Measuring energy savings

How energy-efficient is a data center? This question can be answered using a performance indicator called power usage effectiveness, or PUE for short. PUE is the leading global metric for energy efficiency. It compares the power consumed by the IT systems with the total power consumption of the data center. In other words: Total data center power consumption ÷ IT systems power consumption = PUE. NTT DATA Business Solutions' new data center has a PUE of 1.2, which is well below the current global average of 1.57.

GOVERNANCE

HOW WE WORK

THE WAY WE WORK and how we advise and support our customers largely determines the trust we enjoy and the contribution we are able to make to society as a company. NTT DATA Business Solutions' values, principles, standards and norms of behavior form the basis for ethics, compliance and trust-based interaction within the company and with our customers and partners. Two sustainability aspects are important for NTT DATA Business Solutions in addition to ethically and legally correct conduct: firstly, the comprehensive protection of data and ensuring IT security, and secondly, our commitment to handling technology responsibly.

ETHICS & COMPLIANCE: ON TRACK FOR SUCCESS WITH CLEAR VALUES AND RULES

Long-term business success requires employees, customers and partners to trust in the integrity of our company, and this is a matter that enjoys top priority. In addition to compliance with laws and regulations at our various locations around the world, which goes without saying, we have therefore undertaken to uphold clear values and rules.

MISSION STATEMENT AND VALUES

NTT DATA Business Solutions' values, principles, standards and norms of behavior are consistent with the company's mission statement: "We Transform. SAP® Solutions into Value". The framework for our mission statement is determined by the vision and guiding values of our parent company NTT DATA.

As a trusted global innovator, NTT DATA pursues the vision of contributing to prosperity and harmony in society through innovative IT solutions. As a member of the NTT DATA Group, this vision also guides the actions of NTT DATA Business Solutions and its SAP-oriented business model.

NTT DATA Business Solutions' business is centered on transformation. Fundamental changes to value creation systems and supply chains are required in order to achieve breakthroughs for greater sustainability. NTT DATA Business Solutions is embracing this challenge and encouraging all employees, managers, business partners and suppliers to engage with the topic of sustainability. We are keen to jointly explore possibilities for developing innovative solutions and realizing projects that are as friendly to the environment and the climate and as socially responsible as possible.

NTT DATA Business Solutions' mindset in this respect is documented in the company's "People Values", eight values that describe the corporate culture and interaction within the company in greater detail.

A "Values Week" takes place throughout the NTT DATA Group once a year. Held under a different motto every year, this format provides a platform for open dialog on the Group's guiding values (client-first, foresight and teamwork) and how these core values can influence and support the day-to-day work and the collective values of the subsidiaries in concrete terms.

The above information corresponds to the content of performance indicator GRI SRS-102-16: Values.

CLEAR RULES AND PROCESSES

The company's mission statement and values are supplemented by clear rules and processes that ensure transparency, reliability and confidence in our business activities, thereby providing substantial support for our sustainability strategy on a day-to-day basis.

On the one hand, internal policies and instructions are derived from regulatory requirements such as the German Supply Chain Due Diligence Act. On the other hand, identified risks and the requirements of customers and employees on topics such as discrimination or sexual harassment in the workplace also play an important role when it comes to developing the corresponding regulations.

The NTT DATA Business Solutions Code of Conduct is the central set of regulations in this respect. The Code of Conduct sets out binding global standards and rules of conduct aimed at ensuring legally and ethically correct conduct and preventing situations that could cast doubt on the company's lawfulness and integrity.

> The rules of conduct require employees and managers to comply with the law and meet their social responsibility.

The rules of conduct require employees and managers to comply with the law and meet their social responsibility. They emphasize respect for human rights and serve to strengthen diversity, equity and inclusion.

Additional regulations set out in the Code of Conduct relate to areas such as health and safety in the workplace, handling sensitive data, protecting intellectual property, measures to prevent money laundering, bribery and corruption, the responsible use of technology, and reporting misconduct and protecting whistleblowers.

The Code of Conduct for Suppliers forms the basis for cooperation with our partners and suppliers.

In addition to the general Code of Conduct, we have defined additional policies and standards that cover specific topics and aspects in detail, including a data ethics and AI policy and our policy for ensuring a safe and discrimination-free workplace. The adoption of policies on human rights, the environment and the supply chain is currently in preparation.

The Code of Conduct for Suppliers forms the basis for cooperation with our partners and suppliers. Ensuring that they comply with stringent ethical standards helps us to lower the risks involved in our business activities in a targeted manner.

COMPLIANCE

NTT DATA Business Solutions is subject to a large number of statutory provisions in the countries and territories in which it operates. At EU level, these include the General Data Protection Regulation and the Whistleblowing Directive. In Germany, the company is intensively addressing the ramifications of the Supply Chain Due Diligence Act in particular.

NTT DATA Business Solutions maintains a global register of the statutory provisions that are relevant to the company. This is kept up-to-date by the Legal & Compliance function in order to ensure that all laws are known and complied with. Examples of relevant compliance-related risks for the company include breaches of data protection provisions, loss of data, corruption and bribery, violations of antitrust and competition law, violations of employment law, and violations of intellectual property rights.

We attach great value to ensuring that our employees observe the statutory provisions and our internal principles and policies in their day-to-day work.

NTT DATA VISION – TRUSTED GLOBAL INNOVATOR

NTT DATA VALUES

- CLIENTS FIRST
- FORESIGHT
- TEAMWORK

NTT DATA BUSINESS SOLUTIONS' MISSION

WE TRANSFORM. SAP® SOLUTIONS INTO VALUE

- We are the leading global SAP company of NTT DATA for medium-sized champions and large corporations

- We drive innovation – from advisory and implementation, to managed services and beyond, we continuously improve your business solutions

- We partner with you, combining local proximity, global capabilities, and industry expertise

- We inspire people to grow – passionate, unpretentious, together

Responsibility for ensuring that the provisions are observed and implemented lies with the global Compliance department, which is supported by compliance units at the national subsidiaries. The establishment of the global compliance management function began in 2018. The company achieved an important goal in 2020 with the final establishment of the global compliance management organization, comprising the Chief Compliance Officer and the regional and local compliance managers. Since then, activities have focused on the continued structured implementation of the risk and compliance management system. The objective for 2023 is to roll out an IT tool to support the processes for risk management in the supply chain.

The head of the global Legal & Compliance management team, the Chief Compliance Officer, regularly presents compliance issues to the Management Board and the Global Leadership Team. The Internal Audit function provides important support for the Chief Compliance Officer by examining the appropriateness and effectiveness of the compliance rules in independent internal audits based on a risk-oriented audit plan and making proposals for improvements. The company also has a whistleblower system that allows violations to be reported in confidence and investigated in accordance with a defined process.

> We place particular importance on training managers in order to strengthen them in their role model function.

In order to ensure compliant conduct, it is important for employees to be enabled when it comes to compliance issues. To this end, we provide all employees with training on compliance issues as soon as they join the company and on a recurring basis thereafter. We place particular importance on training managers in order to strengthen them in their role model function. Participation in training is recorded centrally, and read confirmations are used to check that policies have been read and acknowledged. Violations can be reported via a whistleblower system and are investigated in accordance with a defined process. The company aims to distribute training on core compliance-related policies to 100% of all employees and to achieve a participation rate of 80%. This target was achieved in the 2022 reporting year.

Performance indicator GRI SRS-205-1:
Operations assessed for risks related to corruption
The existence of risks related to corruption is assessed by the NTT DATA Business Solutions Internal Audit department in collaboration with the global Compliance department. The frequency and extent to which these risks are assessed is based on a risk-oriented approach. A total of nine companies were assessed in fiscal year 2022, corresponding to a percentage of 15%.

Performance indicator GRI SRS-205-3:
Incidents of corruption
There were no confirmed incidents of corruption in fiscal year 2022.

Performance indicator GRI SRS-419-1:
Non-compliance with laws and regulations
No notable incidents of non-compliance were identified in fiscal year 2022.

COMPREHENSIVE PROTECTION OF DATA AND INTELLECTUAL PROPERTY

Another two compliance-related risks for the company relate to the protection of personal data and intellectual property. As violations in these areas can have far-reaching consequences, both aspects are important elements of our compliance management system and are classified in our materiality analysis as particularly relevant in terms of sustainable corporate governance.

DATA PROTECTION: SECURITY IN THE NETWORK

The protection of personal data is subject to various provisions of international law. We have developed a Corporate Data Protection Policy for NTT DATA Business Solutions in order to ensure that the company-wide approach is as uniform and coordinated as possible. The policy aims to establish a data protection management system (DPMS) that integrates and enhances the existing measures and processes and supplements them with risk-oriented measures.

NTT DATA Business Solutions and all of our employees undertake to respect third-party intellectual property rights.

The policy has been developed in accordance with the EU General Data Protection Regulation (GDPR). The requirements of the GDPR constitute a minimum standard that may be exceeded by local laws and provisions. Responsibility for implementing the policy lies with the Group Data Protection Officer, who reports to the Chief Compliance Officer. As the statutory data protection officer for our Group, the Group Data Protection Officer implements the DPMS with the support of the local data protection officers at our subsidiaries. They collectively make up the data protection network.

The network develops the DPMS and performs and coordinates specific data protection measures. It supports the Management Board, the central functions and our subsidiaries with its expertise and acts as a central point of contact for all questions relating to data protection. It works in close cooperation with the Compliance, Information Security and Audit functions.

The Group Data Protection Manager reports to the Management Board on the status of data protection at NTT DATA Business Solutions and its subsidiaries at least once a year. The Management Board bears overall responsibility for compliance with data protection and reports to the Supervisory Board on a regular basis. In addition, each local management team within the Group shall be held accountable for any violations at the respective subsidiary.

INTELLECTUAL PROPERTY: RESPECT AND CONFIDENTIALITY

When we talk about protecting intellectual property, we mean the third-party intellectual property we use in the course of our work, such as software, trademarks, ideas and inventions, but also the protection of our own rights, e.g. rights in our software products. This requires compliance, law, contract management, sales and other areas of the company to work together in order to prevent violations from occurring and to investigate any violations that do occur.

We have adopted policies for dealing with intellectual property rights (IPR) that go in both directions. In addition to making IPR more widely understood within the company, the policies contain specific provisions on handling copyrights and business secrets, for example. Participation in our training sessions on this subject is mandatory.

NTT DATA Business Solutions and all of our employees undertake to respect the intellectual property rights of third parties. Our policies describe the specific requirements, what needs to be observed in our day-to-day business activities, e.g. with regard to creating training documents for customers, and how the necessary approval processes for copyrighted material from third parties are regulated within the company.

In a similar vein, the policies define standards for dealing with the copyrights and business secrets of NTT DATA Business Solutions. This includes provisions on the use of the copyright symbol (©), the use of a legal copyright notice as a minimum safeguard, and the use of and compliance with confidentiality agreements. There is a dedicated policy on the use and handling of free open source software. In addition, the policy on information security serves to ensure the technical protection of data and information, e.g. from current projects.

Responsibility for protecting our intellectual property and excluding violations of third-party IPR lies with all departments of the company. The Compliance department identifies risks in this regard and defines the corresponding risk controls. Our Legal department is responsible for the interpretation of laws and regulations governing intellectual property, negotiating licenses and the transfer of rights, and handling any violations as necessary.

The Global Marketing department decides on changes to materials such as logos, trademarks and slogans. It does so in consultation with other departments as necessary.

> When we launch a product on the market, this is always supported by a product manager who defines the function and description, the market offering, and the intended uses of the product.

When we launch a product on the market, this is always supported by a product manager who defines the function and description, the market offering, and the intended uses of the product. The product manager is also responsible for ensuring compliance with all provisions in the country in which the product was developed or is intended for use, including the global IR policies of NTT DATA Business Solutions and other statutory and compliance provisions.

The company uses an IT security system and a risk management system with a view to reducing the likelihood of damage and the resulting losses.

