Foundever® ESG Report

Issue date: August 2024

Create connection. Value conversation.

foundever®

Contents

Contents

	Scope of report	3
	Letter from the President & CEO	4
	Corporate governance	6
About Foundever	Business model	10
	Awards and recognitions	11
Strategy	ESG strategy	14
	ESG values	15
	ESG governance	16
	Materiality matrix and definition of strategic topics	19
	Our strategy framework	22
	Stakeholder communication	24
	ESG risks and mitigations	25
Environment	Energy consumption	32
	Waste management	36
	Water and effluents	38
	Emissions	40
Social	Talent acquisition, retention and development	46
	Talent retention	48
	Voice of the employee	50
	Occupational health and safety (OHS)	55
	Health and wellbeing	60
	Workplace design	66
	Working conditions	75
	Human rights and diversity, equity and inclusion	77
	Employability and community development	83
Governance	Business ethics	95
	Whistleblowing	97
	Data privacy and security	98
	Supply chain sustainability	101

Scope of report

This “Foundever® ESG (environmental, social and governance) Report” covers the period January 1, 2023, through December 31, 2023 unless otherwise noted. The frequency of reporting is annually, and no restatements of information were needed for this report. The terms “Foundever,” “company,” “we,” “us” or “our” in this report refer to Foundever S.A. and its subsidiaries, on a consolidated basis, unless we state differently, or the context implies otherwise.

In developing this report, we referenced the Global Reporting Initiative (GRI) Standards for guidance on disclosing relevant metrics and information related to Foundever business and areas of impact in a manner comparable to peers and industry benchmarks. The ESG disclosures contained within this ESG Report are voluntary and readers should not assume any information contained herein is material as that term is defined under applicable securities laws or any other applicable law.

Any references to “ESG” or similar terms in this report are intended as references to the internally defined criteria of Foundever only and not to any jurisdiction-specific regulatory definition.

This report includes certain non-financial data and information that is subject to measurement uncertainties resulting from limitations inherent in the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Non-financial data included has not been audited by an external auditor. Data, including greenhouse gas emissions, were measured based on the methodology in place as of the date completed, and such methodology may be subject to change in the future.

ESG contacts

We have a dedicated team coordinating global efforts for Corporate Compliance and ESG. They will coordinate the actions of internal departments and support management to ensure the company meets the best compliance standards regarding ESG, all while responding to the needs of our external stakeholders.

Email: Sustainabililty@foundever.com

Website: foundever.com/about/esg/

Social media: Facebook, LinkedIn, X, Instagram

Publication date: August 2024

Letter from the President & CEO

From our people to our processes and governance, Foundever is a business in transformation. Over the past year we have welcomed a new Chief People Officer and and a Chief AI Officer to our organization, both of whom have the remit to further empower our associates to create the next generation of CX, infused with artificial intelligence and delivered as part of a new 360-degree operating model.

We are embracing this change so that some things can remain the same, most notably our focus on simplicity of solution, client partnership, and of market approach. We know that removing complexity will directly benefit existing and potential clients and each of the local communities around the world in which we operate.

This global footprint of local communities places us in a very advantageous position, but not just in terms of business success. It's a position of great responsibility because it allows us to drive positive change, at scale. It's the motivation behind the creation of our nonprofit organization, Foundever.org, which we launched at the end of 2023 with an emphasis on education and making it a fundamental right for all.

In addition to education and community, we continue our commitment to the environment. We aim to achieve our SBTi Net Zero commitment of 2050.

In the future, when we look back at 2023, we will see it as a crucial milestone in our company's history. As well as being the year when we rebranded to Foundever as a public declaration of our intention to transform both our business and the industry in which we operate, it's the moment when we laid the foundation of our ESG strategy.

This report details the progress we have already made and the steps we plan to take on the journey towards being the most formative brand in our industry.

Sincerely,

Laurent Uberti
Founder, President & CEO

We aim to achieve our SBTi Net Zero commitment of 2050, beginning with a new reduction goal of reducing 25% of Scope 2 emissions by 2028.

Corporate governance

Foundever Group S.A. is a private limited company organized and existing under the laws of Luxembourg and located at Boulevard du Prince Henri 33 1724 Luxembourg.

Board of directors

Foundever is managed by a board of directors currently composed of six (6) members who were appointed by the General Shareholder meeting for a renewable period of two (2) years.

Laurent Uberti

Founder, President & CEO, Chairman of the Board, Category A Director

30 years of experience in the BPO industry

Hubert Giraud

Vice Chairman of the Board
Category A Director

+30 years of executive leadership experience in information technology services and consulting

Benoît Leclercq

Category A Director
Risk and Compliance Committee

+30 years of experience in industrial entrepreneurship, design and operations as well as investments in the healthcare, climate and food industries

Pascal Rakovski

Category B Director
Risk and Compliance Committee

+30 years in external audit, financial reporting and internal controls, 5+ years as a non-executive director

Wim Ritz

Category B Director
ESG Referent,
Risk and Compliance Committee

+25 years of experience in the private equity industry and fund administration

Marie-Adélaïde Leclercq-Olhagaray

Category B Director

+12 years of experience in innovation, corporate communication, strategy and customer relations

The board committees

The board of directors created three (3) committees each composed of at least two (2) members who can be board members or external qualified experts. The role of these three (3) committees is to advise the board of directors on specific matters within their scope, but they do not have any power to decide; all decisions are made by the board of directors itself.

The strategic committee

The strategic committee's role is to make recommendations to the board of directors regarding the position of the company within the industry and its development in the medium and long term, the development of projects and, in particular, M&A operations, review of new location openings and review of project financing that have a potentially substantial impact on the financial structure of the company.

The remuneration committee

The remuneration committee shall issue recommendations to the board of directors in the following areas (non-exhaustive list): review and proposal of remunerations to the executive leaders of the company or any of its key personnel, and review of the recruitment process of key managers, of their bonus schemes and succession planning.

The risk and compliance committee

Finally, the risk and compliance committee has a specific role to review the financial and non-financial information and monitoring various topics linked to financial risk management, as well as compliance risk management, ESG and sustainability (ESG, anti-bribery and corruption, privacy, etc.), in order to report to the board on those specific areas.

The Compliance and Duty of Vigilance Referent is a member of the risk and compliance committee.

As board members, we are stewards of the longevity of the company, ensuring that ESG factors and ratings are on track to protect our profits and our people. Regardless of where we operate, our commitment to sustainability remains the same. The key to doing the right thing is to guarantee that processes meet the highest international compliance standards, meeting the obligations of our stakeholders.

Benoît Leclercq

Category A Director

Executive Committee

The Executive Committee is supported by the Global Leadership Team (GLT) composed by our regional market leaders and by the leaders of our main enterprise departments. Please visit our website for additional information.

Laurent Uberti

Founder, President & CEO

Olivier Camino

Founder & Chief Operating Officer

Nordine Benbekhti

Chief Financial Officer

David Slaviero

Chief Technology Officer

Carole Bohrer

Chief Legal Officer

Chapter 01

About Foundever

Business model

CX solutions built to be simply better

A new standard of CX built upon the Foundever operating model

- **Fully customizable**
- **Globally scalable**
- **Intelligent & integrated**
- **Secure & compliant**

Across the customer journey

Enterprise solutions for every CX need, tailored with our domain expertise

- Customer Care
- Sales & Retention
- Technical Support
- Back-Office Support
- Community Management
- Collections
- Trust & Safety

Global consistency

Supported by our operational standards – PeakOS – and operational leadership

The best CX talent

Delivering scale with AI-enabled hiring and onboarding platforms to optimize speed-to-proficiency

Close to customers

Connecting virtual and in-center models and multilingual hubs for a global shoring model across 45 countries

Supported by GenAI

Equipping teams with generative AI copilot tools to drive accuracy and productivity at scale

Integrated technology

Connecting CX strategy to an ecosystem of technologies and managed IT support to make your transformation simple

Unique CX insights

Helping to benchmark their performance and drive roadmap with our Success Program

Awards and recognitions

Recognition raises brand awareness and increases visibility, making it crucial for attracting talent, maintaining motivation across our business and driving continued improvement within our operations. In 2023, Foundever received more than 74 awards in each of our regions.

2023 recognition

Military Spouse Friendly® Employer

The Military Friendly® Spouse Employers survey takes a detailed look at the lifecycle of military spouse employees in the U.S.: What employers do to attract, hire, and develop them; as well as the policies and practices with which employers support them along the way. Our goal is to help military spouse employees have fulfilling careers.

Platinum TITAN award for Female Executive of the Year

Michelle Parks was awarded the Platinum TITAN award for Female Executive of the Year and Chief Operating Officer of the Year. The TITAN Women In Business Awards consistently recognizes trailblazing women making waves in both the corporate world and entrepreneurial circles, celebrating those who challenge the status quo, usher in innovation, and set benchmarks of leadership in their dedicated sectors.

Most Preferred Workplace 2023-2024

Foundever in India was named the 'Most Preferred Workplace' for 2023-2024 by Marksmen Daily.

IAOP® Excellence in Strategic Partnerships

Foundever received the 2023 IAOP® Excellence in Strategic Partnerships award for its partnership with CallMiner, the leading provider of conversation intelligence to drive business performance improvement.

Global Impact Sourcing Award

Foundever was recognized as a winner of the Global Impact Sourcing Award (GISA) given by IAOP®. The prestigious award recognizes organizations that have made a significant impact through the practice of impact sourcing, which is the intentional employment of people from socio-economically disadvantaged backgrounds.

Leader in Diversity 2023

The Financial Times-Statista ranking of Europe's Diversity Leaders is based on independent surveys of more than 100,000 employees across the continent.

Silver – Employer of the Year – Business & Professional Services

Foundever was recognized as a Silver winner in the 2023 Stevie® Awards for Great Employers in the 8th annual Stevie® Awards for Great Employers.

Great Place to Work®

Foundever in Portugal and India successfully completed the Great Place to Work® Institute assessment and are both certified as a great workplace for 2023-2024.

Global leader

Foundever was again recognized as a Leader by Everest Group's Customer Experience Management (CXM) PEAK Matrix® Assessment 2023, marking the 11th consecutive year it has achieved leader status. The Everest Group PEAK Matrix® is a framework to assess the relative market impact, vision and capability of service providers. Through detailed evaluations of 54 CXM service providers featured on the PEAK Matrix® 2023, Everest Group generated three classification categories: Leaders, Major Contenders and Aspirants. Leaders demonstrate exceptional innovation and transition management in their engagements while enhancing technological capabilities through proprietary solutions, partnerships or acquisition. As a Leader, Foundever is acknowledged for its consistent delivery of CXM services in the form of elite client satisfaction scores due to superior domain expertise.

Everest Group Customer Experience Management (CXM) Services PEAK Matrix® Assessment 2023

Everest Group®

Chapter 02

Strategy

ESG strategy

ESG is not only about what is done, but how it gets done. Creating a long-term impact via ESG demands leadership. It means not settling for second best in any aspect of operations and requires a peak mindset for setting and achieving goals beyond regulatory compliance.

As such, the Foundever ESG strategy incorporates our core values of creativity, connection and commitment. It is led, managed and executed by a strong governance with several cross-functional committees and groups across the globe including a global ESG steering committee and local ESG groups for input, accountability and cultural alignment. The strategy's key material topics were identified and prioritized through a materiality assessment with our key stakeholders.

Frameworks are an important part of our ESG strategy. In 2022, we applied ISO 26000 standards across the company and the Global Reporting Initiative (GRI) is referenced in this report. As a long-term member of the United Nations Global Compact, we continue to communicate on our progress toward sustainable development goals. Given an interest in how companies approach environmental, social and governance (ESG) issues, Foundever identified key strategic channels communicating ESG impact to both internal and external stakeholders.

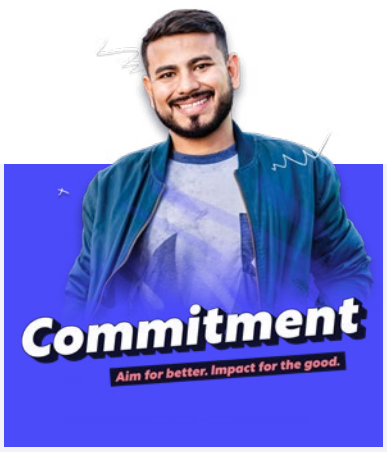
It is important to understand the nature of ESG risks, to identify them, to quantify them, and thereafter manage and mitigate them.

Finally, like other business risks, it is important to understand the nature of ESG risks, to identify them, to quantify them, and thereafter manage and mitigate them. The Foundever strategy for the management of these risks and ways to mitigate them begins with establishing a comprehensive understanding of all the ways ESG factors apply to our business.

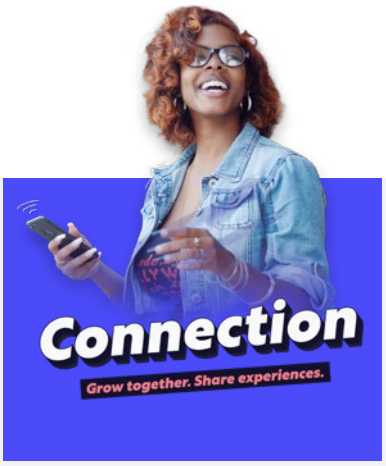
ESG values

Our ESG strategy at Foundever is driven by our core values.

Through the creativity of our people, we seek new ways to make the complex simple. Every day, our people rise to the challenge of finding new ways of working to create the best experiences between brands and their customers. Through an environment of inclusive idea creation, we are a pacesetter in our industry, leading and driving changes that genuinely impact people's lives for the better. From employability, community development and data security to environmental, waste management and sustainability, we are driving change with our stakeholders on a broad range of materiality topics.