IT SECURITY: PROTECTING OUR INFRASTRUCTURE

IT systems have potential vulnerabilities that could pose a threat to confidentiality, data integrity, and data availability at NTT DATA Business Solutions. In addition to the alteration of internal company information and the potential destruction of the customer data stored at its data centers, the company is exposed to the risk of sabotage and extortion. Every possible threat is a risk to NTT DATA Business Solutions. The company uses an IT security system and a risk management system with a view to reducing the likelihood of damage and the resulting losses.

The permanent monitoring of incoming mails using enhanced firewalls and controlled access to internal systems using OKTA authorization serve to lower the risk. Corresponding risk targets are defined as part of the continuous revision of the risk analysis and the assessment of the company's specific IT systems. IT security procedures are then chosen for the respective business processes at NTT DATA Business Solutions AG on the basis of IT standards.

Corresponding IT security standards are selected and implemented in conjunction with IT security management. To this end, there are various standards in IT security management. Applying ISO/IEC 27001 or the Baseline IT Protection Standards, accepted rules are used to attempt to reduce the complexity of socio-technical systems for IT security management and to achieve a suitable level of information security.

TECHNOLOGY FOR THE GOOD OF SOCIETY

NTT DATA Business Solutions develops innovations to drive the digital transformation. We use smart IT solutions to help our customers to tap into their potential while also generating sustainable added value for society.

Information technology can contribute to the achievement of the UN Sustainable Development Goals in various ways. For example, our business software helps customers to optimize their business processes and make them more efficient. This also has a sustainability benefit insofar as it lowers costs and reduces emissions. Sustainability management can also be supported using specific software solutions in areas such as carbon footprint accounting or the implementation of sustainability reporting in accordance with international standards.

One particular opportunity involves using the leading innovative technologies of our time: artificial intelligence (AI), blockchain, cryptocurrencies, virtual reality (VR) and augmented reality (AR), and the Internet of Things (IoT) including edge computing. In addition to finding their way into business software and making it smarter and more user-friendly, these technologies can be combined and connected intelligently, allowing us to fundamentally rethink business models.

There is vast potential for solving environmental and social challenges through the use of technology. However, this also entails risks. For us, using technology responsibly means taking opportunities while identifying and minimizing the risks resulting from the specific use case.

ARTIFICIAL INTELLIGENCE CREATES ADDED VALUE FOR THE ENVIRONMENT AND SOCIETY

Technology is our business. Innovation is firmly enshrined within our mission statement. Rather than being an end unto themselves, we apply these facts to solve problems in a highly specific and pragmatic manner. We have a deep-seated understanding of how to apply innovative technologies.

To counteract risks, we have defined internal rules for handling artificial intelligence and adopted a data ethics policy that provides a binding framework for all of our IT activities.

One of the focal points of our innovation activities involves the use of affective data processing techniques and digital avatars – an interdisciplinary approach to developing AI systems that recognize human emotions and can respond accordingly.

The program can respond flexibly to the child's mood and select the right learning strategy to keep them motivated.

For example, this concept is the basis for our "AI Learning Helper", an application that uses artificial intelligence to help children to learn. The AI records what the child says, including their emotions. The program can respond flexibly to the child's mood and select the right learning strategy to keep them motivated. The "AI Learning Helper" supports children, parents and teachers with digital home schooling.

We are currently working with Frankfurt University Hospital to develop another AI application involving the analysis of human emotions. This system will be used as part of a suicide hotline operated by the hospital. It will distinguish callers at risk of harming themselves from callers with other concerns, allowing the former to be put through to counselors trained in psychology more quickly (see the project report following this section).

ETHICAL GUIDELINES FOR IT AND ARTIFICIAL INTELLIGENCE

The use of IT, and artificial intelligence in particular, involves a wide range of risks as well as extensive opportunities. For example, the output of an AI system and its behavior depend to a large extent on what data it processes and how. If important aspects are not properly integrated into the algorithm, this can lead to the distortion of the facts presented or discrimination against people who do not fit the implied preconceptions.

For example, ethnicity, gender or age could influence the question of whether someone is given a job or granted a loan. Another legally problematic issue is the question of liability for losses caused by AI.

When AI systems interact with humans and seek to interpret their emotions, as in the examples described above, it is particularly important to ensure the protection of personal data and to prevent manipulation. As an IT developer and service provider, we believe we are obliged to ensure that our solutions are fair, reliable and transparent, and that humans and their rights and needs are at the heart of all applications that use artificial intelligence.

To counteract risks, we have defined internal rules for handling artificial intelligence and adopted a data ethics policy that provides a binding framework for all of our IT activities. This ensures that the development and application of IT solutions does not violate statutory provisions and is always compliant with the NTT DATA Group Code of Conduct.

NTT DATA Business Solutions' data ethics policy is based on the following principles:

- Legally compliant, ethical standards: We observe the law and act in accordance with the Code of Conduct in all of our activities as an IT developer and service provider.
- Fairness and transparency: A fair, reliable and comprehensible approach to information technology is extremely important to us. The development and application of our IT solutions must be transparent and easy to follow.
- Data integrity and data protection: To ensure that data is processed fairly and lawfully, all of our activities are consistent with the principles of data integrity and data minimization. Adequate protection of personal data is also guaranteed.
- Diversity and anti-discrimination: When developing applications, we take care to ensure the diverse composition of model user groups in order to prevent unintended distortion or discrimination against groups or individuals.
- Protection of democracy and fundamental rights: We do not participate in the development or use of technologies that restrict fair elections, civil liberties or democratic institutions. We also ensure that the use of our IT solutions does not violate fundamental human rights, the right to privacy and family life, or access to justice and a fair trial and that it does not disadvantage vulnerable groups or individuals.
- The human dimension of artificial intelligence: We always place humans and their rights and needs at the heart of our work with artificial intelligence.
- Social development and media literacy: We want our new technologies to benefit society by strengthening the technical understanding and media literacy of our users.

SHARED RESPONSIBILITY WITH OUR PARTNERS

NTT DATA Business Solutions works closely with high-profile software and technology partners to develop innovative IT solutions and offer comprehensive services. In addition to our closest partner, SAP, this includes Microsoft and Amazon Web Services in particular. Thanks to our long-standing business relationships with these companies, we are optimally positioned with regard to the technologies they use and the innovative approaches they pursue and we have full confidence in their integrity.

We also share a community of values with our partners. To ensure the security of their products and services, our partners publicly undertake to uphold strict guidelines and work in accordance with defined standards in terms of the responsible use of technology on their part.

We are jointly working to develop new solutions that have a positive impact on society and the environment or that can support customers in the digital transformation of their business model for increased sustainability. ■

SAVING LIVES WITH ARTIFICIAL INTELLIGENCE

FRANKFURT UNIVERSITY HOSPITAL runs a suicide hotline. But many people cannot get through to talk to someone because the counselors are in other conversations. NTT DATA Business Solutions is solving this problem with the help of artificial intelligence.

Suicide helpline

The "AI suicide helpline" project forms part of a support program for sustainability funded by our mother company NTT DATA. The aim is to save the lives of more suicidal people by ensuring that they are passed on to suicide hotline counselors more quickly.
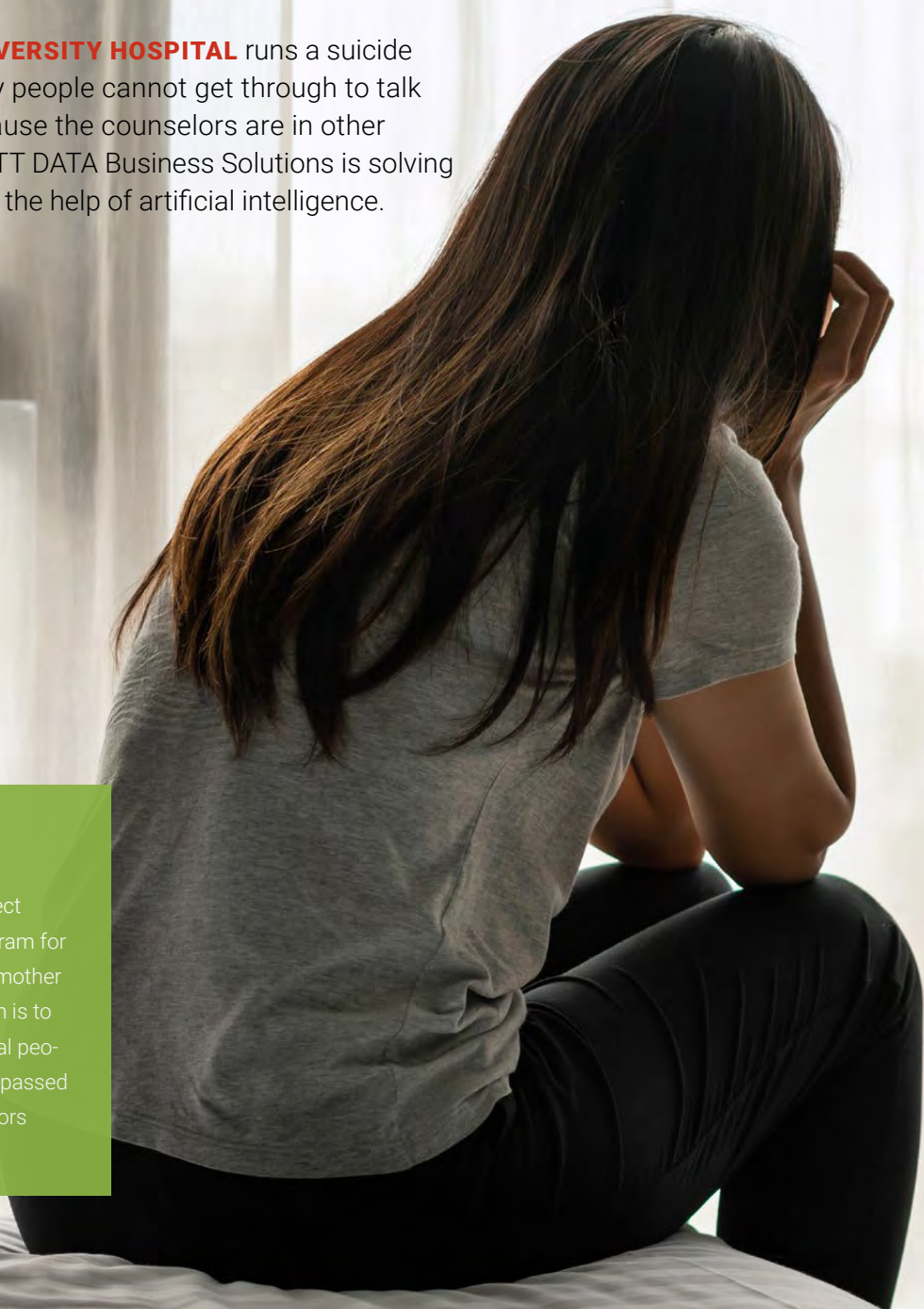
NOTHING IS STRONGER than the drive to survive. But even this motivation can sometimes end and turn into the opposite. That is when people need immediate assistance to help them decide against death and in favor of life. The employees of the suicide hotline at Frankfurt University Hospital are trained for extreme situations like these. Their task is to change the mindset of any person who is severely suicidal and persuade them to seek immediate help.

But sometimes this support does not reach the people who need it because they cannot get through to the hotline. The reason: Many of those who call it are not at risk of suicide at all.

"Some people call the hotline because their dog just died or their kids won't listen to them. Sometimes it is teachers who have had a particularly stressful day," says Thomas Noermark, head of the global innovation team at NTT DATA Business Solutions. Noermark has set himself the task of making sure help reaches those who need it the most.

Four out of every five people who call the hotline are not suicidal. At present, all of them are put through to counselors who make the decision whether urgent assistance is required. This takes a lot of time. Time that could be used to deal with other, more urgent cases.