As a member of the United Nations (UN) Global Compact, we are committed to the UN Sustainable Development Goals (SDGs) and being a responsible global organization for our stakeholders. We understand the importance and urgency of this global initiative and how Foundever plays a critical role in impacting quality of life and global sustainability. Within a culture of accountability and integrity, we lead by example and aim for the peak in everything we do. Setting goals and meeting targets that are measurable, achievable and challenging is how we hold ourselves accountable for creating a bigger impact. With a commitment to always do better as our North Star, we are constantly learning and improving to make a greater impact for good.



Through our ESG strategy, we are making stronger connections. As we share experiences, our connection to each other is grounded and strengthened in earning trust through transparency. With a strong commitment to being a force for good, we act with compassion to make a difference. Our collective effort toward shared goals and experiences connects the beneficial impact we make across our broader global network of employees, clients, communities, vendors, shareholders and prospects.

ESG governance

Adoption of a new ESG governance and appointment of executive sponsors

Based on the results of the materiality survey conducted in 2022 (see Materiality Matrix chapter below), our Founder, President & CEO Laurent Uberti and executive leadership team established the ESG governance, which was also supported by the Foundever Board of Directors.

Executive leadership team

*Note: Dedicated global role

Setting the tone for our strategy, the **ESG Steering Committee** includes executive sponsors for each strategy topic.

- Environmental, led by the Chief Technology Officer
- Social, led by the Chief People Officer
- Governance, led by the Chief Legal Officer

This committee sets accountability for the organization, communicates progress to the CEO and reviews and approves three-, five- and 10-year goals.

The **Global ESG Working Groups** support the organization to set goals for each of the key strategic topics. They also review and set policies by collecting and verifying data. A champion was selected to lead each of the Global Working Groups along with key subject matter experts, members of our sustainability networks and various departmental functions throughout the organization. With representation from each part of our global organization, the global ESG working groups connect our focus and actions to passionate, diverse individuals from every part of the world. These Global Working Groups report to the ESG Steering Committee while local Sustainability Committees are being formalized.

Global ESG Working Groups composition

SMEs
Data Privacy
Facilities
Human Resources
Legal
Security

Sustainability Network
CSR Leaders
Engagement Team

Department
Account Management
Communications
Finance
Procurement
Project Management

Region
Asia Pacific
Europe
Central and South America
North America

The local Sustainability Committees are formed at the country level, chaired by the local executive leader and include material topic experts. These experts are determined by each country, and their number depends on the headcount and country regulations.

The Global ESG team was formed in 2022 to support the management and coordinate the actions of each of the ESG pillars, design the global governance and define the global strategy. The Global ESG team is a part of the Global Corporate Compliance and ESG department.

Closely aligned to our Global ESG team, our Sustainability Network consists of local ESG champions with a working knowledge of ESG topics in their country, including regulations, law, certifications and internal networks.

The local positions are key in the global execution of this strategy as they are the “boots on the ground” and our frontline subject matter experts. We have identified competencies for roles at a country level, and the leaders were asked to adopt and support this new role. ESG decisions, goals and KPIs are to follow the ESG governance as described above. In 2023, the organization set a Scope 2 reduction goal of 25% by 2030 for the global organization.

Materiality matrix and definition of strategic topics

Our process

Understanding our environment and the needs and expectations of our internal and external stakeholders is key in defining our ESG strategy. We conducted a stakeholder materiality assessment in 2022, through the channels of external email, internal email and EverConnect (intranet) articles.

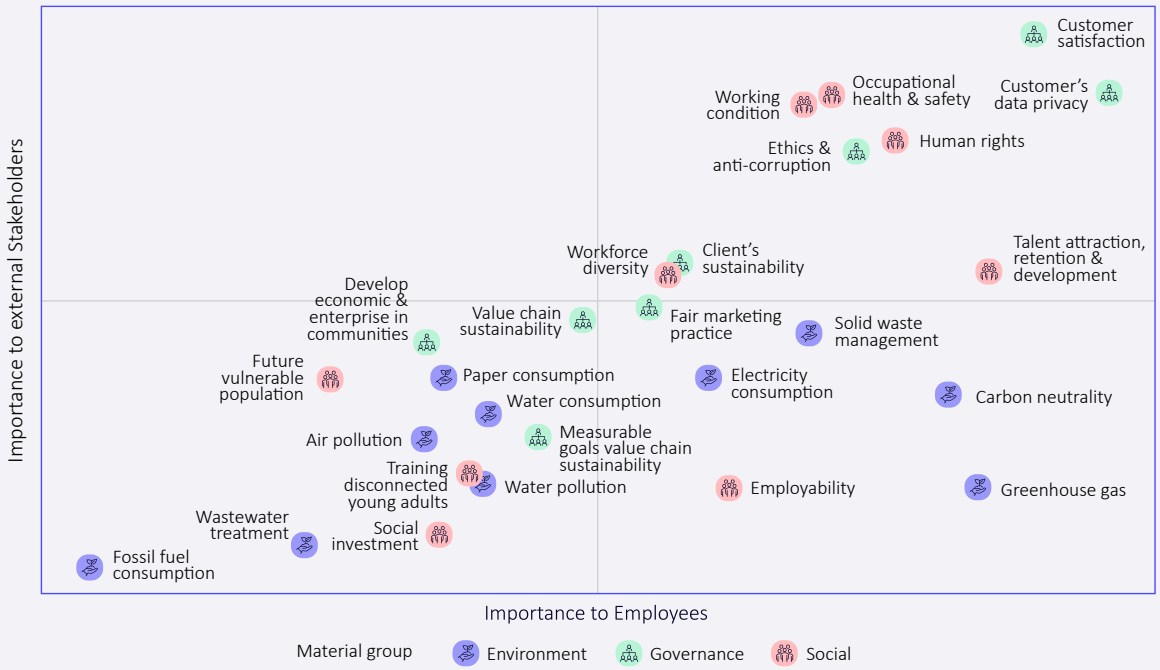
The survey was provided in multiple languages and was sent to the following stakeholders:

- Employees
- Clients
- Suppliers
- Communities
- Chambers, NGOs, etc.

The survey was based on the three dimensions of environment, social and governance.

Our result

Strategic Topics - Materiality Matrix



Analysis of results

As a result of our analysis, Foundever will work on the following areas:

Environment

- Net Zero
- Electricity consumption
- Waste management
- Water management

Social

- Health & safety, working conditions
- DE&I, human rights
- Talent attraction, retention & development
- Employability, community development

Governance

- Data privacy & security
- Measurable goals & value chain sustainability
- Ethics & anti-corruption
- Board diversity

Further measurement

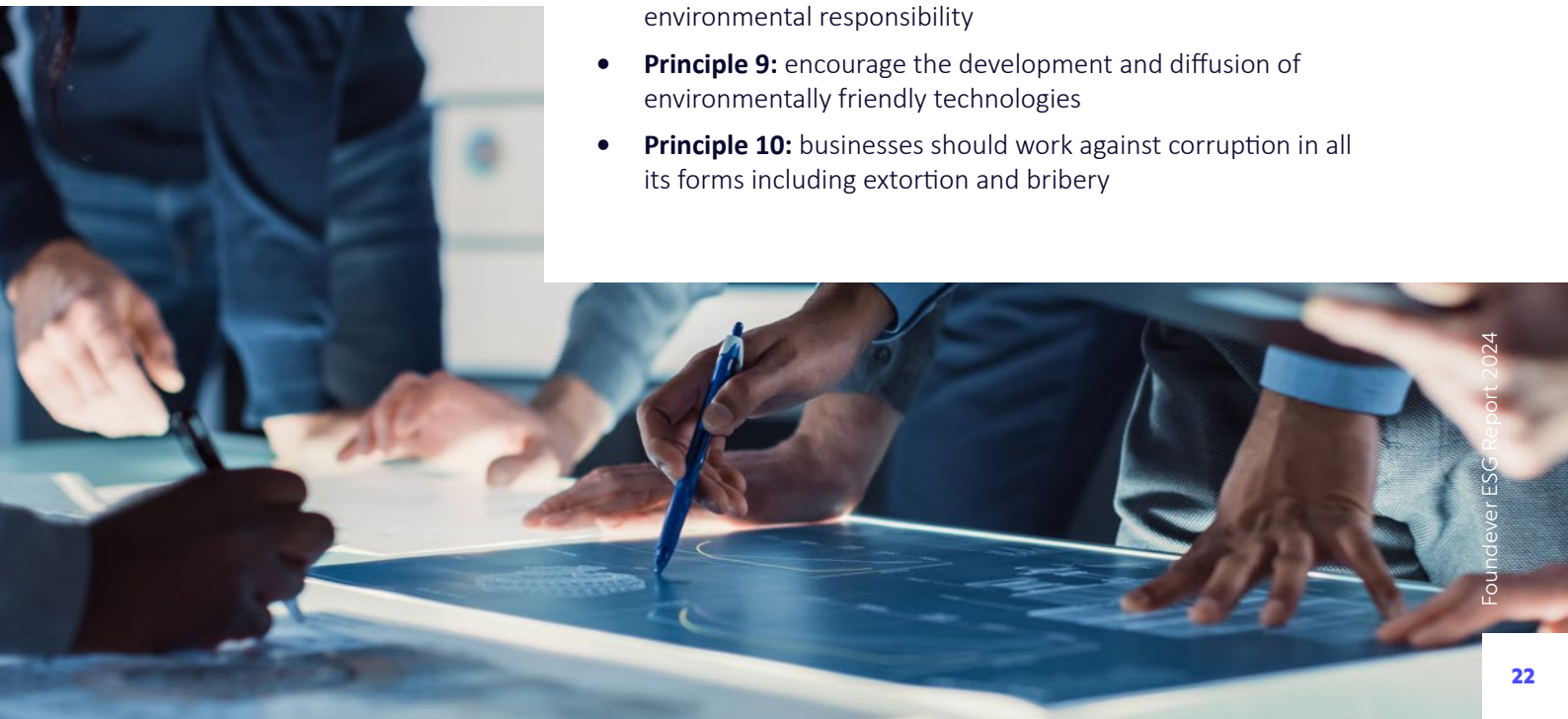
The collection of 2023 data as included in detail for each pillar in the following sections of this report was conducted on the basis of the Global Reporting Initiative standards framework.

Our strategy framework

We participate in the United Nations Global Compact

We remain a proud participant of the United Nations Global Compact and its ten (10) principles that we use to guide our ESG pillars.

- **Principle 1:** : businesses should support and respect the protection of internationally proclaimed human rights
- **Principle 2:** make sure that they are not complicit in human rights abuses
- **Principle 3:** business should uphold the freedom of association and the effective recognition of the right to collective bargaining
- **Principle 4:** the elimination of all forms of forced and compulsory labor
- **Principle 5:** the effective abolition of child labor
- **Principle 6:** the elimination of discrimination in respect of employment and occupation
- **Principle 7:** businesses should support a precautionary approach to environmental challenges
- **Principle 8:** undertake initiatives to promote greater environmental responsibility
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies
- **Principle 10:** businesses should work against corruption in all its forms including extortion and bribery



We support the United Nations Sustainable Development Goals (SDGs)

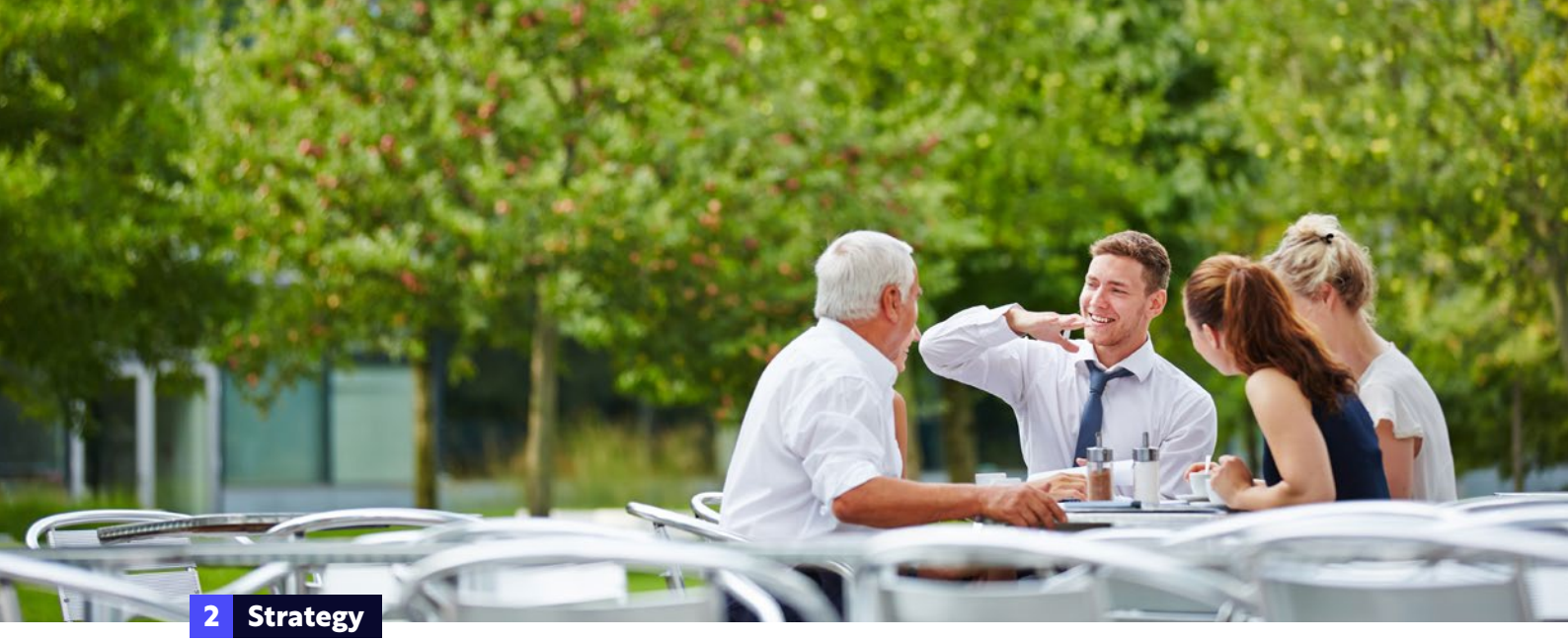
We strive to empower our associates and improve lives by preparing our workforce and creating success pathways for further education and employment opportunities. As our business grows, we continue to invest in our operations practices to further reduce our environmental footprint. Furthermore, our continued support of the SDGs allows us to collaborate with nonprofits and community partners.