EFFECTIVELY PREVENTING OVERLOAD

In future, artificial intelligence will help to determine whether a caller is really at risk of suicide. No more waiting, no tedious error-prone selections and no pressing numbers on the telephone. The plan is for these steps – which are stressful enough for people in a settled state of mind – to be eliminated altogether. Instead, a friendly artificial intelligence voice will ask the caller why they are calling and determine if they are at risk of committing suicide. If they are, they will be passed on to a human counselor immediately.

> **"** Some people call the hotline because their dog just died or their kids won't listen to them. Sometimes it is teachers who have had a particularly stressful day.

THOMAS NØRMARK
Director, Global Head of Innovation, NTT DATA Business Solutions

But how can artificial intelligence be smart enough to tell whether a person is considering ending their life? Noermark: "Right at the outset, we held a number of long meetings with the scientists in Frankfurt. It was important for us to familiarize ourselves with the field and gain an understanding of what the experts do in counseling sessions and how they find out whether someone is in immediate danger."

One argument in favor of integrating artificial intelligence into this sensitive process is that professionals tend to ask fairly direct questions anyway, such as whether a person is thinking about taking their life right now. "It usually takes no more than three questions for the AI to decide whether a caller should be passed on to a human counselor," Noermark explains. All other callers are provided with information on alternative support.

This may sound simple, but the reality is very different. After all, people who call the hotline are in despair and may be confused or difficult to understand. An artificial voice that fails to properly interpret their situation could end up making things worse. The latest developments in artificial intelligence have come at exactly the right time for the project. "The progress that has been made in the last three years is remarkable," says Noermark.

Back then, NTT DATA Business Solutions initiated a similar project in Denmark, which is home to "Children's Welfare" – a hotline for children who want to talk about their problems. 130,000 calls a year were failing to get through because the lines were overloaded. NTT DATA Business Solutions helped to optimize the call selection process so that more children were able to talk to someone who could listen and give them help.

"The project also attracted attention outside Denmark, including at Frankfurt University Hospital," Noermark explains. The plans in Frankfurt are ambitious. Following the successful implementation of artificial intelligence in the call screening process, they aim to harness this improved efficiency to expand the hotline from a regional service into a Germany-wide offering, among other things.

> ❝ We have now reached a point where the artificial intelligence can reliably determine whether someone is suicidal in laboratory-type conditions.
>
> **THOMAS NØRMARK**
> Director, Global Head of Innovation, NTT DATA Business Solutions

However, that is still some way off. Noermark: "We originally wanted to train the AI using recordings of real conversations, but this was not possible for reasons including data protection considerations." Instead, roleplays covering a wide range of different scenarios were developed, conducted and recorded. "We have now reached a point where the artificial intelligence can reliably determine whether someone is suicidal in laboratory-type conditions." And a talking AI voice has been developed that can engage with incoming test calls and decide whether the caller should be passed on to an expert in the space of just a few minutes.

**❞ The true heroes are the members of the
project team from Frankfurt University Hospital
and NTT DATA Business Solutions.**

THOMAS NØRMARK
Director, Global Head of Innovation, NTT DATA Business Solutions

The next step is an important one: the practical test. Where a highly sensitive topic like this is concerned, the work needs to be as precise as possible. "It would be terrible if someone were to commit suicide after calling the hotline and their surviving relatives were to put the blame on our AI," Noermark says.

But is 100% certainty ever possible? Not according to the experts from Frankfurt University Hospital. People make mistakes, and so will the AI. But hopefully not as many. Noermark: "We will need to be able to empirically demonstrate that more suicidal people got through to a hotline counselor after our technology was introduced."

And what happens if the project proves to be a success? This social sustainability initiative will undoubtedly also have commercial applications. Hotlines are a source of irritation for customers of all kinds of businesses from insurers and financial service companies to mobile operators. The prospect of being listened to and receiving expert advice and assistance with no time delay is something that will surely warm the hearts of companies and consumers alike.

"Because the AI could be scaled up for more or less any kind of hotline, the business potential is considerable," says Noermark. The innovation expert will be responsible for ensuring that the insights from the Frankfurt project are disseminated throughout the various business areas of his company. However, he has no intention of taking sole credit. "The true heroes are the members of the project team from Frankfurt University Hospital and NTT DATA Business Solutions." ■

Thomas Nørmark is the Global Head of Innovation at NTT DATA Business Solutions. In this capacity, the Danish innovation expert is also responsible for the "AI suicide helpline" social sustainability project. The seven-person project team includes an artificial intelligence specialist, a front-end developer, and a human voice designer.

SOCIAL

NTT DATA BUSINESS SOLUTIONS AS A PARTNER

AS A RESPONSIBLE PARTNER, we believe it is important for us to take social responsibility both within the company, i.e. in respect of our employees, and externally in respect of customers, business partners and other stakeholders in our social environment. Our mission statement and our value-based corporate culture explicitly encompass a partnership-based approach. Trust and an open dialog on an equal footing are important factors for success. In our materiality analysis, we identified three social issues of particular importance to us: talent management and engagement, diversity, equity and inclusion, and the protection of human rights.

RESPONSIBLE EMPLOYER: OUR COMMITMENT TO FAIRNESS, SAFETY AND DIVERSITY

As a global company, we want to create the best possible working conditions for our employees at all of our locations around the world. Our main priority is ensuring the satisfaction and wellbeing of the entire team – a team that reflects the diversity of our society. We want to provide all employees with a secure and fair workplace. To achieve this, we have issued internal policies on topics such as codetermination and health and safety in the workplace that go beyond the national and international laws and regulations. We also promote diversity, equity and inclusion (DEI) at every level of the company and are resolutely opposed to all forms of discrimination. We place particular emphasis on the protection of human rights.

EMPLOYEE RIGHTS: BINDING RULES FOR CODETERMINATION AND FAIR COOPERATION

When it comes to employee rights, NTT DATA Business Solutions applies high standards throughout the company. Our key action areas include ensuring that rules on working hours are legally compliant, preventing health hazards for knowledge workers (e.g. physical inactivity, back pain, mental illness), preventing fictitious self-employment, and our approach to dealing with external employees.

We ensure strict compliance with international frameworks and conventions for the protection of employee rights, such as the ILO social standards, the OECD Guidelines for Multinational Enterprises, and the United Nations Guiding Principles on Business and Human Rights. In many cases, our own standards require us to comply with stricter rules. The people and compliance departments at our national subsidiaries ensure compliance with regional laws and provisions at our international locations.

In addition, some countries have statutory provisions on employee representation, such as the works constitution acts in Germany and Denmark. NTT DATA Business Solutions also takes employee interests into account by ensuring that two positions on the Supervisory Board are held by employee representatives. Employees can also make complaints and report violations using the established whistleblower system. Employee involvement and participation in sustainability management is achieved through an idea management system and employee surveys, among other things.

DIVERSITY AND EQUAL OPPORTUNITIES: PROGRAMS FOR DIVERSITY AND AGAINST DISCRIMINATION

NTT DATA Business Solutions considers the action area of diversity, equity and inclusion (DEI) to be a key factor in successful innovation and competitiveness in the IT industry. We firmly believe that a fair, diverse and motivating working environment plays a significant role in the wellbeing of all employees. Accordingly, we place great importance on ensuring equal opportunity and preventing discrimination. We ensure that our employees are aware of their responsibility with regard to DEI and have enshrined corresponding measures within the five pillars of our people strategy. DEI targets form part of NTT DATA Business Solutions' balanced scorecard, the key tool for measuring target attainment at management level.

> We firmly believe that a fair, diverse and motivating working environment plays a significant role in the wellbeing of all employees.

In light of the specific situation in our industry, the advancement of women is especially important for NTT DATA Business Solutions. IT and the associated services remain male-dominated sectors. NTT DATA Business Solutions is working actively to change this by encouraging women to take up roles in IT and assume leadership responsibility.

The company has been striving to improve gender equality since 2013. The proportion of women working for the company has increased consistently during this time, from 22.40% in 2013 to 31.05% at the end of fiscal year 2022, meaning that the target of 30% was achieved two years ahead of schedule. This development has been driven by mentoring programs and support for women's networks. The company also uses flexible working hours and options for parental leave models as tools for ensuring a healthy work-life balance. The company finds individual solutions for reconciling employees' wishes and the company's targets.

> The aim is for the proportion of women in senior management roles, including the managing directors of the national subsidiaries, to exceed 25% in the future.

NTT DATA Business Solutions aims to increase the proportion of women working for the company to 33.33% by 2028. During the same period, the proportion of women within the global leadership team will increase to 20%. Meanwhile, the aim is for the proportion of women in senior management roles, including the managing directors of the national subsidiaries, to exceed 25% in the future (2022: 18.20% at Group level, 17.54% in the focus countries).

We show our support for different identities through the work of our company's global LGBTQIA+ community. Numerous DEI and anti-racism events are held around the world. We also provide training on unconscious bias. The people departments at the national subsidiaries exchange information on best practices for strengthening diversity and equal opportunity so that these issues become an integral part of the company for the long term. We are delighted that our commitment to diversity in Germany was recognized with the Pride Champion Gold Award 2022, an important accolade for employers that demonstrate a commitment to LGBTQIA+ employees.

Performance indicator GRI SRS 405-1 a.
Diversity of governance bodies
As a German stock corporation, NTT DATA Business Solutions AG has a two-tier management and supervisory structure in the form of its Management Board and Supervisory Board. The Supervisory Board consists of six members. The proportion of women on the Management Board and Supervisory Board is 0%.

Performance indicator GRI SRS 405-1 b.
Diversity of employees
NTT DATA Business Solutions' global headcount surpassed 13,500 in fiscal year 2022. The proportion of female employees within the Group is 31.05%, while the proportion of male employees is 68.95%.

GRI SRS 405-1 B.:
DIVERSITÄT UNTER MITARBEITENDEN

	Number	in %
Total employees	13,530	100,00
Women	4,201	31.05
Men	9,329	68.95

For the focus countries in this report, we have evaluated the indicators in accordance with 405-1b i) and ii) for each category of employee, gender and age group. We make a distinction between the categories of management and senior management. "Senior management" at NTT DATA Business Solutions describes the first and second levels below the Management Board (the global leadership team and other employees at level 8 "Senior Director" and above).

"Management" at NTT DATA Business Solutions corresponds to level 7 ("Director") and also includes all employees on the management career path.

The proportion of women in senior management positions in the 2022 reporting year was 17.54%, while the proportion of women in management positions was 22.54%. Details of the different age groups can be found in the table below.

GRI SRS 405-1 B.
DIVERSITY OF EMPLOYEES IN MANAGEMENT & SENIOR MANAGEMENT POSITIONS IN THE FOCUS COUNTRIES

	Number	Proportion at management level
Senior management	114	100.00%
Men	94	82.46%
Aged under 30	0	0.00%
Aged between 30 and 50	31	27.19%
Aged over 50	63	55.26%
Women	20	17.54%
Aged under 30	0	0.00%
Aged between 30 and 50	11	9.65%
Aged over 50	9	7.89%
Management	843	100.00%
Men	653	77.46%
Aged under 30	25	2.97%
Aged between 30 and 50	432	51.25%
Aged over 50	196	23.25%
Women	190	22.54%
Aged under 30	9	1.07%
Aged between 30 and 50	154	18.27%
Aged over 50	27	3.20%

Performance indicator GRI SRS-406-1:
Incidents of discrimination

One incident of discrimination was raised in the reporting year. Measures were successfully taken to clear up the incident following an investigation.

HEALTH AND SAFETY IN THE WORKPLACE

IT is a knowledge-intensive industry. Our employees perform service work. As such, the risks and action areas when it comes to protecting our employees' health are very different than if we were a manufacturing company. The main hazards to employee health relate to remaining seated for too long, physical inactivity, intensive screen work, stress, and mental strain.