The global standards of ISO 26000

The ISO 26000 standards define what social responsibility is. It helps organizations translate principles into effective actions and shares best practices relating to social responsibility, globally. By applying these standards, Foundever is able to set consistent guidelines and speak the same terminology on the path to social responsibility.

Global Reporting Initiative (GRI)

With the increase in sustainability reporting, GRI provides a global, common language in terms of reporting. For Foundever, this framework allows us to report our impacts and enables us to have informed dialogue and decision making around these impacts.



Stakeholder communication

As part of our strategic focus on ESG matters, Foundever continue to strengthen its relationships as an owner and business partner, true to its commitments, values and the purpose of empowering communities. Foundever communicates with its stakeholders in a transparent way, through frequent dialogue, which feeds into its materiality analysis as described above. Please see the types of engagements with our stakeholders.

Types of communications	Associates	Clients	Board of Directors	Suppliers	Communities	Partners
EverConnect (company intranet)	☑					
Internal communications	☑		☑			
Sustainability network	☑				☑	☑
Surveys	☑	☑		☑	☑	☑
Meetings	☑	☑	☑		☑	☑
Social media & Public Relations (PR)	☑	☑	☑		☑	☑
Website	☑	☑	☑		☑	☑
Account management		☑				
Direct communications		☑	☑	☑		
Training on policies	☑		☑	☑	☑	☑

ESG risks and mitigations

Our objective is to identify and analyze any ESG-related risk that the company faces and apply appropriate mitigation and control. The scope includes all products, services, networks, infrastructures, departments, locations and business interests worldwide, and applies to all Foundever associates as well as the associates of third parties engaged in supporting our business. This ensures strategic business decisions are directly guided by the determined ESG risk appetite and risk strategy.

ESG risk management framework and system

Our risk management framework will cover all operations and subsidiaries within the company in proportion to the inherent risks of their activities, ensuring that risks across the company are consistently identified, analyzed, assessed and adequately managed.

Our risk management system is based on the following four pillars:

1. Risk identification, assessment and underwriting
2. Risk strategy and risk appetite
3. Risk reporting and monitoring
4. Communication and transparency

ESG risk

Environmental, Social and Governance events and conditions (ESG factors), such as climate change, loss of biodiversity or human rights abuses, working conditions and board diversity are a growing source of adverse impacts on the balance sheet, profitability or reputation of Foundever.

These ESG-related risks are characterized by their transversal nature, meaning they may materialize within any of the company's existing risk categories (e.g., market-climate change risk, reputational risk and operational risk) as either a consequence of societal responses to ESG factors — including regulatory changes, litigation, technological developments and changes in human behavior — or due to events causing physical damage, such as droughts, floods or storms, whereby the magnitude or likelihood is attributable to an ESG factor.

The Foundever strategy for the management of these risks begins with establishing a comprehensive understanding of all the ways ESG factors can trigger adverse events within the operations areas of our business, as well as from a broader reputational perspective.

ESG-related mitigation measures may vary substantially, depending on the nature of the underlying risk, ranging from the establishment of specific controls at the business process level to adjustments in Foundever long-term business strategy.

Climate change

Direct or indirect impact on Foundever business operations due to the consequences of climate change. Transition risks and physical risks are included. We will follow the recommendations of CDP to analyze and manage both physical and transition risks. We analyze these short-, medium- and long-term risks.

Environmental risk

Risks would include environmental events causing physical damage, such as droughts, floods or storms, emissions, water security, pollution, noise and waste, whereby the magnitude or likelihood is attributable to an ESG factor.

Human rights

Risks would include events causing unfair treatment of associates, improper working hours, withheld access to overtime pay, unlawful forced and compulsory labor or even basic human rights, whereby the magnitude or likelihood is attributable to an ESG factor.

Occupational health and safety

Risks would include events causing physical harm, improper emergency procedures and fire safety, misuse of flammable and combustible materials, inconsistent workstation layout, whereby the magnitude or likelihood is attributable to an ESG factor.

Data privacy

Risks would include events causing worker privacy, data leakage, insufficient data breach response, collection of data not required, whereby the magnitude or likelihood is attributable to an ESG factor.

Supply chain

Risks would include events causing supplier employee working conditions, supplier worker health and safety conditions, human rights, anti-corruption, anti-modern slavery and child labor, environmental, whereby the magnitude or likelihood is attributable to an ESG factor.

Data security

Risks would include events due to fraud events causing client contractual issues, security on third party contracts, any likelihood to exploit a weakness or vulnerability that would result in a potential impact, whereby the magnitude or likelihood is attributable to an ESG factor.

Anti-corruption

Risks would include professional integrity as an important governance issue for our industry, as the collective organization of professionals inside a single organization can make the detection and prevention of conflicts of interest, bias, or negligence more challenging. Training employees adequately, providing advice and distributing data free from bias and error, and taking other measures to ensure professional integrity.

Chapter 03

Environment

We believe sustainable development requires balancing good stewardship in the protection of human health and the environment with the need for profitable growth of its operations. Our methodology is in line with ISO 26000 and our measurement complies with most of the Global Reporting Initiative (GRI) indicators: material management, waste and effluents, energy, water, emissions management and supplier environmental evaluation.

ESG data is about using your purpose to identify environmental impact areas that are meaningful to the organization and our stakeholders. As leaders, our goal is to turn this data into valuable information and the valuable information into key insights to harness the power of the organization to drive innovative, value-added changes across the business.

David Slaviero
Chief Technology Officer
Environmental Executive Sponsor

These indicators are managed through local and international standards.

Material topics

- Energy consumption
- Waste management
- Water consumption
- Climate change action

Foundever commitments

- Near-term goal of 55% by 2033
- Short-term goal of 25% by 2028
- SBTi commitment of Net Zero by 2050

Global Policies

- Environmental policy;
- Global Code of Conduct and Ethics; and
- Supplier Code of Conduct.

United Nations Sustainable Development Goals

13%

of electricity comes from renewable sources

15%

of reduction of scope 2 emissions

United Nations principles

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: Undertake initiatives to promote greater environmental responsibility; and

Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

2023 accomplishments

UN SDG #7 – Affordable and clean energy

- Achieved re-certification ISO 50001: Costa Rica and El Salvador;
- Achieved LEED Gold Building: Spain;
- Green Power Partnership with Utility Vendor; and
- Achieved re-certification INTE G35:2012: Costa Rica.

UN SDG #12 – Responsible consumption and production

- Achieved re-certification ISO 14001: UK and Costa Rica

UN SDG #13 – Climate actions

- Achieved the Brazilian Institute for the Defense of Nature Green Seal: Brazil;
- Achieved re-certification ISO 14064: Cost Rica;
- Achieved Human For Client RSE by CGEM: Morocco;
- Achieved certification INTE G35:2012: Costa Rica; and
- Carbon Offsets.

Opportunities and action plans

- Continue identifying Scope 1 emissions inventory;
- Evaluate our supply chain in Scope 3 indirect emissions;
- Launch environmental awareness training opportunities for key personnel within the company;
- Continue to develop policies and processes including more efficient ways to capture and audit data; and
- Expand on certifications in ISO standards in key operations.

Sustainably feedback

Environmental responsibility is critical to a company's reputation in the view of the respondents. Our associates stated that recycling and alternative energy sources are the most important issues to focus on.

In a 2023 survey, we asked our associates the following environmental questions:

53%
are familiar with the Foundever global Environment policy on the website

66%
of the associates would like to volunteer on environmental and social issues

55%
of the associates are passionate about recycling

61%
of the associates would like to contribute more ideas on environmental and social initiatives

69%
of the associates state that it is important to work for a company that is involved with climate change actions

74%
of the associate are willing to change their lifestyle to reduce the damage to the environment

62%
of the associates state that it is important to work for a company that operates on a socially responsible level

58%
of the associates are concerned about water stress in their community and how the company deals with water consumption

World Bicycle Day

World Bicycle Day, a global celebration of the bicycle as a sustainable mode of transportation, promoting health and wellbeing, and reducing carbon emissions. Many of our associates use bicycles for transportation and exercise on a regular basis, and through our program, we encourage the health and environmental benefits of bike riding- complete with weekly pedal challenges and even charity rides via the United Heroes app. It's all part of and making the world a better place.

Energy consumption

Sources of energy consumption

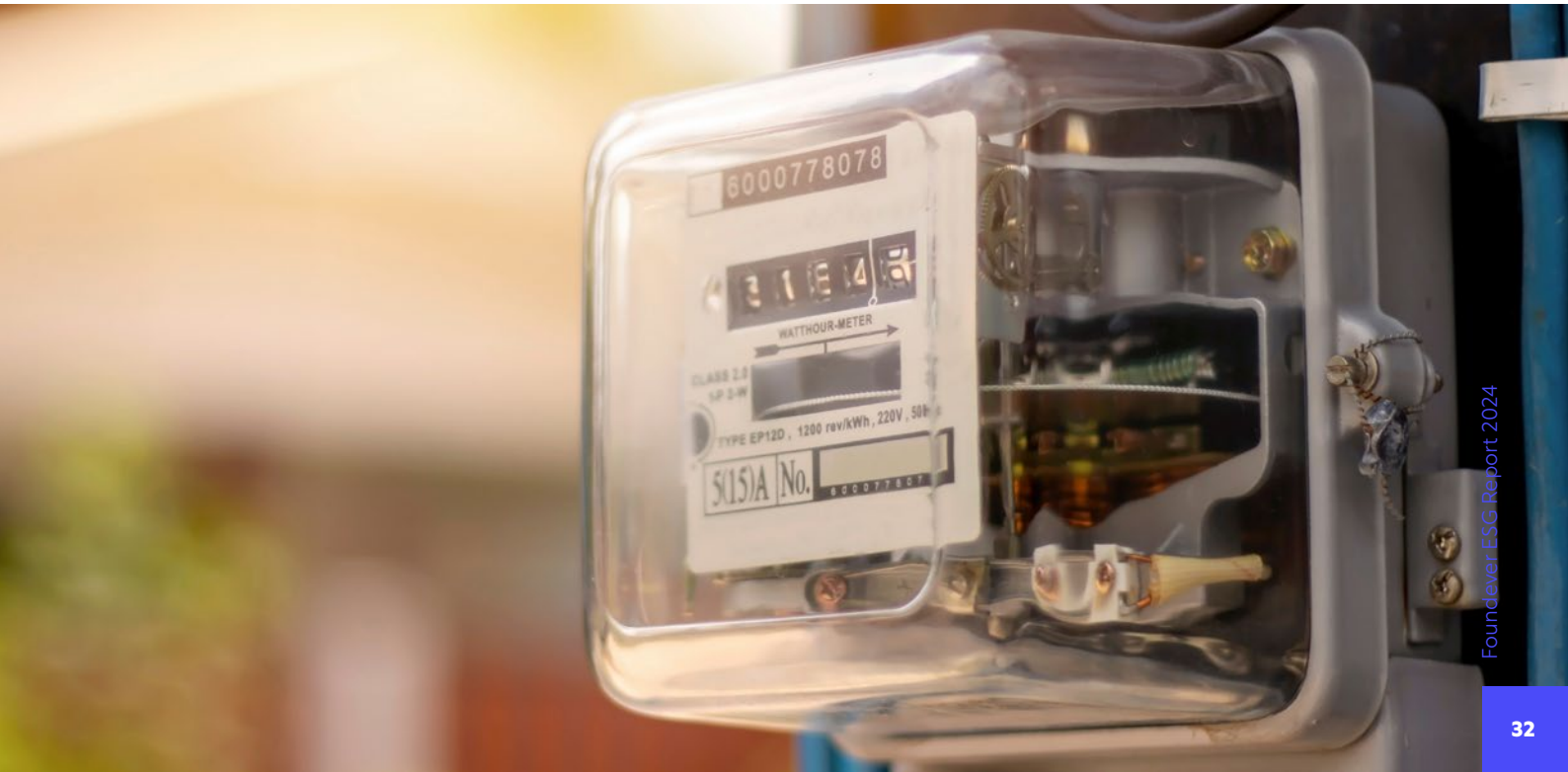
Energy consumption within the organization

- Renewable and non-renewable electricity consumption in buildings from utility suppliers;
- Solar energy consumption from owned photovoltaic systems in buildings;
- Diesel consumption in backup generators for issues when electricity is not available;
- LP gas within the company;
- Natural gas for buildings heating;*
- Purchase of heating for buildings purposes;* and
- Purchase of cooling through chilled water for buildings purpose.*

*Note: New energy categories included in the 2023 reporting period.

Energy consumption outside of the organization

- Diesel consumption in the company's vehicles for messaging site to site and/or employee commuting in internal activities; and
- Gasoline consumption in the company's vehicles for messaging site to site and/or employee commuting in internal activities.



Conversion factors used

The information presented in this energy section is in terajoules

Source of energy	Unit	Is equal to	Joules	Gigajoules (GJ)
Diesel for generetors	liter	1	38,706,489	0.038706
Diesel for vehicles	liter	1	38,706,489	0.038706
Gasoline for vehicles	liter	1	31,536,000	0.031536
LP Gas	liter	1	25,500,000	0.025500
Purchase of electricity, heating, and cooling	kwh	1	3,600,000	0.003600
Natural gas	kwh	1	3,600,000	0.003600
Natural gas	therms	1	105,505,590	0.105506
Natural gas	m3	1	37,300,000	0.037300

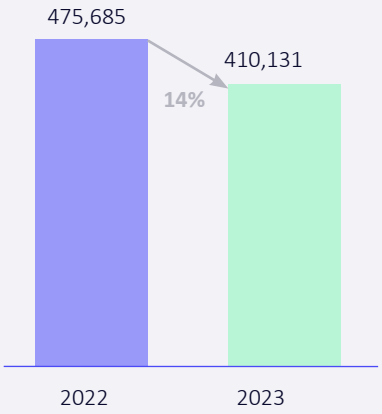
Energy exclusions

Energy consumption and intensity do not include: Denmark, Egypt, Finland, France, New Zealand and Norway.

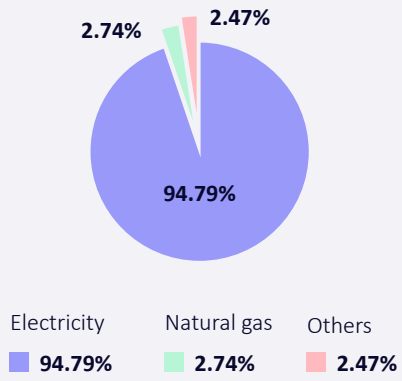
Total energy consumption

Energy consumption from all sources inside and outside the organization in 2023 is 410,131 GJ, compared to 475,685 GJ in 2022 reflects a decrease of **14%.**

Energy consumption (GJ)

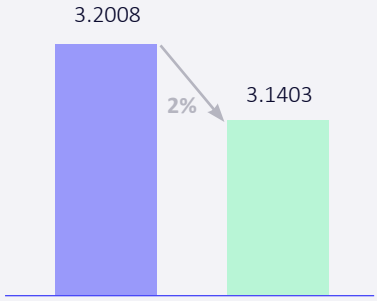


Energy consumption by type in 2023 (GJ)



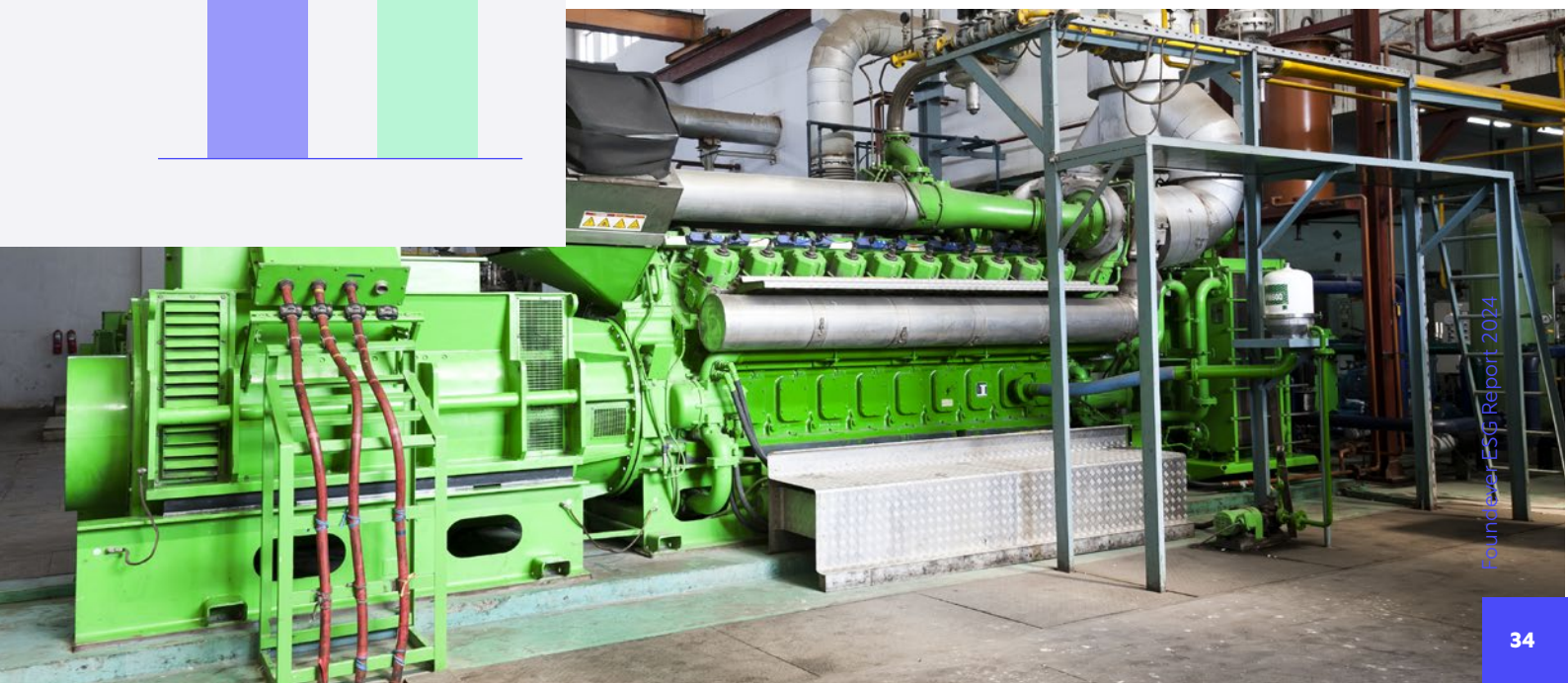
Heating	Cooling	Diesel for power generators	LP gas	Diesel for vehicles	Gasoline for vehicle
0.82%	0.64%	0.38%	0.25%	0.20%	0.18%

Energy consumption by FTE (GJ)



Energy intensity

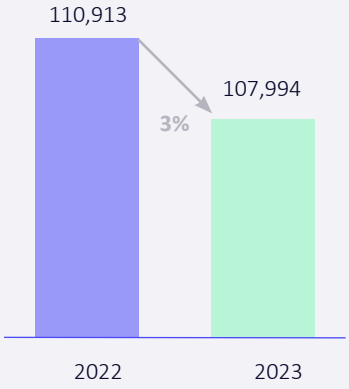
Energy intensity ratio by Foundever in 2023 is 3.1403 GJ by Full Time Equivalent (FTE) compared 3.2008 GJ in 2022. All types of energy are included in the intensity ratio and energy consumption within the organization and outside of it.



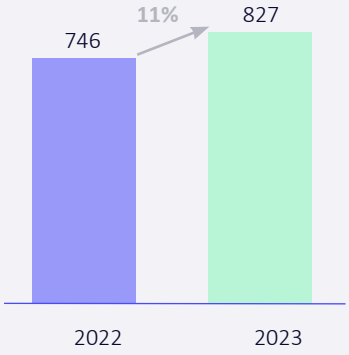
Electricity consumption and intensity

Electricity is the main energy source of Foundever, which is why the following information about electricity complements the energy section above. Electricity consumption in 2023 totals 107,994,408 kWh, 87% from non-renewable sources and 13% from renewable. Compared to 110,913,152 kWh consumed in 2022, show a reduction of 3%. Electricity intensity increased by 11% in 2023, from 746 kWh in 2022 to 827 kWh consumed by FTE in the reporting period.

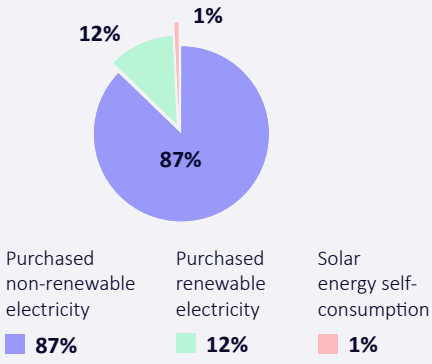
Electricity consumption (MWh)



Electricity consumption by FTE (kWh)



Electricity consumption by type in 2023 (MWh)



Waste management

Waste management approach

Our approach to waste management begins with the identification of each waste type our organization generates and determining its potential environmental impact. We have identified three waste categories and related impacts:

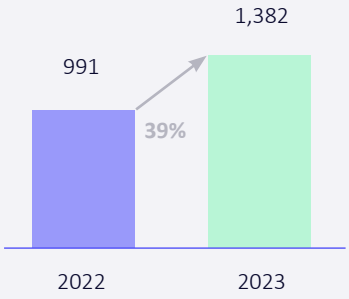
- Ordinary waste: recyclable waste such as paper, aluminum, cardboard from daily consumption of operations and employees, organic waste from cafeterias and garbage from common areas;
- Hazardous waste: building and infrastructure hazardous waste; and
- Special handling waste: debris from remodeling, waste destruction, UPS batteries and alkaline batteries. For waste management, we comply with local laws and regulations.

For waste management, we comply with local laws and regulations.

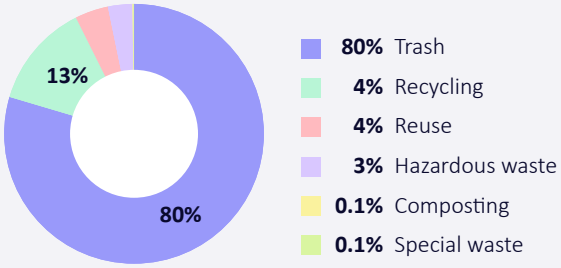
Waste generation

Waste data collection was improved during the reporting period to increase the scope of collection and include new categories. Waste generated in 2023 is 1,382 metric tons, compared to 991 metric tons in 2022 shows an increase of **39%.**

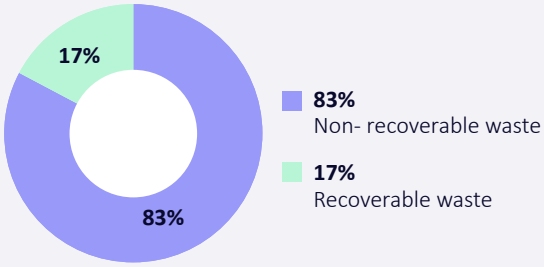
Waste generated in metric tons



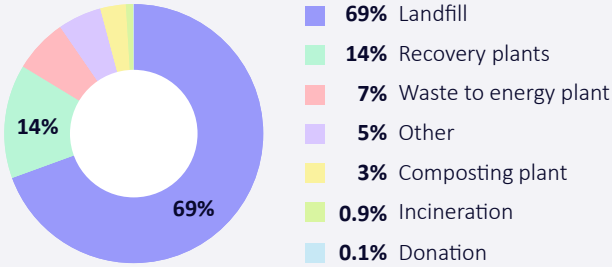
Waste generated by type in 2023 (mt)



Waste generated by composition in 2023 (mt)



Waste generated by destination in 2023 (mt)



Waste intensity

Waste intensity ratio in 2023 totaled 10.6 kilograms by FTE, compared to 10.4 kilograms by FTE in 2022. All types of waste are included in the intensity ratio.

Water and effluents

Water and effluents management approach

Our environmental management includes identification and evaluation of environmental aspects, which includes impacts related to water. These impacts include two types:

- **Depletion of the natural resource water:** Due to cafeteria activities such as washing and preparing food, washing cafeteria equipment, watering green areas, washing and maintaining furniture and infrastructure, and daily use of toilets and bathrooms; and
- **Sewage land pollution:** By washing kitchen equipment, utensils, maintenance, cleaning, and medical office, washing and maintenance of furniture and infrastructure, daily use of toilets and bathrooms for physiological needs.

Our main operational controls for water consumption and water discharges are the following:

- Monthly report of water consumption according to receipt from the supplier in most locations;
- Infrastructure monitoring such as preventive, predictive and corrective maintenance by technicians;
- Daily, weekly, monthly or annual indicators of water consumption to detect anomalies;
- Grease traps in some buildings;
- Wastewater analysis in some buildings; and
- Environmental education for employees and electrical optical keys in sinks.

For water management, we comply with local laws and regulations. Water consumption is controlled internally by Foundever, and water discharge is managed by local private and government entities.

Uses of water

- **Fresh water from third party:** Employees' consumption, cafeteria activities, restrooms and building needs; and
- **Other water from third party and surface:** Restrooms and building needs.

Buildings in areas with water stress

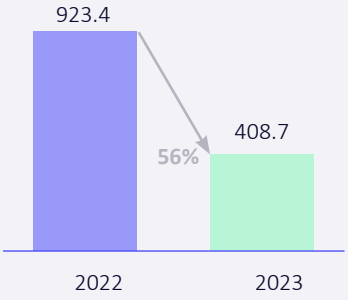
Foundever uses the Aqueduct Water Risk Atlas of World Resources Institute (WRI) to define countries and cities with water stress, through the coordinates of each building location. Foundever determines that a building is water stressed when the city scores extremely high (>80) on the WR tool water stress indicator.

- **APAC:** India (Chennai and Gurgaon with one building each and Hyderabad with five buildings);
- **EMEA:** Bulgaria (Sofia, one building), Morocco (Rabat with three buildings and Casablanca with four), Senegal (Dakar, one building), South Africa (Cape Town, one building), Spain (Madrid and Seville with one building each);
- **LATAM:** Costa Rica (Liberia, one building), Peru (Lima, one building), and Mexico (Mexico City, one building); and
- **North America:** None reported.