Health and safety:
Initiatives for physical and mental fitness

We offer a wide range of initiatives and programs for maintaining and strengthening our employees' physical and mental health. These services are tailored to local requirements and individually structured by the people departments at the national subsidiaries.

They include targeted support for sporting activity in the form of company fitness programs or subsidized gym membership, ergonomic workplace equipment, presentations and webinars on health and self-care, and training on occupational safety and ergonomics in the workplace including rules of conduct and health tips. We complement these services by organizing global company-wide running and cycling events and sharing "fit facts", including interviews and personal stories from employees around the world. Our services for wellbeing and occupational safety are well received by our employees. For example, 730 employees worldwide participated in the live events organized in connection with World Mental Health Day in the year 2022.

Measures to prevent sexual harassment

On December 1, 2021, NTT DATA Business Solutions adopted an internal policy on sexual harassment. The aim is to ensure that all employees enjoy a working environment that is characterized by respect and dignity and that offers no space for offensive, hostile or intimidating conduct. Sexual harassment is a form of gender discrimination and is illegal if it is deemed to significantly impair the working situation of the person affected. Examples include unwanted physical contact or sexual advances, gestures, noises, jokes or comments of a sexual nature, and sexual or discriminatory representations in the workplace, such as the circulation of pictures. Derogatory or hostile remarks or actions toward a person on account of their gender may also constitute sexual harassment.

NTT DATA Business Solutions refuses to accept any form of sexual harassment in the workplace. This is a clear violation of our values as a company and is not tolerated. Violations of this policy have serious consequences depending on the severity of the incident.

We offer a wide range of initiatives and programs for maintaining and strengthening our employees' physical and mental health.

In case of doubt, sanctions are determined by an independent ethics committee. Any employee who may have been the victim of sexual harassment is encouraged to report the incident to a manager, the local compliance officer or the Chief Compliance Officer. Reports can also be submitted anonymously via our global whistleblower hotline. Anyone who witnesses or becomes aware of sexual harassment must also use the corresponding reporting channels. The policy expressly protects employees who report sexual harassment or who give evidence to a corresponding investigation from retaliatory measures, which are unlawful.

Performance indicator GRI SRS-403-9:
Work-related injuries

Seven work-related injuries affecting employees were documented in Germany in the reporting year, none of which had serious consequences. This data was not recorded centrally for the other national subsidiaries in the reporting year. Similarly, no data is available for people who are non-employees but whose work and/or workplace is controlled by the organization. A ratio has not been calculated as the number of hours actually worked was not recorded in the reporting year.

Performance indicator GRI SRS 403-10:
Work-related ill health

Corresponding statistics are not recorded as we have no visibility of any direct correlation between ill health and working conditions.

NTT DATA Business Solutions places great importance on supporting employees and enabling them to effectively protect themselves against risks to their physical and mental health.

Performance indicator GRI SRS-403-4:
Worker participation on occupational health and safety

NTT DATA Business Solutions places great importance on supporting employees and enabling them to effectively protect themselves against risks to their physical and mental health. Specific programs and processes are implemented at the respective national subsidiaries. In Germany, NTT DATA Business Solutions is a member of VBG, the employers' liability insurance association for administrative professions. A private occupational safety company (Arbeitsschutzhelden-Arbeitsschutz Bundesweit GmbH) also supports and advises employees on all matters relating to health and safety in the workplace.

DEVELOPMENT OPPORTUNITIES FOR TALENTED EMPLOYEES

Because the expertise and team spirit of our talented employees is the key to our success, we continuously invest in employee training and development. In addition to professional qualifications, we encourage our employees to develop their personal skills so that they can achieve the goals they set themselves and overcome challenges creatively while using their own resources responsibly. Individual career planning and support help us to retain experienced employees while also attracting new talents to secure our growth for the long term.

QUALIFICATION FOR PROFESSIONAL AND PERSONAL AUTHORITY

In view of the rapid pace of technological change, a workforce that is excellently trained and further educated according to individual needs is the basic prerequisite for the corporate success of NTT DATA Business Solutions.

The goals achieved to date include the introduction of performance dialogs for all employees, which are used to specifically address individual targets and target attainment as well as additional qualifications for the employee's personal career and development path on the basis of the company's skills model and job profiles. Another goal that has already been achieved is the implementation of SAP SuccessFactors as the global HR system. This supports the company's HR processes, such as talent acquisition, recruitment and performance dialogs. It also serves as the central learning and skills management system (LMS).

Employee qualification is geared toward our global strategy, "Empowering You". Individual development targets that promote and support meaningful professional development are agreed with all employees. Professional qualification measures and training are mandatory components. They are implemented at the in-house academy or in conjunction with partners around the world and in close cooperation with SAP. Another important aspect is ensuring the personal development and satisfaction of our employees and enabling them to protect themselves against risks to their physical and mental health.

This is also a mandatory component of the definition of individual development targets as well as staff leadership in general. We provide our employees with long-term career planning and selected training opportunities so that we can retain them and remain competitive as a company.

Our programs are aimed at all career stages and include communication skills, conflict resolution strategies and leadership skills. We make a point of identifying leadership potential at an early stage and delivering the necessary knowledge. The company makes use of various development programs including the Delta program, Voyage Training, and the Global Career Starter program. These programs have a global focus but, as fas as possible, take into account local requirements as well as the individual needs of the talents.

60-70% of our development activities for building specialist and technical skills, strengthening leadership skills and promoting health take place online.
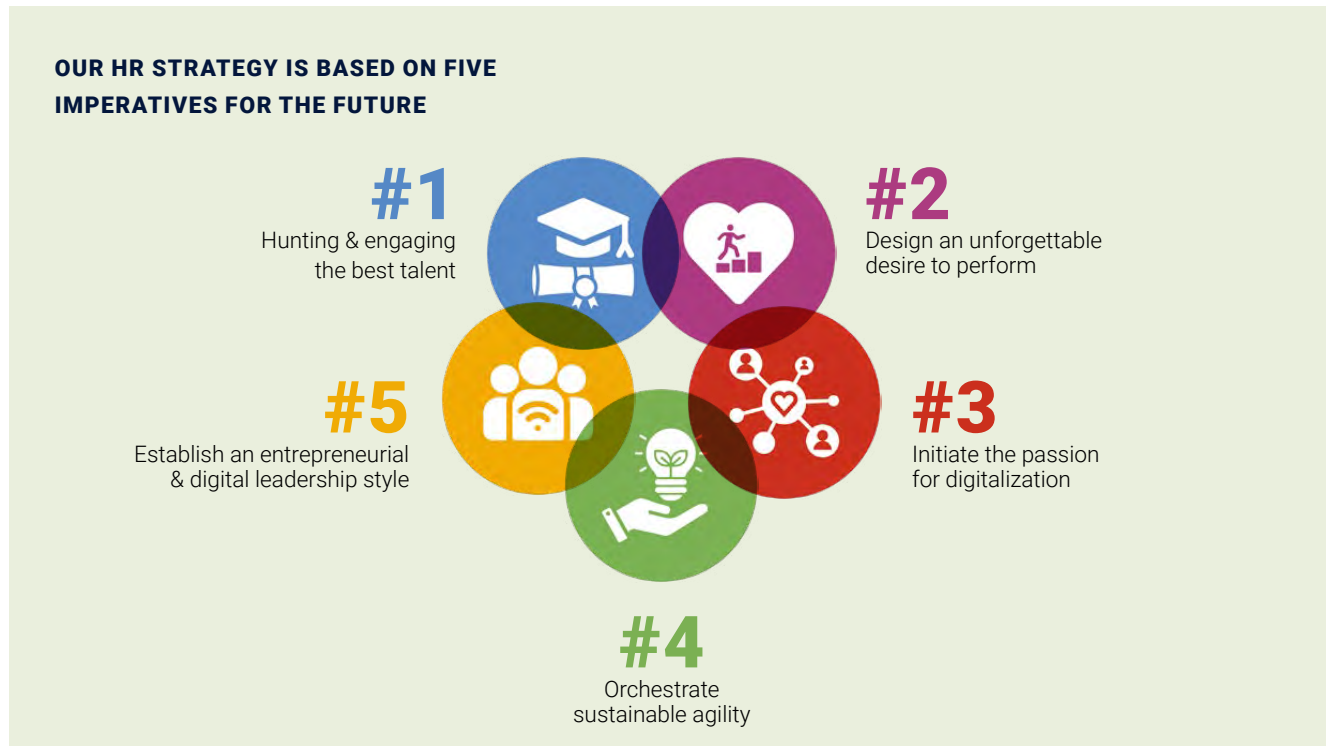
Company-wide investments in development measures have grown by 31% to MEUR 5.3 in the past two fiscal years. In the budget for the fiscal year 2023, this figure has been increased by a further 28% to almost MEUR 7.0 as part of the company's efforts to maintain and improve the high standard of training enjoyed by its employees.

> We review our training budget every year and adjust it in order to ensure that we can offer employees attractive training opportunities at all times.

Performance indicator GRI SRS-404-1:
Average hours of training
We review our training budget every year and adjust it in order to ensure that we can offer employees attractive training opportunities at all times. When identifying needs, we take account of the profession and specializations of the respective employee as well as their personal development goals.

**OUR HR STRATEGY IS BASED ON FIVE
IMPERATIVES FOR THE FUTURE**

#1
Hunting & engaging
the best talent

#2
Design an unforgettable
desire to perform

#5
Establish an entrepreneurial
& digital leadership style

#3
Initiate the passion
for digitalization

#4
Orchestrate
sustainable agility

The average number of hours attributable to employee training is not currently recorded in accordance with this criterion. We plan to establish the corresponding analysis by the 2025 reporting year.

**ATTRACTIVE EMPLOYER:
A PASSION FOR DIGITAL TRANSFORMATION**

Our global HR strategy is based on five principles: We want to find the best talents and ensure that they remain passionate about the company in the long term. We want to empower employees to perform and awaken their passion for digital transformation. We want to promote sustainable development through agility and establish an entrepreneurial and digital leadership style. The central body for the global development and implementation of this strategy is the Global People Council, which comprises HR experts from the people departments in the countries.

Our workforce grew by 11.9% year-on-year in the fiscal year 2022. This corresponds to an increase of 1,354 employees, of which 346 were attributable to M&A. The proportion of female employees rose by 1% to 31.01%. The average age is 36.7 years. The average length of service increased by 8% to 4.2 years. NTT DATA Business Solutions also saw a significant reduction in fluctuation in fiscal year 2022 as the number of employees leaving the company after three years or more decreased. The "MyCheck" employee survey found that employee satisfaction increased in the reporting year. This is measured using the net promoter score, which rose by 19%.

NTT DATA Business Solutions was recognized as a Top Employer in Germany in 2022. This certification by the Top Employers Institute recognizes companies that put their employees at the heart of their actions and offer an outstanding environment in which to work and develop. For 2023, the company aims to achieve global certification covering the focus countries in this report. ■

Climate bOWL # TOGETHER FOR THE CLIMATE

STRONG NETWORKS AND PARTNERSHIPS are the only way to achieve the fundamental transformation of value chains in various industries that our planet and our society so urgently need.

What does a systematic approach to climate protection look like when it comes to products? Sources of greenhouse gases in the value chain must first be recorded so that suitable measures can be taken to reduce them. One problem is that product supply chains are often extremely long and distributed around the world. The "Climate bOWL" project aims to develop a suitable solution in the form of an intelligent tracking and assistance system that will establish a standard that companies can apply in recording their carbon footprint. A fascinating and extremely challenging task, as the experts Ali Waliuollah and Paul Dietrich from NTT DATA Business Solutions report..

Reducing greenhouse gases is the key to climate protection. In just one sentence, can you summarize how the Climate bOWL project will help?

WALIUOLLAH ALI (WA): Climate bOWL aims to establish a tracking and assistance system to record emissions throughout the entire product lifecycle, including the automated development of measures to prevent greenhouse gases.

That sounds like a big task.

WA: Yes, absolutely. The first step is to reproduce the product lifecycle in its entirety, from the extraction and pre-processing of the raw materials through to the manufacture of the actual product, its operation, and its subsequent disposal or recycling.

Is that really achievable?

WA: A lot of things that can be measured are not measured yet. Some of this information is already available in the existing ERP systems but needs to be placed in the right context. Other data points need to be supplied via databases or estimated using appropriate techniques. A lot of CO_2e is generated at production sites in particular, mainly through the use of fossil fuels. But the usage phase of a product should not be underestimated when it comes to carbon accounting.

> Climate bOWL aims to establish a tracking and assistance system to record emissions throughout the entire product lifecycle.

WALIUOLLAH ALI
Head of Center of Excellence for Consumer Products,
Innovation & Portfolio Management
NTT DATA Business Solutions, Germany

What is CO_2e?

CO_2e, which stands for "CO_2 equivalent", is a measure used to compare the climate impact of different greenhouse gases. This is because there are other greenhouse gases, such as methane and nitrous oxide, in addition to the most important man-made greenhouse gas carbon dioxide.

Climate bOWL

- Climate bOWL is a research project forming part of the it's OWL (Intelligent Technical Systems Ostwestfalen-Lippe) cluster of excellence. It has a planned timeframe of three years from 2022 to 2025 and a total volume of a good three million euros. Almost 60 percent of this figure is being provided by the Ministry of Economic Affairs, Industry, Climate Action and Energy of the State of North Rhine-Westphalia.
- Climate bOWL aims to find smart solutions for reducing greenhouse gas emissions by firstly calculating greenhouse gases throughout the entire value chain and then reducing them.
- In addition to NTT DATA Business Solutions, the project partners include the domestic appliance manufacturer Miele & Cie KG, the supplier of systems to the food, beverage, and pharmaceutical industries GEA Westfalia Separator Group GmbH, the energy monitoring company Phoenix Contact Smart Business GmbH, Paderborn University, and Bielefeld University.

What are the benefits of knowing a product's carbon footprint?

WA: There are two main benefits. One relates to the environment, while the other is a business benefit.

What about the environmental benefit first of all?

WA: As we all know, the European Union has adopted decarbonization targets based on the Framework Convention on Climate Change. Compared with 1990, the aim is for a reduction in CO_2e of 40 percent by 2030, 60 percent by 2040, and 80 percent by 2050. Achieving these targets requires an understanding of how much CO_2e a product generates during its lifecycle. Our project will help companies to obtain this information in a transparent and traceable manner.

PAUL DIETRICH (PD): By recording sources of product-related greenhouse gases so that they can be reduced, we will also help companies to prepare for the increasingly stringent statutory and regulatory requirements they can expect to face as they progress toward greenhouse gas neutrality. Our project also lays the foundations for compliance with this growing regulatory framework.

And what about the business benefit?

WA: In addition to obligations, heightened statutory requirements and the rapid growth in demand for climate-friendly products also entail considerable economic advantages. Conversely, a failure to act involves risks from loss of revenue through to a loss of reputation. By helping companies to track and prevent emissions throughout the product lifecycle, we enable them to leverage potential efficiency gains as they make progress toward climate neutrality.

> One of the most important aspects is "true" transparency. The standardized collection and communication of the relevant data is essential for achieving this.

PAUL DIETRICH
Manager Sustainability
Innovation & Portfolio Management
NTT DATA Business Solutions, Germany

What does that mean in specific terms?

WA: Reducing greenhouse gases requires an understanding of where in the value chain those greenhouse gases are generated. In other words, the first goal is to create transparency. This is followed by reduction and prevention, which can take the form of improved energy efficiency or the use of different energy sources.

PD: The latter can ideally also be achieved through machine learning. Automated analyses of energy and material flow data can serve as the basis for deriving and implementing reduction measures. The data collected can also be used in the product development process, e.g. by running simulations so that greenhouse gases can be prevented in advance. In all cases, a well-founded, reliable data pool is the key.

How important is for companies to understand where in the production process CO_2e is generated and how emissions can be reduced?

WA: It is becoming increasingly important. The global growth in greenhouse gas volumes and the resulting environmental damage is not only leading to greater pressure on all companies to provide information on emissions in product development – it is also raising the price of these emissions. In other words, companies are finding it increasingly worth their while to understand exactly what levers they have at their disposal to reduce their CO_2e emissions.

WALIUOLLAH ALI is the central point of contact at NTT DATA Business Solutions for all innovation and research projects relating to the it's OWL cluster of excellence. He is responsible for the overall management and coordination of the Climate bOWL in close cooperation with the project partners from industry and research.

PAUL DIETRICH is an innovation manager and sustainability expert at NTT DATA Business Solutions. He specializes in calculating product carbon footprints along value chains in the manufacturing industry. Among other things, he is the project manager for Climate bOWL and a point of contact for accounting methods and software-based carbon accounting.

And the Climate bOWL project can achieve all of this?

WA: The project has a three-year timeframe. The results in the first year were already extremely positive. We implemented the statutory regulatory requirements for carbon footprint tracking for the individual process steps in line with ISO 14067 as the basis for accounting. Building on this, we established a standardized generic data collection model as the basis for implementing a digital data model and developed company-specific data collection models for our industry partners. The specific requirements for data collection and security were defined and work began on creating prototypes for automated data recording in real time.

PD: One of the most important aspects is "true" transparency. The standardized collection and communication of the relevant data is essential for achieving this. The corresponding internationally recognized standards prescribe a methodological approach. One of the objectives of the project is to translate these requirements into a system that customers can actually use to generate real value added.

Developing a holistic approach to aggregating and measuring greenhouse gases may be essential when it comes to limiting them, but a project of this nature is also incredibly complex. How can an undertaking like this succeed?

WA: Because our project brings together the necessary expertise. All of the partners involved are extremely capable and highly motivated, with a clear focus on specific and tangible outcomes. Our industry partners Miele and GEA are jointly responsible for defining the requirements and serve as application partners, Paderborn University is skilled in determining energy efficiency and developing corresponding measures, Bielefeld University takes care of secure data exchange with its considerable expertise in this area, and NTT DATA Business Solutions translates the results into specific solutions for the respective business processes so that our project partners and other customers can implement them.

**In other words, NTT DATA Business Solutions' role in the overall process
is to make the data tangible and visible for companies?**

WA: Exactly. The main aim of the project is to transparently map greenhouse gas emissions for every product and for the parties involved. At the end of the day, what matters most is being able to draw the right consequences across the entire value chain. For instance, our project partners are extremely keen to reduce CO_2e emissions not only in their own production activities, but also in the subsequent operation phase so that their customers generate less CO_2e when using their products.

PD: Another example is a detailed analysis of procurement logistics in order to prevent transport emissions at other companies. In other words, companies are not only seeking to lower their own CO_2 emissions in the supply chain, but are also focusing on what influence they can exercise over the value chain.

**This supply chain is often global. How important is it for the knowledge resulting
from this project to translate into software that can be used globally?**

WA: Very important. As a world-leading provider of ERP software, SAP is a major global player with corresponding market penetration. Some time ago, SAP began developing solutions for emission tracking and expanding its product portfolio in this area. However, one thing that is still missing is specific implementation for individual companies. The nature of the topic means an off-the-shelf product or a standard solution is not an option here. Any company that believes it can successfully collect CO_2 emission data simply by purchasing the corresponding software needs to think again. The collection process goes deep into the corporate structure and requires data from a wide range of areas.

PD: We are responsible for supporting our customers in identifying and collecting the relevant data and transparently facilitating the requirements for standardized carbon footprint tracking and their implementation using SAP solutions. The Climate bOWL project is of great assistance to us in this regard. And of course we will continue to pursue these aims even after the project ends.

How will things look in ten years' time?

WA: A decade from now, the collection and transparent publication of carbon footprint data will be absolutely essential. Uniform, standardized data collection will have become as commonplace as secure data transfer along the entire value chain. And I am quite sure that preventing CO_2e emissions will play an increasingly important role in product development and as a factor in international competition. ■

SOCIAL RESPONSIBILITY

PROTECTING HUMAN RIGHTS IN THE SUPPLY CHAIN

For NTT DATA Business Solutions, business success depends on the company's employees, but also on enjoying the confidence of its stakeholders and society. Accordingly, protecting human rights is particularly important. In addition to upholding human rights within the company, this means protecting human rights in the context of products and services and with respect to society as a whole. This is underpinned by a zerotolerance policy in which behaviors that could lead to a violation of human rights are not accepted. This applies to the employees of NTT DATA Business Solutions as well as the company's business partners.

The business activities of NTT DATA Business Solutions involve potential human rights risks and implications of general relevance for the industry. This includes ensuring that rules on working hours are legally compliant, preventing health hazards for knowledge workers, preventing fictitious self-employment, and our approach to dealing with external employees. Data collection and processing also involves the risk that privacy rights could be violated. This includes risks arising in connection with the use of artificial intelligence in innovations and products.

Internal policies and screening

The ethical principles underpinning our actions and our activities to protect human rights are shaped by our Code of Conduct, the overarching regulations of our parent company NTT DATA, and the NTT Group's Human Rights Policy. This requires Group companies to undertake to uphold the Universal Declaration of Human Rights in all of their activities and to design their business processes and structures to ensure that they comply with the duties arising from this declaration and the applicable national laws and provisions at all times.

In order to meet this responsibility, NTT DATA Business Solutions has integrated voluntary commitments on various aspects of human rights into its own regulations. This includes our data ethics policy, a policy on the protection of intellectual property, anti-bribery and anti-corruption policies, and a policy to combat sexual harassment in the workplace. The publication of a general declaration on the protection of human rights is planned for 2023.

Additional policies encompassing the action areas of human rights, environmental protection, sustainable supply chains and human rights due diligence are also in preparation. The planned introduction of an IT tool for risk management in the supply chain in 2023 will help to support the human rights due diligence process.

We have appointed a human rights officer as required by the German Supply Chain Due Diligence Act. Comparable provisions that underline the importance of this role are in place in other countries. The officer forms part of our Global Compliance team and reports directly to the Management Board. The tasks of the human rights officer include:

- Monitoring the company's risk management for relevant risks in terms of human rights and environmental protection
- Taking preventive and corrective action
- Coordinating the complaints procedure
- Advising and supporting the responsible offices and departments

> In order to meet this responsibility, NTT DATA Business Solutions has integrated voluntary commitments on various aspects of human rights into its own regulations.

To ensure that our employees are aware of human rights issues, we conduct regular training on approaches to dealing responsibly with potential risks. Our target is for at least 80% of our employees to complete this training. Among other things, this takes account of long-term employee absences, e.g. for parental leave.

One important indicator for the success of our measures is the number of incidents reported via the company's complaint and whistleblower channels. In the reporting year, no notable complaints against NTT DATA Business Solutions and its business partners were reported via these channels. Furthermore, no pro-

To ensure that our employees are aware of human rights issues, we conduct regular training on approaches to dealing responsibly with potential risks.

ceedings were brought against the company and no fines were imposed on the company by public authorities in 2022.

Code of Conduct for Suppliers

Our Code of Conduct for Suppliers is based on internationally recognized standards for responsible corporate governance. It applies to all suppliers and business partners worldwide. In our opinion, a shared understanding of the values described therein provides the foundations for business relationships on the basis of mutual trust that lead to long-term business success.

In particular, the Code of Conduct for Suppliers emphasizes the protection of human rights and the obligation to prevent child labor and forced labor. For example, the Code sets out the following points with regard to responsibility for the agreed rules:

- Responsibility of our business partners to ensure compliance on the part of their subcontractors
- Obligation for business partners to report potential violations or conflicts of interests
- Right to extraordinary termination of contracts on the part of NTT DATA Business Solutions in the event of serious violations by business partners

Before we enter into business relationships with new suppliers, they are screened for existing human rights risks as part of a due diligence process. We offer training as a matter of principle when onboarding all new suppliers. The topics covered by this supplier training include general compliance with laws, compliance issues, combating bribery and corruption, anti-discrimination, human rights and employment law, environmental protection, and data protection. Our whistleblowing mechanisms are also used by suppliers.