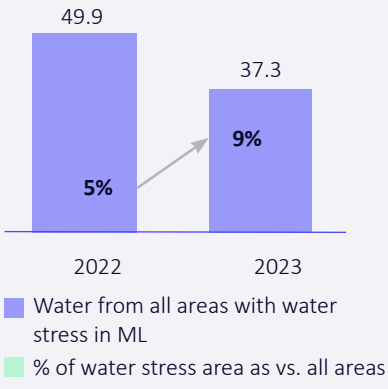
Buildings in areas with water stress

Total water withdrawal and consumption from all areas in 2023 is 408.7 megaliters, compared to 923.4 megaliters in 2022. In 2023, 9% of the total water withdrawal and consumption came from water stress areas.

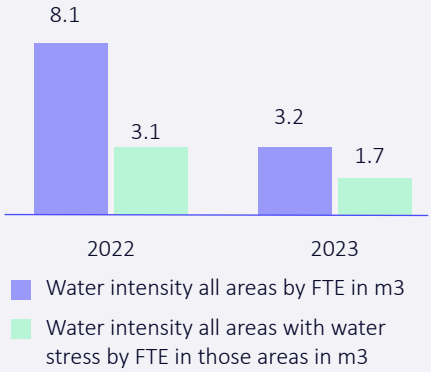
Water withdrawal and consumption from all areas in ML



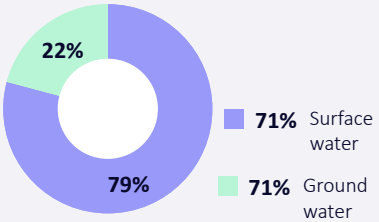
Water withdrawal and consumption from all areas with water stress in ML



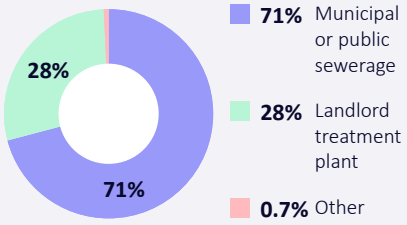
Water consumption by FTE in m3



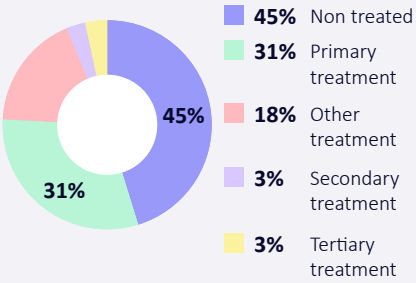
Water withdrawal and consumption by source in 2023 (ML)



Water discharge by destination in 2023 (ML)



Water discharge by level of treatment in 2023 (ML)



Emissions

GHG emissions sources

Scope 1

Source of emission	Emission factor	Gases reported
Direct emissions from fossil fuels, from stationary sources • Diesel for backup generators • LP gas for internal use • Natural gas	**Standard:** Greenhouse gas protocol **Calculation tool:** GHG emissions from stationary combustion tool **Global warming potential used:** IPCC fifth assessment report (AR5)	**Diesel:** CO2, CH4 and N2O **LP gas:** CO2, CH4 and N2O **Natural gas**: CO2, CH4 and N2O
Direct emissions from fossil fuels, from mobile sources • Refilling of extinguishers • Diesel and gasoline for vehicles	**Standard:** Greenhouse gas protocol **Calculation tool:** GHG emissions from stationary combustion tool **Global warming potential used:** IPCC fifth assessment report (AR5)	**Extinguishers:** CO2 **Diesel:** CO2, CH4 and N2O **Gasoline:** CO2, CH4 and N2O
Refrigerant leakages	**Standard:** Greenhouse gas protocol **Calculation tool:** GHG emissions from stationary combustion tool **Global warming potential used:** IPCC fifth assessment report (AR5)	**Refrigerant R-407:** HFC **Refrigerant R-410:** HFC **Refrigerant R-22:** HCFC **Refrigerant R-32:** HFC

Scope 2

Source of emission	Emission factor	Gases reported
Indirect emissions from purchased electricity, heating and cooling	**Standard:** Greenhouse gas protocol **Calculation tool:** GHG emissions from stationary combustion tool **Global warming potential used:** IPCC fifth assessment report (AR5)	**Electricity:** CO2 **Heating:** CO2, CH4 and N2O **Cooling:** CO2

Scope 3

Source of emission	Emission factor	Gases reported
Indirect emissions from air travel from work-related activities	**Standard:** Greenhouse gas protocol **Calculation tool:** GHG emissions from stationary combustion tool **Global warming potential used:** IPCC fifth assessment report (AR5)	**Flights short and long haul:** CO2, CH4 and N2O

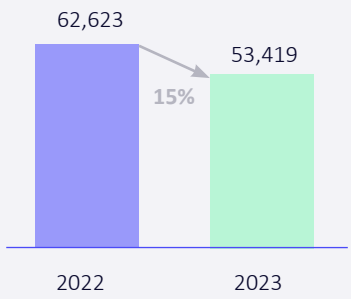
Total GHG emissions

Global GHG emission all scopes have fallen 15% from 62,623 tCO2e in 2022 to 53,419 tCO2e in 2023.

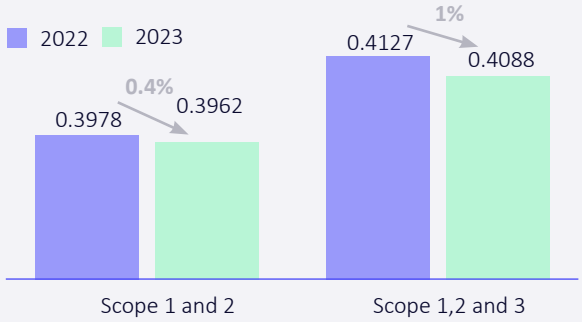
GHG emissions by scope in tCO2e

Source of energy	2022	2023
Scope 1	9,134	1,620
Scope 2	51,219	50,164
Scope 3	2,270	1,635

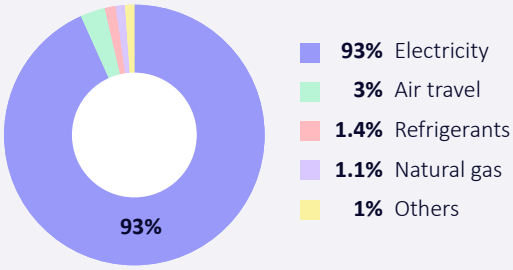
GHG emissions all scopes in tCO2e



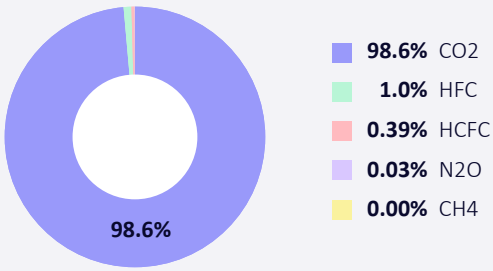
GHG emissions by FTE in tCO2e



GHG emissions all scopes by source in 2023 (tCO2e)



GHG emissions all scopes by gas in 2023 (tCO2e)



GHG emissions intensity and reduction

The company's GHG emissions intensity by FTE went down 1% from 0.4127 tCO2e in 2022 to 0.4088 tCO2e in 2023. Overall, Foundever in 2023 reduced 9,204 tCO2e of the global carbon footprint compared to 2022. This means less emissions in our atmosphere, reducing climate change on our planet.

Chapter 04

Social

Create your best moments. At Foundever, we believe that every action you take, no matter how small, can have a significant impact over time. Our strategy is based on developing our talent for today and the future. Internally, this is achieved through our Employee Value Proposal, composed of five fundamental parts: recognition, career, significant work, community and affiliation as part of the PeakOS. Our operational principles such as hire, retain, train, grow, engage, review and partner are designed to guide us in delivering consistent, efficient and effective processes. Externally, it is achieved through our academies, creating income for society and investing in the communities in which we operate.

Our mission is to empower each and every one of our team members. We want them to thrive, build connections, and share their unique stories as we embark on this collective journey across our global footprint, with different countries and cultures. We prioritize our people's wellbeing and uphold their rights. Simultaneously, we champion social responsibility. This dual focus generates value that enriches us all.

Olivier Camino
Founder & Chief Operating Officer

Material topics

- Talent acquisition, retention and development;
- Working conditions and occupational health and safety;
- Human rights and diversity, equity and inclusion; and
- Employability and community development.

Foundever commitments

- The voice of the employee target is a high participation rate of >80%;
- Brazil operations to reach 1,000 refugees or immigrants employed by 2028;
- Achieve 5 to 10% participation rate for the annual global wellness survey; and
- The wellness program to have a 60% adoption target for 2024 with the aim of welcoming over +75,000 individuals into the United Heroes app by December 2024.

United Nations Sustainable Development Goals

+56,000 participants in our well-being program Ever Better

19,000 graduates in our academies

53% of women associates and **46%** of women in management

Global policies

- Global Code of Conduct and Ethics;
- Supplier Code of Conduct;
- Human Rights Statement and Policy;
- Modern Slavery Act Statement; and
- Global Anti-Modern Slavery and Child Labor Policy.

United Nations principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Make sure that they are not complicit in human rights abuses;

Principle 3: Business should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: The elimination of all forms of forced and compulsory labor;

Principle 5: The effective abolition of child labor; and

Principle 6: The elimination of discrimination in respect of employment and occupation.

Accomplishments

UN SDG #3 – Good health and well-being

- Achieved ISO 45001 certification: Spain;
- Achieved ISO 13485:2016 certification: UK;
- Achieved MITRAB Health and Safety certification: Nicaragua; and
- Achieved Human For Client RSE by CGEM: Morocco.

UN SDG #4 - Quality education with 6.8 community

- Achieved Human For Client RSE by CGEM: Morocco; and
- Achieved certification INTE G35:2012: Costa Rica.

UN SDG#5 – Gender equality

- Achieved re-certification DE&I certifications for Engagé RSE: Spain;
- Achieved Human For Client RSE by CGEM: Morocco;
- Achieved certification INTE G35:2012: Costa Rica;
- Achieved LATAM Award of the Revista Cliente S/A, Best Inclusion and Diversity Strategy Category- Silver (Brazil); and
- Achieved re-certification Inclusion and Equity in the Workplace index (iiEE): El Salvador.

UN SDG #8 – Decent work and economic growth

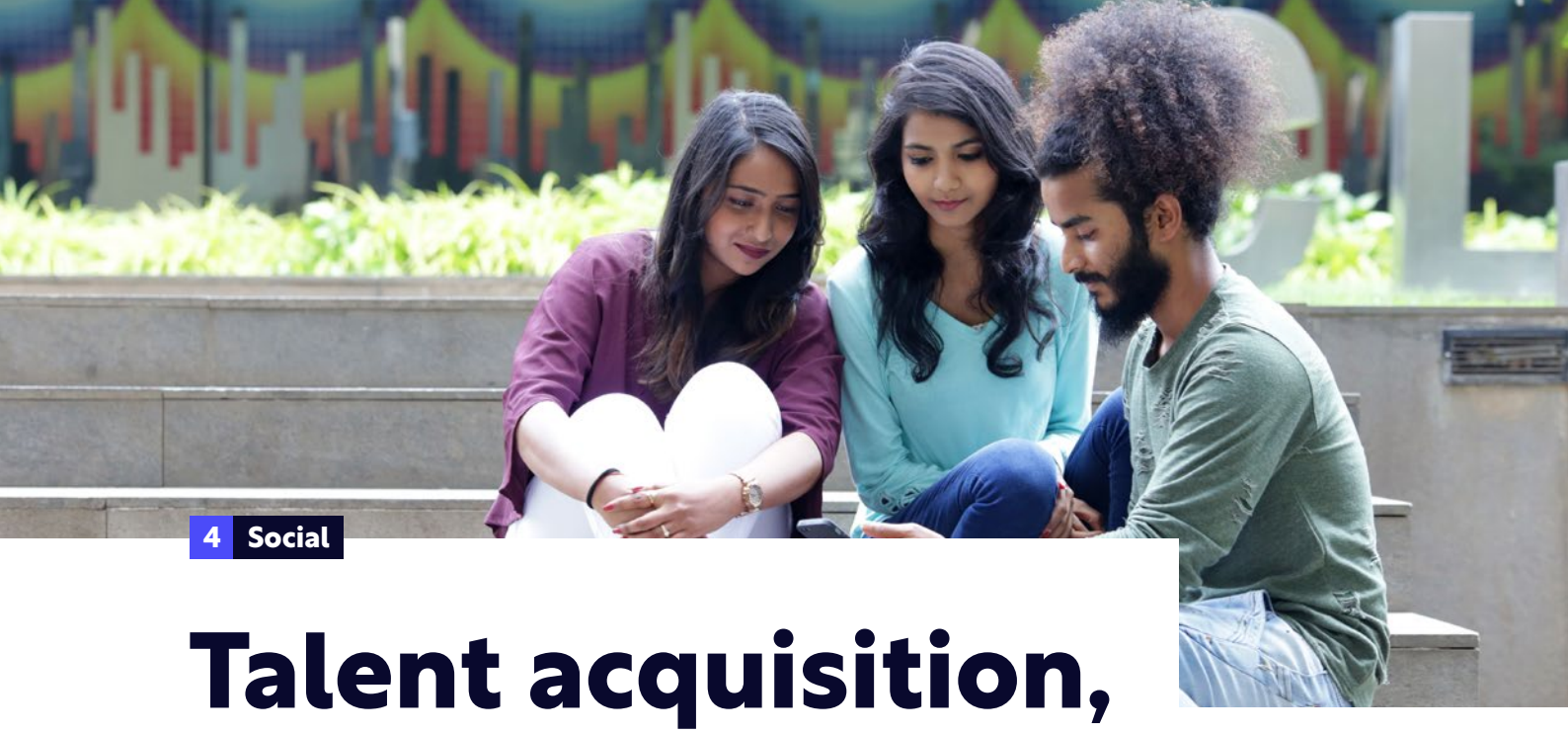
- Achieved Great places to work certification: Brazil, India and Portugal; and
- Achieved Most Preferred Workplace for 2023-2024 by Marksmen Daily: India.

UN SDG #10 – Reduced inequalities

- Achieved Living Integration Seal from the United Nations High Commissioner for Refugees (UNHCR) – Costa Rica;
- Achieved Human For Client RSE by CGEM: Morocco; and
- Achieved certification INTE G35:2012: Costa Rica.

Opportunities and action plans

- **Embedding a culture of Inclusion and learning:** Foster an environment where our associates can bring their full selves to work and that is rich in learning opportunities, aiming for continual growth and development.
- **Enhanced Policies and Processes:** Improve policies and practices that support our teams to thrive.
- **Certifications and Recognitions:** Broaden the scope of ISO certifications in crucial operations and strive for acknowledgment as a Great Place to Work in additional markets.
- **Talent Acquisition (TA) Framework:** Strengthen and widen our TA framework, processes, and tools from the agent level to leadership and enterprise positions, ensuring a stable and robust pipeline of talent.
- **Employee Experience:** Roll out employee experience tools that resonate with and are adopted by all associates, bolstering a sense of ownership of the whole.
- **Sustainable Structures and Talent Pools:** Build an organisation structure to support our new operating model and build a deep talent pool for these critical roles. Introduce skills programs linked to critical roles for the future.



4 Social

Talent acquisition, retention and development

At Foundever, experiences are everything. We are committed to enabling our people to create their best moments.

Year	Global headcount
2023	148,732
2022	161,721

Our associate structure

	Associates by contract		Associates by working hours			Associates by citizenship		Associates by modality	
	Permanent	Temporary	Permanent	Temporary	Other	Permanent	Temporary	Hybrid/ at home	Temporary
2023	92%	8%	90%	9%	1%	92%	8%	63%	37%
2022	94%	6%	93%	5%	2%	93%	7%	56%	44%

Attrition by reason

Year	Voluntary	In-voluntary
2023	77%	23%
2022	85%	15%

Internal promotions

Foundever identifies key people, from frontline associates to leadership, who need to be retained and developed, growing them into the next generation of leaders to support and expand the business. At Foundever, we believe that small moments can have a significant impact on work experiences, customers, teams and friends. By creating positive moments for one another, we can make a difference and improve our associate experience. Whether individuals are with the company for months or years, the goal is for them to remember the positive feelings and benefits gained from their experience. The hope is that they will look back and view Foundever as a highlight in their careers. The motto "Create your best moments" is the employee value proposition offered to associates. Through academies, training methods and transparent performance measurement, the company invests in growing its associates.

Talent retention

Learning and development

The most important way to engage employees is to provide them with opportunities to learn and develop new competencies. Foundever provides training that helps associates develop a deeper understanding of their roles, improve their performance and learn new skill sets, while our development team focuses on supporting our associates' futures and helping them to grow in their roles.

We develop our associates for personal and professional growth through 223,216 hours in 2023.

Talent development

We inspire and support our people's growth through continuous mentorship and talent development. With a focus on the personal and professional development of our employees, we offer mentorship opportunities that make work meaningful for each person, bringing out best efforts and long-term growth with the company. We develop our associates for personal and professional growth through 223,216 hours in 2023.

Performance appraisals

Foundever is committed to consistently improving performance by developing core skills and knowledge, delivering for our business and clients. All business associates participate in an annual Continuous Performance Management (CPM) process where the goal for these conversations is to celebrate the accomplishments of the previous year and build on those successes with goals for continued growth and development.

Year	Average women Continuous Performance Management*	Average men Continuous Performance Management*
2023	2.23	2.24
2022	2.16	2.17

*Continuous Performance Management (CPM) score calculated on a 1-3 scale: 1- Below expectations, 2- Achieving expectations, 3- Exceeding expectations.

Skill Knowledge Enhancement Plan (SKEP)

SKEP is a core process in our organization designed to partner with the supervisor to enhance the associate's abilities and meet goals. This process is focused on identifying behaviors and root causes that might be limiting the achievement of goals.

The process has been part of our coaching strategy for many years, and it's done primarily by agents, coaches, operation managers, and other roles.

Employee feedback

In 2019, the company launched My Associate Experience — MAX. Based on the core belief that the associate experience is the customer experience, MAX is a business-wide mindset for transforming the associate experience, together. Leveraging a global community of more than 3,611 MAX insiders and local ambassadors, Foundever taps into the collective genius of our people via the MAX program to develop initiatives focused on making their journey at Foundever more enjoyable and productive. From providing better tools and technology to building inclusion and diversity, MAX initiatives are focused on providing our employees with an environment in which they can thrive.

Voice of the employee

The MAX annual survey is one of the most important events in our calendar; all associates come together globally to give feedback about working at Foundever.

The survey opens for three weeks in mid-September, and all associates with four weeks or more of service are invited to participate.

The survey gives detailed insights into the experience of our associates to help us continuously improve and reach higher standards of employee experience. More specifically:

- **Activates employee voice:** Our associates are experts in their own experience, and we value their feedback and insights through the annual survey;
- **Measures engagement (employee net promoter score, eNPS):** Understand the perception of our associates, know how we are performing year on year, and measure the impact of our employee experience programs and the changing business context;
- **Drives improvement through detailed insights into the experience of our associates:** This enables us to identify the right things to act on together and inform our local and global engagement and action plans MAX roadmap; and
- Helps us to set benchmark performance internally to understand why associates may have different experiences and drive the peak mindset.

To be successful, we need:

- A high participation rate of >80%. It gives credibility and weight to our results because they represent the majority view of our people, and it is an essential indicator of our associates' trust and engagement in the process. The annual survey is voluntary; no employee should be pressured to complete it if they do not wish to;
- An effective communication plan before, during and after the survey to ensure associates understand why it is important and how they can contribute to change; and
- Robust action planning to build associate trust and drive improvement. The MAX roadmap are established soon after the results are released, progress are monitored frequently, and progress updates must be shared with associates regularly and consistently throughout the year via our intranet platform.

Review

The effective cascade of results and follow-up action is critical to achieving meaningful change. Line managers communicate the survey results to all associates within four weeks of the release, using a variety of communication channels.

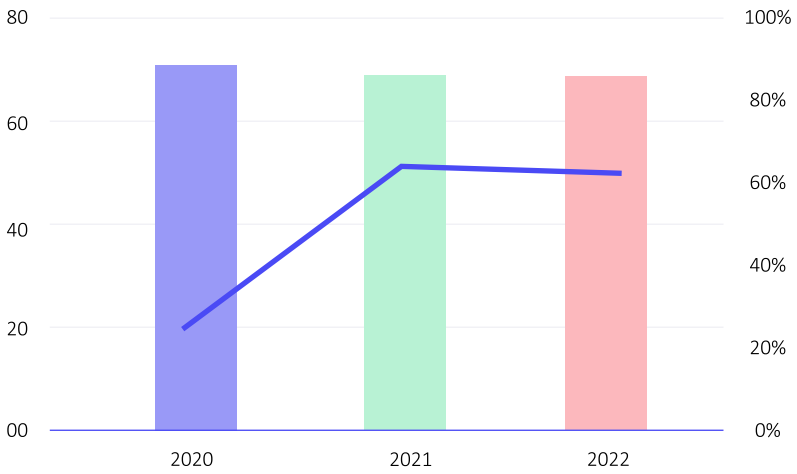
Action

After receiving the results, local leadership teams must create a MAX roadmap detailing the steps to address the feedback received. The Global MAX team sets a target date for creating this roadmap, which should be reviewed regularly, at least monthly, by the local leadership team to ensure progress. A communication plan must also be implemented to provide regular updates to all associates about the progress being made on the MAX roadmap. This builds trust and demonstrates that changes are being made due to the feedback. To ensure the successful execution of actions on the MAX roadmap, local team members should support the process by coordinating the involvement of associates in the design, testing and implementation of solutions.

An excellent global eNPS of 51.3 in 2023

86% participation

Voice of employee survey



	2020	2021	2022
Participation	88%	85%	86%
eNPS	21	52	51

MAX Roadmap

A MAX Roadmap contains the actions Foundever works on to positively impact the associate experience. Every country has a roadmap (or group of roadmaps for our larger countries) for reporting. The roadmap is created from the feedback received from the MAX Annual Survey and other global and local listening tools; e.g., MAX Pulse, local forums and surveys.

2023 Roadmap

4

Categories of actions: Communication, Reward & Recognition, Management Relationship/Support, Health & Wellness.

48

Max roadmap actions identified and tracked across Canada, U.S. verticals, Comms & Engagement and corporate.

829

Number of times "communication" was mentioned by associates, desiring more clarity, accessibility and opportunities for conversation.

1,893

21 of 48 actions target communications.

MAX Pulse

MAX Pulse is part of our global Voice of the Employee (VOE) program, designed to give associates varied and frequent opportunities to provide feedback, feel valued and to impact their future work experience.

MAX Pulse gives real-time visibility of the sentiment of our associates, meaning we can respond fast and act in the moment to show that we genuinely care about the well-being and experience of our people.

In a Work from home context this is particularly important. Where associates and managers are working remotely, informal occasions for associates to express how they feel are reduced, and the opportunities for line managers to notice changes in behavior that may indicate a concern, are more limited.

MAX Pulse provides immediate and ongoing feedback, supercharging our VOE program and complimenting the more formal and structured feedback mechanisms in place.

Survey Count	2217453
	73.38%
	16.88%
	9.74%

MAX pulse communication and feedback loop

A consistent and effective communication strategy is essential to build trust. Associates will only feel there is value and purpose in participating if they know the feedback is monitored and acted on.

Alongside individual and team follow-up, a monthly communication to the workforce is recommended (as a minimum) which may include:

- The sentiment for the past month
- The number of comments
- Any action taken (maintaining confidentiality at all times)
- Celebrating the positive comments and experiences as well as the improvements

MAX idea collector

MAX Idea collector is part of our global Voice of the Employee (VOE) program, designed to engage our associates in crowdsourcing activities to solve business challenges and enhance customer experience delivery. MAX Idea Collector is an always-on or on-demand crowdsourcing tool for collecting ideas.

It is a tool that values the knowledge, expertise and insights of our associates; supporting more than nine million interactions every day, our associates uncover valuable consumer insights. The MAX Idea Collector gives every associate the opportunity to contribute these insights, make an impact and help shape the future of our business and the clients they support.

MAX missions

MAX missions is the engine to improve the employee experience. This is the tool to engage our associates in crowdsourcing and co-creation activities to solve problems and design grounded solutions for our associates and customers.

- 466 MAX missions published
- 20458 total of registrations of MAX missions
- July was the most MAX missions
- 251,880 total number of points awarded for MAX missions
- Philippines had the most MAX missions participants
- Survey Idea Burst was the most popular MAX mission

Foundever® Stories

Foundever Stories are real stories about success, failure, perseverance, inspiration, work-life balance, being bold and Foundever™ Life around the world. As told by those who live it.

Manpreet K.

I have recently joined Sitel, also known as Foundever, in the month of February as a communication coach. My experience has been amazing with all the tasks and challenges. People are just great—friendly and helpful here. I have made friends here so easily, which I can't describe in words. My manager, JJ, has been a very supportive presence in my last 4 months of experience. Working here feels like a weekend throughout the week. I've never thought of my training batches as communication training. Foundever gave me an opportunity to work from the office again. Due to the lockdown, work from home impacted me in a negative way, leading to depression, anxiety issues, weight gain, and whatnot! But coming to the office every day makes me enjoy every moment here. Looking forward to more great experiences and growth opportunities. The environment is what motivates and retains talented employees!!!

Jericho N.

Hi! I am Jericho and a proud employee of ONE Foundever. I am nearing my regularization period on March 2023. This job taught me to be independent, earning my own money. I am able to provide for myself and enjoyed traveling. I can say this job made me more mature and responsible. I have also learned about work ethics. This job has influenced me to work hard and have fun. My decision-making skills have also improved. I am very thankful to the leaders who have shaped me to be a good employee.

This year, I hope to be promoted and be part of the Support Group. I am currently working on my skill sets to be a Product Expert so I can be part of the OCP Group and help those first-timers like me in the near future. I am also aiming to reward myself with a brand-new phone. I recommend other employees do the same when they are earning money. Reward yourself and feel good about investing in gadgets, insurance, or savings.

Read more

Occupational health and safety (OHS)

We recognize that physical working conditions are coupled with mental health demands and continue to promote wellness and work-life balance with our employees. As stated in our Global Code of Conduct and Ethics, the health and safety of our employees, contractors, suppliers and the public are of utmost importance to Foundever. This reflects our commitment to providing all our associates with a safe and healthy work environment. We comply with all applicable health and safety laws and regulations and are committed to providing a safe and healthy work environment that minimizes work-related injury.

OHS management system

Foundever follows an internal occupational health and safety management. It is led by the global working conditions and health and safety Working Group, which establishes the requirements, guidelines and programs that every country must comply with to offer the best working conditions to all associates. Additionally, some countries are implementing and following OHS standards:

- ISO 45001: Costa Rica and Spain;
- Integrated with ISO 9001: China, Ivory Coast, Morocco and Senegal; and
- OSHA: Canada and United States.

These countries cover 100% of their employees and contractors. The management system scope covers all operations, people and activities of Foundever in those countries.