Performance indicator GRI SRS-412-3: Investment agreements that underwent human rights screening

The company's main investment agreements and contracts relate to M&A transactions. There were two such transactions in the reporting year, both of which were screened for human rights aspects as part of the due diligence process. This means that 100% of the relevant investment agreements were screened.

Performance indicator GRI SRS-412-1:

Operations that underwent human rights screening

NTT DATA Business Solutions participates in the human rights due diligence process of the parent company NTT DATA. Screening takes the form of a self-assessment. In fiscal year 2022, this assessment encompassed the ten largest of our 60 companies, or 16.67% in percentage terms.

Performance indicator GRI SRS-414-1:

New suppliers that underwent social screening

NTT Data Business Solutions implemented a screening process at almost all of its national organizations during the fiscal year 2022. Now that the implementation of this process is complete, all new suppliers are screened for human rights risks. This corresponds to 100% of new suppliers.

Performance indicator GRI SRS-414-2:

Social impacts in the supply chain

946 suppliers were screened in fiscal year 2022. No material negative social impacts were identified in the supply chain.

INITIATIVES FOR THE COMMON GOOD

NTT DATA Business Solutions demonstrates its commitment to society by encouraging employees to engage in initiatives for the common good and providing targeted support in the form of funding and donations, for example. Activities must be consistent with the company's values and positions, e.g. with regard to DEI, in order to receive support. This ensures that social commitment and the corporate culture of NTT DATA Business Solutions are closely correlated and intertwined.

In addition to providing financial support, the company believes it is important to combine social responsibility with fostering community spirit among its employees.

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NTT DATA Business Solutions demonstrates its commitment to society by encouraging employees to engage in initiatives for the common good and providing targeted support in the form of funding and donations, for example.

Examples include the company-wide sponsored runs and cycling events to help people affected by the war in Ukraine or to mark the International Day for the Elimination of Racial Discrimination. Employees also work together to organize the annual "wishing tree" campaign to fulfill the Christmas wishes of women and children living in shelters.

NTT DATA Business Solutions is keen to ensure that its commitment and financial support are predominantly concentrated on the locations in which it conducts its business activities. This also means that a wide range of very different local campaigns and funding projects are initiated and organized by the business units and their employees. One example is the corporate volunteering program in Brazil, which provides local employees with a defined framework for getting involved in the areas of education, health and inclusion.

> One example is the corporate volunteering program in Brazil, which provides local employees with a defined framework for getting involved in the areas of education, health and inclusion.

The company provided more than KEUR 300 in financial support in fiscal year 2022, including donations to help flood and earthquake victims in Turkey, local educational institutions, care facilities, children's hospitals, institutions that help seriously ill or terminally ill people, and reforestation and conservation projects, to name just a few examples. The company's sponsorship activities focus on local sports clubs to a large extent, with the sponsorship volume in the reporting year totaling almost KEUR 450.

Performance indicator GRI SRS-201-1:
Direct economic value generated and distributed
A presentation and discussion of the figures for this indicator can be found in the Group management report for fiscal year 2022. The following section contains a summary of the figures relating to the company as a whole:

GRI SRS 201-1
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

	in EUR
Direct economic value generated	
Revenues	1,423,390,214
Economic value distributed	
for operating costs	545,397,036
to employees (staff costs)	791,972,795
to lenders (interest)	122,000
to the government (taxes)	20,500,000
to society (donations, sponsorship)	747,383
Economic value retained	
Revenues less economic value distributed (consolidated net profit)	64,651,000

PUBLIC POLICY

The Code of Conduct sets out extremely restrictive conditions when it comes to financial support for political parties and individuals. In any case, the approval of the Management Board is required before any payments are made. Donations aimed at influencing political actors in projects of relevance to the company's business activities are not permitted.

NTT DATA Business Solutions is a member of numerous industry and professional associations in the countries in which it operates. This includes the industry association bitkom e.V. in Germany, UCISA (Universities and Colleges Information Systems Association) in the United Kingdom, and the German-Brazilian Chamber of Commerce and Industry in Brazil.

Performance indicator GRI SRS-415-1:
Political contributions
NTT DATA Business Solution has issued a Group-wide instruction stating that no payments may be made to political parties or individuals. ■

OUR CONTRIBUTION TO ENVIRONMENTAL AND CLIMATE PROTECTION

AS A GLOBAL COMPANY, we believe it is our responsibility to combat the global threat of climate change and contribute to sustainable living. To this end, we take measures to minimize our greenhouse gas emissions and make our business processes more environmentally friendly. NTT DATA Business Solutions has identified the key environmental issues as lowering emissions, optimizing the use of resources, and contributing to the protection of nature and biodiversity.

ON THE WAY TO CLIMATE NEUTRALITY

Climate protection affects each and every one of us, especially as we look to future generations. One of the key challenges is to reduce greenhouse gas (GHG) emissions. As an IT service provider, our business operations involve particular opportunities and risks. We are currently working on a methodology for systematically recording our energy consumption and the resulting GHG emissions.

THE NTT DATA NET ZERO VISION 2040

As a member of the NTT DATA Group, the company has signed up to the long-term objective of achieving net zero in terms of emissions by 2040. Based on the NTT DATA Net Zero Vision 2040, all of the Group companies are working to reduce greenhouse gas emissions, including in their supply chains, and are pursuing green innovations in order to help attain the net zero target for their customers and society.

> As a member of the NTT DATA Group, the company has signed up to the long-term objective of achieving net zero in terms of emissions by 2040.

NTT DATA Business Solutions does not currently have a company-wide climate and environmental strategy. The adoption of a corresponding strategy is scheduled for 2023 and will help to support planning and target attainment across all of the countries in which the company operates. Individual national subsidiaries and divisions of the company have already initiated concrete measures to support the goal of achieving net zero by 2040. For example, greenhouse gas emissions will be lowered by switching to renewable energies, introducing climate-friendly procurement standards, and promoting low-emission mobility among employees through the use of electric vehicles and rail travel for business trips.

STEP BY STEP TO A SMALLER FOOTPRINT

So that we can achieve a targeted reduction in the greenhouse gas emissions we cause in the future, we began recording our carbon footprint for the first time in the course of compiling this first sustainability report for fiscal year 2022. Our greenhouse gas emissions (GHG emissions) are calculated and disclosed on the basis of the Greenhouse Gas Protocol (GHG Protocol). The reported emissions relate to the consumption data starting on page 63. The available data for the reporting year means the presentation of our carbon footprint is limited.

This initial report concentrates on our focus countries. This means it covers 12 of the 30 countries along with their respective sites and business premises, or 40% of the company's locations worldwide. The focus countries were selected on the basis of their revenues and/or headcount and their sustainability impact. As a result, the selected 40% of locations account for 80% of NTT DATA Business Solutions' total revenues and headcount. The response rate for our data collection varied depending on the performance indicator. Accordingly, the data pool for each performance indicator is reported separately and comparability is limited.

Looking at the big picture, the operation of the office buildings used by NTT DATA Business Solutions and energy consumption at the company's data centers constitute a significant source of emissions. This is accompanied by emissions from fuel consumption in connection with the use of company cars. Emissions from business trips in the form of flights, rail travel or the use of rental cars are not yet recorded (Scope 3, page 61) but undoubtedly constitute another significant source of emissions for our company.

Performance indicator GRI SRS-305-1:
Direct (Scope 1) GHG emissions
The total volume of Scope 1 emissions is 5,699 t CO_2e. The emissions relate to the activities of NTT DATA Business Solutions in Germany (excluding subsidiaries), the Netherlands and the United Kingdom and Ireland for which we were able to collect data in the reporting period.

At 4,446 t CO_2e, diesel consumption accounts for the largest share of the reported Scope 1 emissions (78.42%). This is followed at some distance by emissions from the consumption of gasoline (14.43%) and natural gas for heating (7.15%).

GRI SRS 305-1: SCOPE 1 EMISSIONS

	in t CO_2e
Emissions from vehicle fleet	
Gasoline	818
Diesel	4,446
Emissions from heating energy	
Natural gas	405
Scope 1 (total)	**5,669**

Emissions from fuel consumption: The emission data is calculated using the UK Government Conversion Factors 2022. The underlying fuel consumption data for Germany, UK&I and the Netherlands is complete.

Emissions from heating energy: The emission data is calculated using the emission factor for natural gas according to the UK Government Conversion Factors 2022 and the "CO_2 factors" information sheet published by the German Federal Office for Economic Affairs and Export Control (BAFA) in 2021. It was only possible to record the underlying consumption of heating energy for six of the 14 sites in Germany excluding subsidiaries. The heating energy data for UK&I and the Netherlands is complete.

Performance indicator GRI SRS-305-2:
Energy indirect (Scope 2) GHG emissions

We report Scope 2 emissions from purchased electricity for the operation of data centers and business premises using a location-based approach and a market-based approach. This corresponds to the principles of the GHG Protocol, as some product-specific or supplier-specific information on the purchased energy is available to us, e.g. in the form of green electricity tariffs.

The average emission factors for each country were applied in calculating emissions using the location-based approach. [1]

[1] Sources: EEA (v13 − June 12, 2023), IGES (v11.1 − March 18, 2023), US EPA (April 18, 2023) and Carbonfootprint.com (v10 − July 2022).

Where available, product-specific and supplier-specific information was used for the market-based approach. Where this information was not available, the residual mix factors for each country were firstly applied, with the national average factors from the above sources being used as a last resort.

Location-based Scope 2 emissions amounted to 8,595 t CO_2e. Emissions calculated using the market-based approach amounted to 6,432 t CO_2e, as this approach takes account of green electricity tariffs.

The emissions relate to electricity consumption (from purchased electricity), data for which was collected for all of the focus countries in this report with the exception of Sweden and for all of the data center locations.

GRI SRS 305-2: SCOPE-2-EMISSIONEN

Emissions from electricity consumption	in t CO_2e (location-based)	in t CO_2e (market-based)
Data centers	6,118	4,709
Business premises	2,477	1,723
Scope 2 (total)	8,595	6,432

Performance indicator GRI SRS-305-3:
Other indirect (Scope 3) GHG emissions

Emissions attributable to Scope 3 are not reported for 2022. We currently focus on Scope 1 and Scope 2 emissions in accordance with the GHG Protocol for the operation of our own sites and data centers. Scope 3 emissions along the value chain, e.g. from purchased goods and services, business trips, employee commuter traffic or the use of our products by customers, were not recorded in the reporting year. We assume that Scope 3 emissions account for the majority of our overall GHG emissions. However, they are significantly harder to control and influence than emissions from our electricity consumption, for example.

As part of the NTT DATA Net Zero Vision 2040, our parent company is aiming to achieve a significant reduction in Scope 3 emissions throughout the NTT DATA Group of 42% between fiscal 2021 and 2030. Accordingly, NTT DATA Business Solutions feels obliged to ensure that its planned climate and environmental strategy includes specific targets and measures for its contribution to the NTT DATA Group's Scope 3 reduction targets in particular. In addition to developing these targets, we intend to take initial steps in the area of supplier management in fiscal year 2023 to support the future recording and quantification of emissions in the upstream value chain.

Performance indicator GRI SRS-305-5: Reduction of GHG emissions

It is not possible to report a meaningful performance indicator for 2022 as there is no basis of comparison with the previous year.

Measures to reduce emissions

This report presents an initial assessment of our current position. An important next step is the systematic company-wide identification, recording and evaluation of the drivers of our GHG emissions.

We have already taken a range of measures to lower our emissions. We switched our data centers and office buildings in Germany to 100% certified green electricity with effect from January 1, 2021. Our own photovoltaic system on the roof of our company headquarters in Bielefeld generates more than 110,000 kWh of green electricity every year, thereby preventing around 40 tons of CO_2e emissions. We also offer employees in Germany attractive conditions for purchasing a bicycle under the JobRad scheme, with the majority opting for an e-bike. From May 2023, we will offer the Deutschlandticket as an additional incentive to leave the car at home and travel by bicycle, bus or train instead. We refrain from business travel where meetings can be held virtually without substantial constraints, and we encourage our employees to always keep this priority in mind.

We switched our data centers and office buildings in Germany to 100% certified green electricity with effect from January 1, 2021.

CONSERVING RESOURCES AND REDUCING CONSUMPTION: PROTECTING THE FOUNDATIONS FOR LIFE

We want to contribute to the protection of natural resources and act efficiently when it comes to our material and energy consumption. The use of resources involves emissions and other environmental impacts. In terms of the world economy, the distribution of resources also has considerable social impacts.

At NTT DATA Business Solutions, resource consumption primarily relates to the energy consumption of our data centers. Office operations at our business premises are another factor, as are water consumption, land use and office equipment. As a service provider, the company does not process any raw materials or consumables and does not use any packaging materials. In creating our own software solutions and performing our services, we make use of hardware, software and office materials that we do not produce ourselves. Employee mobility is another key factor. We use company cars in several countries and make use of mobility services for business travel around the world, which involves corresponding energy consumption.

> We want to contribute to the protection of natural resources and act efficiently when it comes to our material and energy consumption.

Based on the available data for the reporting year, it is not yet possible to present complete information on all of the resources used in all of the countries covered by this report. The highest degree of transparency was achieved in respect of the data on electricity consumption.

Electricity

We consumed a total of 20,470 megawatt-hours (MWh) of electricity in the reporting year. Of this figure, 72.93% relates to our data centers and 27.07% to office operations at our business premises. Electricity from renewable sources accounted for 50.98% of total electricity consumption.

The data for electricity consumption was collected in Germany (including the subsidiaries Sybit GmbH, GISA GmbH and Natuvion GmbH), Switzerland, the United Kingdom, the Netherlands, the US, Brazil, India, Denmark, Norway, Finland, and Turkey, and at the data centers in Germany, the US, Denmark, Malaysia, and Poland. The business premises cover all of the focus countries of this report with the exception of Sweden. All of the data centers are included, including those operated by GISA GmbH. Electricity from the use of hyperscaler resources and services for our customers is not included in the figures presented here.

GRI SRS-302-1:
ENERGY CONSUMPTION, ELECTRICITY

Electricity	Consumption in kWh	in %
Data centers	**14,927,989**	72.93
thereof renewable	7,606,615	
Business premises	**5,542,119**	27.07
thereof renewable	2,828,455	
Total electricity consumption	**20,470,108**	
thereof renewable	10,435,070	50.98
Electricity generated	**28,491**	

Data pool: Focus countries and data centers

To achieve our climate targets, we need to expand the use of renewable energies, improve our energy efficiency and adjust our consumption patterns. We have already been successful in our efforts to transition to renewable energy sources in Germany: Since 2021, NTT DATA Business Solutions' data centers and office buildings have been supplied with 100% certified green electricity. Of the subsidiaries in Germany, Sybit GmbH also already uses green electricity, while GISA GmbH is planning to switch on July 1, 2023.

We operate a photovoltaic system with an output of 204 kWp at our company headquarters in Bielefeld. The system was commissioned in September 2022 and generated 28,491 kWh of solar energy by the end of the reporting year.

We expect it to cover 10-15% of the annual energy requirements of the Bielefeld site. The commissioning of additional solar systems is planned, and implementation is already being examined for the Bautzen site.

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Heating and fuel

In the 2022 reporting year, we used 2,017 MWh of natural gas for heating and 378,487 l of gasoline and 1,738,088 l of diesel for company vehicles. The reported consumption of heating energy and the reported fuel consumption relate solely to NTT DATA Business Solutions in Germany (excluding subsidiaries; six of 14 sites). In addition to Germany, complete data was collected for the Netherlands and the United Kingdom and Ireland.

GRI SRS 302-1:
ENERGY CONSUMPTION, HEATING AND FUEL

Heating	Consumption in MWh
Natural gas	2,017

Fuel	Consumption in l
Gasoline	378,487
Diesel	1,738,088

Data pool: Germany, Netherlands, United Kingdom and Ireland

The electrification of our vehicle fleet and the expansion of charging facilities at our business premises are continuing. The energy used for charging is reported under electricity.

It is not possible to report a meaningful indicator for the reduction of energy consumption for electricity, heating and fuel in accordance with GRI SRS-302-4 as there is no basis of comparison.

Water

The total water withdrawal of 6,508 m3 is attributable to category GRI SRS 302-3 a) v. Third-party water. The reported consumption relates solely to NTT DATA Business Solutions in Germany (excluding subsidiaries; seven of 14 sites).

GRI SRS 302-3: WATER WITHDRAWAL

Water	Consumption in m³
Surface water	–
Groundwater	–
Seawater	–
Produced water	–
Third-party water	6,508
Total	**6,508**

Data pool: Germany

Performance indicator GRI SRS 306-3: Waste generated

As we are not a manufacturing company, waste is mainly generated in connection with office operations at our business premises. The waste volume was recorded solely at the company's headquarters in Bielefeld. It comprises 14.5 t of household waste and 1 t of waste paper. Data on green waste, food leftovers and the disposal of special waste, e.g. the destruction of files or electrical waste, was not recorded. Group-wide regulations concerning lifecycles and the disposal of hardware and company cellphones have been adopted.

Improvements and activities

As part of our work in compiling this first report, we are striving to improve the data situation and the data collection process in particular. The company needs to expand its data management and reporting strategy with regard to environmental data and make optimal use of the existing IT landscape. As an IT service provider, we are ideally positioned to achieve this. Our strategy is geared toward the requirements of the Corporate Sustainability Reporting Directive (CSRD).

We have made varying progress with our measures for resource conservation in different countries depending on the local conditions.

In order to establish a common global orientation, NTT DATA Business Solutions intends to adopt a company-wide climate and environmental strategy in fiscal year 2023. This strategy will also include specific targets concerning resource consumption. By the 2025 reporting year, the national subsidiaries, divisions and specialist departments will define measures to achieve these objectives, which will then be updated regularly.

> In order to establish a common global orientation, NTT DATA Business Solutions intends to adopt a company-wide climate and environmental strategy in fiscal year 2023.

Some of the company's national subsidiaries and divisions have already developed their own guidelines and implemented corresponding measures.

At GISA GmbH, a subsidiary of NTT DATA Business Solutions since 2014, this is realized using management systems certified in accordance with ISO 14001 and 50001 that include a continuous improvement process for environmental and energy management. The measures taken in the Netherlands include the subsidized use of electric and hybrid vehicles. In the United Kingdom, specific environmental guidelines are in place for the areas of office operations and products, energy consumption, water, and mobility. The measures in Germany include the installation and use of photovoltaic (PV) systems to cover some of the energy requirements at sites with their own land or suitable building space. These PV systems are in addition to the transition to 100% renewable electricity that has already taken place in Germany. ■

"GREEN IT" INITIATIVE FOR OUR CUSTOMERS

We support our customers with tailored SAP solutions and our own products and services. We also plan, develop and operate private, public and hybrid clouds for them. We are committed to upholding the UN sustainability goals in so doing.

In the area of managed cloud services, the sustainability of the data centers we operate is one of the key focal points. Under our "Green IT" initiative, we supply our German data centers with 100% green electricity and operate them at a level of efficiency that comfortably exceeds the industry average. Although the volume of data processed is constantly growing, this means our electricity consumption remains unchanged and sometimes even declines.

NTT DATA Business Solutions is also leveraging the available efficiency potential in the area of services.

When it comes to managing our customers' IT landscape, for example, we achieve this through automation, storage space optimization, and the optimization of uptime and downtime. Among other things, the "Carbon Optimization Hyperscaler" service helps customers to select a data center based on sustainability criteria, make use of the most efficient computing infrastructure and storage technologies, and prevent unnecessary data transfers.

In developing its innovative software products, the company takes environmental and efficiency criteria into account at an early stage in order to minimize the necessary use of hardware for computing power, storage systems, archiving systems, control and application servers, thereby reducing the consumption of energy and resources.

NO PAPER, NO PROBLEM

GÜRCAN YEĞIT is switching over administrative processes from paper to digital systems in Turkey. This saves water, wood, and energy. And the companies also benefit in several respects. For all these reasons, the success story is now to be continued beyond the country's borders, too.

E-TRANSFORMATION

- Even today, paper is often still used for waybills, invoices, and accounting. Especially at smaller companies.
- The NTT DATA Business Solutions products E-Invoice, E-Waybill, and E-Ledger make complete digitalization possible.
- As a result, processes at companies not only get faster, cheaper, and more secure – but also more environmentally friendly.
- In Turkey, 25 customers have switched to the NTT DATA Business Solutions e-products, saving a total of 3,960 tons of wood, 89 million
- tons of water, and 8,910 cubic meters of carbon dioxide emissions each year.

IN THE PAST, almost all information used to be on paper. Now a lot is digital. The result: lower paper consumption. Or at least you would think so. But the reality is different. Whereas in 1970, around 130 million tons of paper was produced worldwide, in 2005 it was 367 million tons and in 2019 as much as 415 million tons.

So paper consumption is actually increasing with negative effects on the environment because its production requires large quantities of wood, water, energy, and chemicals such as chlorine, acids, and solvents.

Gürcan Yeğit has undertaken to help reduce paper consumption. Specifically at companies. Paper is often still used for administrative processes. Because that is the way it has always been. And because legal regulations encourage it. It is an anachronism in this day and age. The 36-year-old from Turkey wants to change this.

Gürcan Yeğit started as an SAP consultant at NTT DATA Business Solutions Turkey and moved to the Product Business division after two years, where he is now Enterprise Products Director. One important part of this business area is digital transformation at companies. Yeğit has identified three areas that are often still organized in paper form at companies: invoices, waybills, and accounting. So Yeğit and his team have developed three new products: E-Invoice, E-Waybill, and E-Ledger.

> Paper is often still used for administrative processes. Because that is the way it has always been. And because legal regulations encourage it. It is an anachronism in this day and age. The 36-year-old from Turkey wants to change this.

E-Invoice allows companies to send and receive digital copies of invoices instead of paper invoices. Incoming and outgoing materials can be processed with digital E-Waybill copies, thus dispensing with the traditional method of preparing paper waybills. And thanks to E-Ledger, which generates XML documents, the accounting documents produced with ERP systems no longer have to be printed out on paper and sent to the tax authorities by mail.

But which companies are still carrying out a lot of administrative processes on paper in the year 2023? "More than most people think," says Yeğit. "In Turkey, for example, digitalized accounting is required only from a certain revenue level." Many smaller companies therefore still use paper for accounting and communication with the tax authorities.

But the benefits of going paperless are plain to see. "Digitalization makes processes at companies much more secure, i.e. less susceptible to errors. It also speeds up processes and makes work cheaper," says Yeğit.