Hazard identification, risk assessment and incident investigation

Hazard identification processes	Risk assessment	Incident investigation
1. OHS committees to implement procedures 2. Country local hazard identification assessment 3. Global Wellness Survey	Foundever assesses the hazards identified through some criteria, such as probability, consequence, exposition to the hazard and internal control.	1. Investigation of work-related incidents 2. Implementation of corrective actions

Associates must contact their direct supervisor to report any OHS incident, or the local OHS, Medical and HR office. They can contact our EthicsPoint tool in case they believe that they are in work situations with injury or ill health exposures.

Local occupational health and safety committees

Local occupational health and safety committees are made up of volunteer associates and representatives of the company, such as OHS specialists, HR or administration members. The obligations of the health and safety committees are as follows:

- Meet on a quarterly basis;
- Investigate the cause of occupational risks and hazards;
- Suggest measures to eliminate or minimize occupational risks and hazards;
- Monitor compliance with occupational health and safety regulations; and
- Represent workers, their needs and expectations before the employer.

Authority of the local occupational health and safety committee:

- The local occupational health and safety committee reports to the executive committee or senior management representatives;
- The executive committee is comprised of a SME and manager or director of HR and administration; and
- Progress on plans and budget execution must be reported.

Training on occupational health and safety

OHS training is free and offered to our associates during paid work hours.

- All employees are trained in drills, emergency plans and safety points;
- Brigade members are trained in first aid, spill containment, and building and fire evacuation; and
- Leaders are trained to follow the emergency plan in case of any incident.

Work-related injuries and ill health

Work-related injuries		
Year	Number of work-related injuries	Lost days due to injuries
2023	502	5,205
2022	544	6,677

Work-related ill health and illness		
Year	Number of work-related ill health and illness	Lost days
2023	52	309
2022	87	370

In the reporting period, no fatalities resulted from work-related injuries or major accidents.

Rate of recordable work-related injuries

In 2023, the rate of recordable work-related injuries was 2.7 by million hours worked.

Year	Number of work-related injuries	Number of hours worked	Rate of recordable work-related injuries by million hours worked
2023	502	188,799,009	2.7
2022	544	98,313,502	5.7

*This figure includes only countries that had injuries in 2023 and 2022.

Occupational health services

Countries where Foundever operates have some occupational health services:

On-site medical services

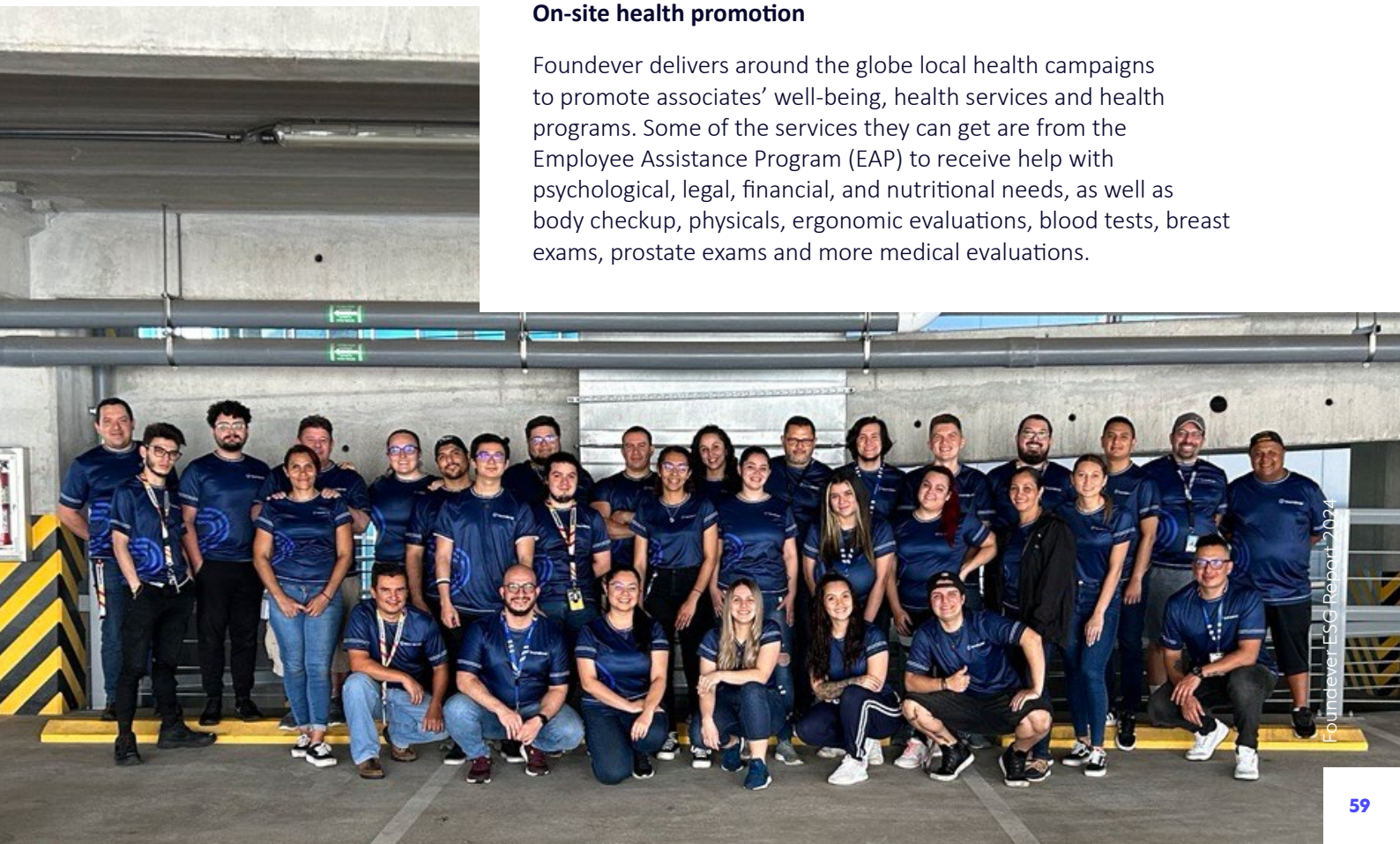
Doctor and nursing services on-site; associates with this benefit can make an appointment and receive primary care, medication and medical advice.

Emergency brigade

More than 350 associates are members of our voluntary emergency brigade. They help with first aid, fire emergencies, evacuation, and simulations, and help OHS committees identify and eliminate hazards and minimize work-related risks.

On-site health promotion

Foundever delivers around the globe local health campaigns to promote associates' well-being, health services and health programs. Some of the services they can get are from the Employee Assistance Program (EAP) to receive help with psychological, legal, financial, and nutritional needs, as well as body checkup, physicals, ergonomic evaluations, blood tests, breast exams, prostate exams and more medical evaluations.



Health and wellbeing

Wellbeing at the heart of our culture

EverBetter by Foundever®

#EverBetter is a global digital community, where we encourage our people to make #OneSmallChange through simple and achievable changes, so they invest in their health and wellness and can make healthier choices, have a happier body and mind.

Our global wellness platform, United Heroes, offers our associates opportunities to live the Foundever® values by entering challenges that encourage them to take small steps towards better health and wellbeing.

+56K
members in our wellbeing program.

+5M
miles (+8M Km) of activity in 2023.

What is EverBetter?

At Foundever, we place a strong focus on the health and wellness of our associates. EverBetter is an initiative dedicated to inspiring our people to make more informed choices for a healthier body, a happier mind and a better world. The EverBetter community is among the most active groups within Foundever, inspiring each other to achieve our goals, bringing everyone together, working towards a healthier lifestyle, but it also supports and promotes awareness about corporate social responsibility causes (Breast Cancer Awareness, UNICEF, etc.).

In 2023, we set an ambitious wellness adoption target of 45%, and together we accomplished an impressive 42%. Their support and our collective efforts made this achievement possible, showcasing the genuine dedication of our organization to the health and vitality of our workforce.

Setting our sights higher: the wellness program vision for 2024

In 2023, we set an ambitious wellness adoption target of **45%**, and together we accomplished an impressive **42%**. As we look ahead, the vision for our wellness program expands exponentially. The adoption target for 2024 is set at a bold **60%**, with the aim of welcoming over **+75,000** individuals into the United Heroes app by December 2024. This reflects our collective ambition to create a workplace where well-being is not just a concept but a lived experience.

While our adoption target has risen, the second metric remains the same. We are unwavering in our commitment to achieving a 30% engagement rate monthly. This metric serves as a compass, guiding us to foster a culture where employees actively participate in the wellness journey, creating a positive ripple effect throughout the organization.

Move well **Eat well** **Live well** **Do well**

Global Wellness Program

An organization-wide program to support our teams in taking #OneSmallChange to healthier lives and a better world

Drive engagement outside of the working day

Build relationships and team spirit

Support employee's health and wellbeing

2023 Results

+56,000 members are currently enrolled in EverBetter with **+12,000** new users added in 2023

Users covered **5,035,261 miles (8,103,467 km)** throughout the year

At least **60 minutes per** week were dedicated to wellness and sports activities by our associates in 2023

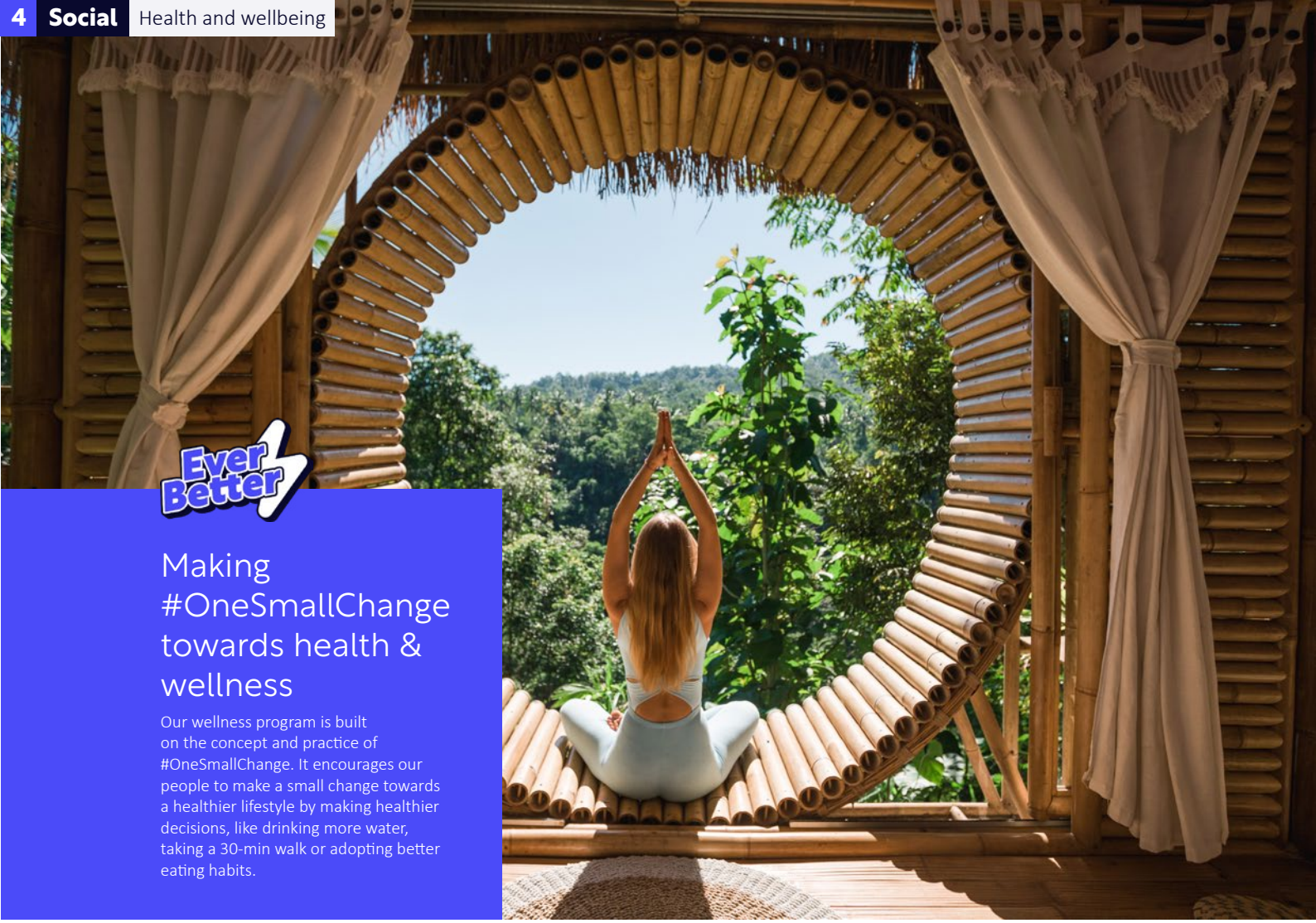
741,596 kg of carbon avoided thanks to our teams' walking and cycling trips

Encouraging and educating on physical wellness, workout routines to do at home and at the gym. Practical advice on how to include more movement into our life.

Focusing on nutrition, weight management, salt reduction, recipes for healthy cooking. Practical advice on how to eat more healthily during the day to be more focused and calm.

Supporting and educating our people on mental health and wellbeing, mindfulness and meditation, sleep and stress management, financial wellness, and burnout prevention.

Empowering our people to give back to the communities in which we live and work. Volunteering activities, donations, environmental activities.



Making #OneSmallChange towards health & wellness

Our wellness program is built on the concept and practice of #OneSmallChange. It encourages our people to make a small change towards a healthier lifestyle by making healthier decisions, like drinking more water, taking a 30-min walk or adopting better eating habits.