RESOURCE SAVINGS AND INCREASED SAVINGS DUE TO CUSTOMER GROWTH

AFTER ONE YEAR

-3,960
-28
-8,910
-89

AFTER THREE YEARS

-11,880
-84
-26,730
-267

AFTER FIVE YEARS

-19,800
-140
-44,550
-445

Wood in t

Energy in billion BTU

Carbon dioxide in m³

Water in mio. l
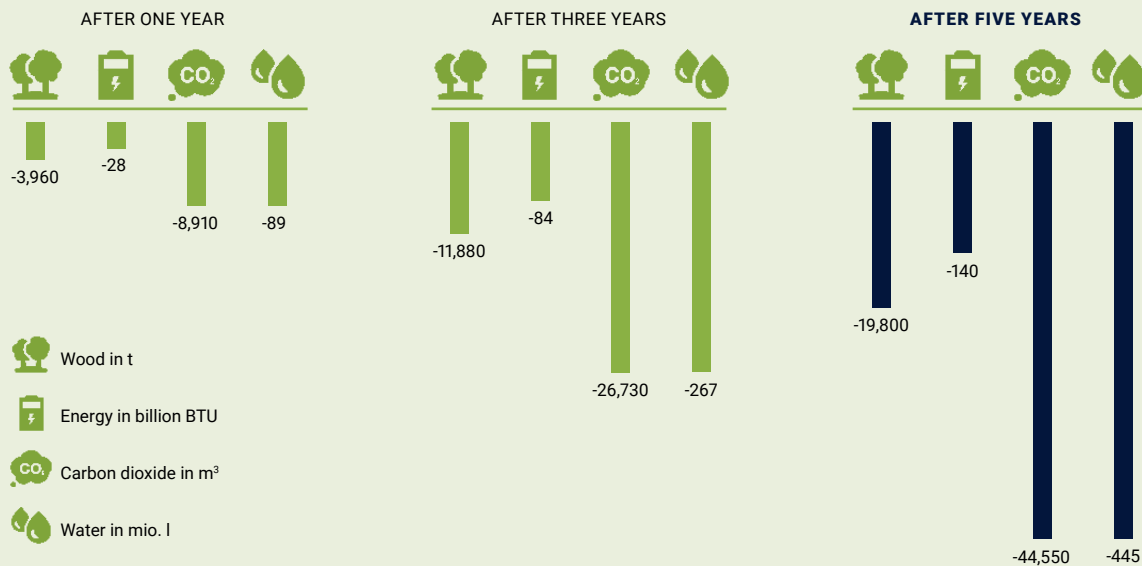
And of course, when companies go paperless it also saves resources. Yeğit has calculated the quantities saved. As a result of 25 customers in Turkey having switched to the NTT DATA Business Solutions e-products, 3,960 tons of wood, 89 million tons of water, 8,910 cubic meters of carbon dioxide emissions, and 28 billion BTU of energy are saved each year (BTU stands for "British thermal unit," with one unit representing the amount of thermal energy required to heat one pound of water by one degree Fahrenheit).

And this is just the savings in one year. Once a switch is permanent, these savings are multiplied each subsequent year. In addition, the number of customers is growing. Yeğit's team aims to have 100 customers in three years' time, and 150 customers in five years. This will further increase the resource savings.

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"Our e-products have enormous potential from both an environmental and a business perspective," says Yeğit, whose team consists of 15 employees. Some of them work with the customers, asking about their requirements and passing this information on to the team. The others, mostly developers, implement these requirements in products.

"70 to 80 percent of the software is the same for every customer, the rest is individually adapted," says Yeğit, who established the division for the three e-products two years ago. It usually takes just a month for the customer to get an adapted version of E-Invoice, E-Waybill, and E-Ledger. Only for big customers might it take longer. "But it is no more than five months in these cases, too," says Yeğit.

This success in Turkey is prompting NTT DATA Business Solutions to look further. From 2025 onward, all companies in the European Union must have switched their administrative processes to a digital system. Yeğit: "We are now in the process of transitioning our products to this major market." A transition that is achievable. "We already have international customers that operate factories in Turkey and use our products," says Yeğit. But of course, adjustments to the national legislation, especially tax laws, are required in each case.

> This success in Turkey is prompting NTT DATA Business Solutions to look further. From 2025 onward, all companies in the European Union must have switched their administrative processes to a digital system.

"We are currently in talks with companies in Italy, Spain, and the UK to sell our products there," says Yeğit, "but we also see a market outside Europe."

Partly due to its potential, the project has gained a lot of recognition within NTT DATA Business Solutions and recently won the NTT DATA Global Sustainability Award. Gürcan Yeğit attended the parent company's award ceremony in Tokyo, Japan. "It was great to see so many colleagues from all around the world and their successful projects," says Yeğit enthusiastically. And it may well be that Yeğit's digitalization products gain even more attention in the future. ■

GÜRCAN YEĞIT started as an SAP consultant at NTT DATA Business Solutions and is now Enterprise Products Director in Turkey. His passion is digital transformation at companies. This year, he and his team won the NTT DATA Global Sustainability Award for this.

PROTECTING NATURE AND BIODIVERSITY

BIODIVERSITY AS A VITAL RESOURCE

According to the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), around a million animal and plant species are currently seriously endangered. The loss of biodiversity disrupts the equilibrium of the planet's ecosystems and threatens the foundations of human life and economic development. To this end, considerable efforts are being taken around the world to stop the loss of biodiversity, and there is a legally binding international agreement governing its protection.

First signed in 1993 at the United Nations Conference on Environment and Development in Rio de Janeiro, the Convention on Biological Diversity (CBD) now has 196 parties, including Germany and the European Union. The CBD is the world's most comprehensive convention in the area of conservation and development policy.

The conservation of habitats and their biodiversity also form part of the 17 United Nations Sustainable Development Goals (SDGs), which include the protection of life below water (SDG 14) and life on land (SDG 15). Furthermore, biodiversity is an important aspect of climate protection and climate change adaptation.

> The loss of biodiversity disrupts the equilibrium of the planet's ecosystems and threatens the foundations of human life and economic development.

At our international locations, we work to preserve the natural environment by supporting forestation initiatives and the protection of specific animal species, among other things. We also include the impact on nature as one of the factors when planning our business activities, such as the expansion of individual sites and the resulting consequences for the environment.

Considerable efforts are being taken around the world to stop the loss of biodiversity.

CONTRIBUTING TO NATURE CONSERVATION

NTT DATA Business Solutions wants to make a contribution to conserving the natural world and its species. Although none of the land we own is subject to special requirements for the protection of endangered species, we are aware of the responsibility that comes with the sealing and development of the land on which our office buildings and data centers are built, for example. We want to offset the loss of plant and animal habitats due to this use.

Accordingly, we engage in nature conservation and species protection in the areas surrounding our properties. We have had our own beehives at our sites in Bielefeld, Dresden and Jena since 2022. In order to provide food for the bees, we planted fruit trees near the beehives in Bielefeld as part of our 2023 sustainability week. We work with a local beekeeper who harvests the honey. This also allows us to draw attention to the importance of species conservation by giving our stakeholders a jar of honey as a personalized and sustainable gift.

> Under the "One Day One Tree" initiative, we plant a tree for each consulting day delivered by our company once a quarter.

NTT DATA Business Solutions UK&I supports local and international forestation and forest conservation initiatives via the non-profit organization "One Tree Planted". Under the "One Day One Tree" initiative, we plant a tree for each consulting day delivered by our company once a quarter. A committee of employees decides which conservation project to support each time. In the first quarter of 2022, an extensive reforestation project in Nicaragua was the chosen location for the initial 13,128 trees to be planted. "One Tree Planted" works with local schools to help children learn more about the natural environment of their region.

In Germany, we planted 445 trees in the Teutoburg Forest in 2023 as part of a reforestation campaign. As they grow, these trees will more than offset the greenhouse gas emissions caused by the SAP partner event Transformation NOW! in 2022. As a member of the East Westphalia Alliance (Bündnis Ostwestfalen), we also participated in a tree planting campaign run by trainees at the sports club DSC Arminia Bielefeld.

We are aware that our business activities also use land indirectly, e.g. through our consumption of paper, water, and wind energy. Purchased products in our supply chains, such as hardware and its residues (waste, electrical waste), can also have an adverse impact on habitats and their biodiversity. We do not currently have any data about negative impacts of this nature, but we will take these aspects into account as we continue to expand our sustainability management. ■

GSC REPORTING ELEMENTS AND GRI INDICATORS AT A GLANCE

Section	GRI performance indicators according to our GSC declaration of conformity
SUSTAINABILITY AT NTT DATA BUSINESS SOLUTIONS	
Our global business model	■ General: Business model ■ GSC 4: Depth of value chain
Sustainability strategy	■ G eneral: Business model ■ GSC 1: Strategic analysis and measures ■ GSC 2: Materiality ■ GSC 3: Targets ■ GSC 4: Depth of value chain ■ GSC 9: Stakeholder involvement ■ GRI SRS-102-44: Key topics and concerns
Sustainability management	■ GSC 5: Responsibility ■ GSC 7: Controls ■ GSC 8: Incentive systems
"Green IT initiative" project report	n/a
HOW WE WORK	
Ethics and compliance	■ GSC 6: Rules and processes ■ GSC 20: Conduct in accordance with the law and policies ■ GRI SRS-102-16: Values ■ GRI SRS-205-1: Operations assessed for risks related to corruption ■ GRI SRS-205-3: Incidents of corruption ■ GRI SRS-419-1: Non-compliance with laws and regulations
Protection of data and intellectual property	n/a
Technology for the good of society	■ DNK 10: Innovations- und Produktmanagement ■ G4-FS11: Finanzanlagen

Section	GRI performance indicators according to our GSC declaration of conformity

NTT DATA BUSINESS SOLUTIONS AS A PARTNER

Our commitment to fairness, safety and diversity	■ GSC 14: Employee rights ■ GSC 15: Equal opportunities ■ GRI SRS-405-1a: Diversity of governance bodies ■ GRI SRS 405-1b: Diversity of employees ■ GRI SRS-406-1: Incidents of discrimination ■ GRI SRS-403-9: Work-related injuries ■ GRI SRS-403-10: Work-related ill health ■ GRI SRS-403-4: Worker participation on occupational health and safety
Development opportunities for talented employees	■ GSC 16: Qualification ■ GRI SRS-404-1: Average hours of training
"Together for the climate with Climate bOWL" project report	n/a
Social responsibility	■ GSC 17: Human rights ■ GSC 18: Community ■ GSC 19: Public policy ■ GRI SRS-412-3: Investment agreements that underwent human rights screening ■ GRI SRS-412-1: Operations that underwent human rights screening ■ GRI SRS-414-1: New suppliers that underwent social screening ■ GRI SRS-414-2: Social impacts in the supply chain ■ GRI SRS-201-1: Direct economic value generated and distributed ■ GRI SRS-415-1: Political contributions

OUR CONTRIBUTION TO ENVIRONMENTAL AND CLIMATE PROTECTION

On the way to climate neutrality	■ GSC 13: Climate-relevant emissions ■ GRI SRS-305-1: Direct (Scope 1) GHG emissions ■ GRI SRS-305-2: Indirect (Scope 2) GHG emissions ■ GRI SRS-305-3: Other indirect (Scope 3) GHG emissions ■ GRI SRS-305-5: Reduction of GHG emissions
Conserving resources and reducing consumption	■ GSC 11: Use of natural resources ■ GSC 12: Resource management ■ GRI SRS-301-1: Materials used ■ GRI SRS-302-1: Energy consumption ■ GRI SRS-302-4: Reduction of water consumption ■ GRI SRS-303-3: Water withdrawal ■ GRI SRS-306-3: Waste generated
"e-transformation" project report	n/a
Protection of nature and biodiversity	n/a

PUBLICATION DETAILS

We Transform. SAP® Solutions into Value

We understand the business of our clients and know what it takes to transform it into the future. At NTT DATA Business Solutions, we drive innovation – from advisory and implementation, to managed services and beyond, we continuously improve SAP solutions and technology to make them work for companies – and for their people.

Aiming to transform, grow and become more successful? We provide you with more than in-depth expertise for SAP solutions: As your passionate partner, we connect your business opportunities with the latest technologies – and offer you a unique approach to get the job done as smoothly as possible. Our close ties to SAP and other partners give you access to innovative solutions and developments. Being part of the global NTT DATA group enables us to master any scope of project.

With operations in more than 30 countries, we have enabled thousands of companies become more efficient and effective during the last three decades. Our more than 13,500 experts around the world will also accompany you on your journey toward a truly intelligent enterprise – wherever you want to start!

You want to know more?
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