Sports challenges and wellness activities in 2023

Virtual Races, Apr 2023

2,701 participants

537 finalists across

3 distances (5K/ 10K/ 15K)

Around the World in 30 Days challenge (July 2023)

6,092,554 points accumulated

6077 users supported this initiative

Donation of $6,000 USD to Libraries Without Borders

+282 Educational Resources / Articles on Wellness topics

+642,423 hours

of wellness and sport activities were practiced by our associates in 2023

741,596 Kg of carbon avoided

CO2 avoided thanks to our teams' walking and cycling trips

This amount of CO_2 emissions avoided represents 13.484 smartphones produced

Virtual sessions

12 workout session between Yoga, Pilates, Fat burning and Cardio (+200 participants)

6 virtual webinars on mental health and personal development (+300 attendees)

LiveWell Community and bi-monthly practice with focus on networking, mental health and support (+400 members since its launch in September 2023)

EverBetter Community

	2020	2021	2022	2023
Users	**7,546** 8% of our headcount (+93K people)	**22,077** 22,6% of our headcount (+97K people)	**43,733** 28,6% of our headcount (+152K people)	**43,733** 28,6% of our headcount (+152K people)
Active users on a monthly average	**65.8%**	**27.9%**	**22.9%**	**11.8%**
New members added through the year	**+2,000**	**+14,529**	**+27,204**	**+12,729**
Distance traveled by our global community through various activities	**+5K** Miles or +8K Km	**+29K** Miles or +8K Km	**+5M** Miles or +8K Km	**+5M** Miles or +8K Km

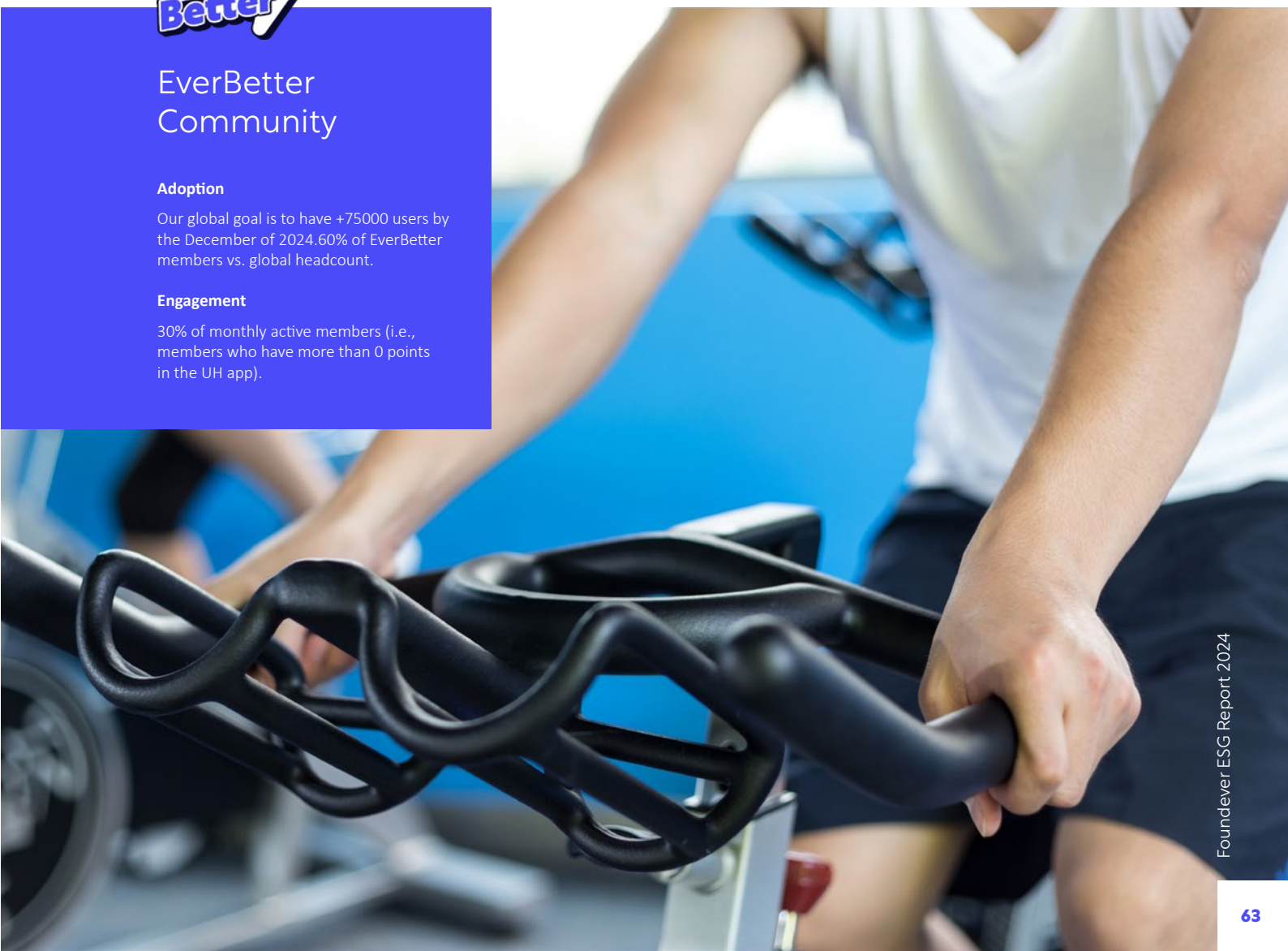
EverBetter Community

Adoption

Our global goal is to have +75000 users by the December of 2024.60% of EverBetter members vs. global headcount.

Engagement

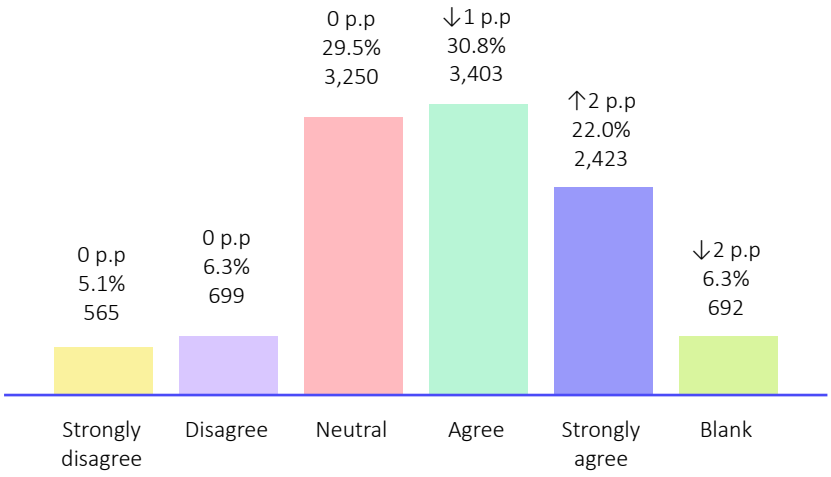
30% of monthly active members (i.e., members who have more than 0 points in the UH app).



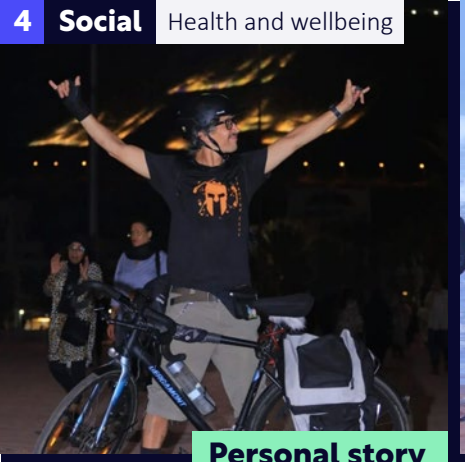
Wellness survey

The objective of the Wellness survey is to understand our associates' needs, expectations and recommendations in relation to our EverBetter program and sustainability topics. In 2023, we collected 11,032 responses across the globe with the following results:

Collecting 11,032 responses from our associates across the world in just three weeks (May 2 - May 21). Our global target was 5-10% of our global workforce and collectively we reached 7.9%.



Over 59% of the respondents agree that Foundever contributes positively to health and wellbeing.



Personal story

Yassine, Communication officer of the region of Casablanca

What made you join the EverBetter program?

I joined the EverBetter program to prioritize my health, foster camaraderie with colleagues, and boost overall productivity. It's a fantastic opportunity to stay active and create a positive work environment.

What is your wellness routine?

Footing 2 times per week After work and Biking session Saturday and surf session Sunday

What are your favorite wellness activities?

Physical Exercise: Footing two times per week, after work biking session Saturday and surf session Sunday

Mental wellbeing: Reading surrealism books/making and editing videos/ Deep breathing or relaxation techniques

Nutrition: Trying new, healthy recipes

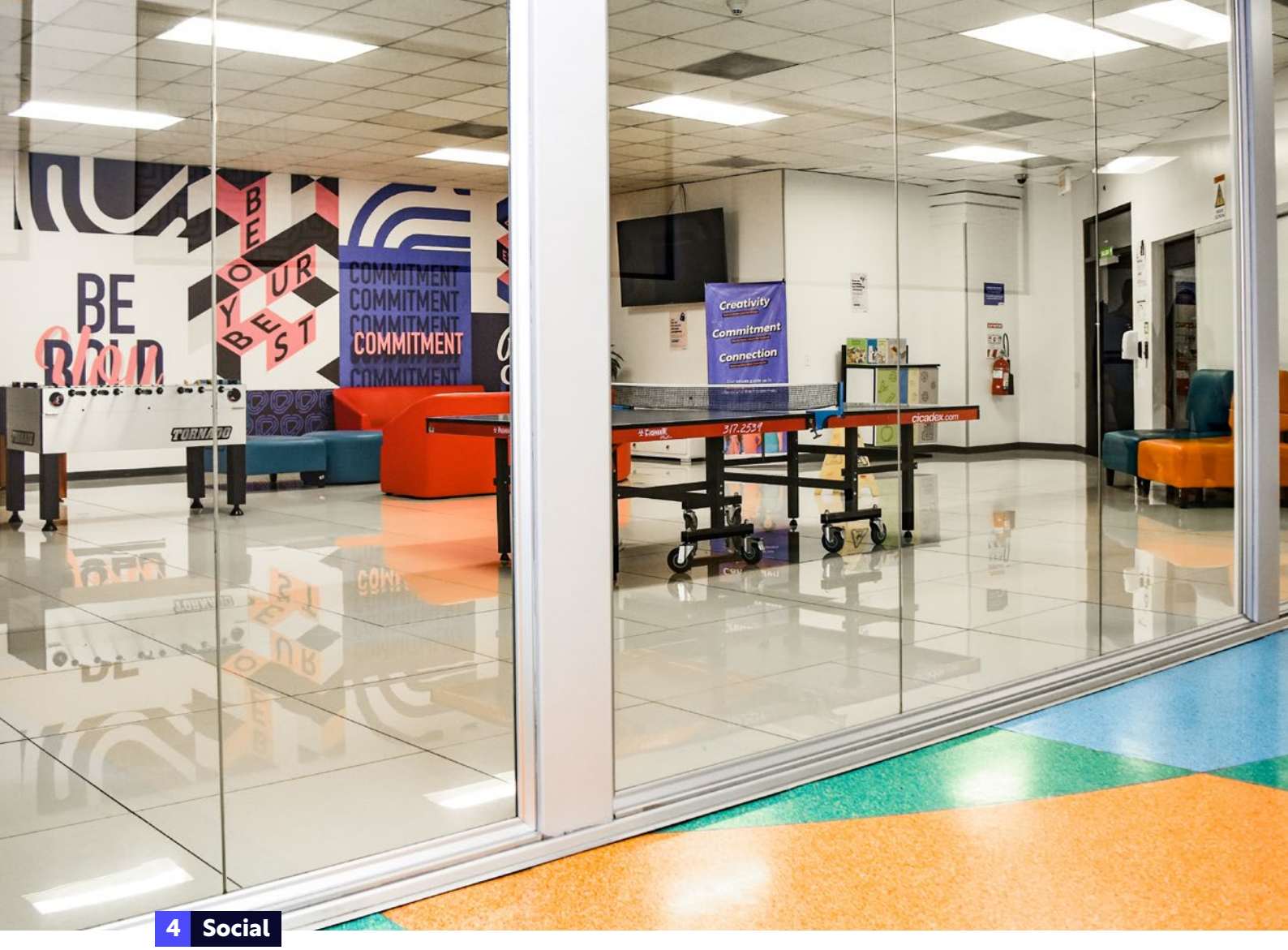
Social Engagement: Président and Creator of the association esprit creatif since 2010, Participating in team sports

What is your biggest wellness achievement so far?

I had the incredible opportunity to climb Mount Toubkal Twice, the highest peak in the Atlas Mountains and second in Africa. This adventure was more than just a physical feat; it was a journey of resilience, determination, and teamwork. Scaling Toubkal challenged me both mentally and physically, pushing my limits and creating a deep appreciation for the power of perseverance. My recent personal achievement that brought a new dimension to my life – a long-distance bicycle journey More than 400klm on Bicyle in 27h of Pedaling in 3 days (Got a badge from strava for the records of longest way on the category of Gravel). Embarking on this adventure was not just about covering Klm; it was a journey of self-discovery, resilience, and embracing the open road. Pedaling through diverse landscapes and overcoming physical challenges taught me valuable lessons in perseverance and determination. The sense of freedom and the connection with nature along the way were truly invigorating. And last but not least i created my own skateboard from a traditionnel moroccan washing board and i made most of moroccan skatparks with it !! the idea it's the push the limite and inspired from Kelly slater when i saw the video of him Surfing on a table and on door ! Biim i got the idea to me as well i have to push the Limite

If you could give some advice to new members of the EverBetter community, what would it be?

Start small, stay consistent, and set realistic goals. Explore activities you enjoy, engage with the community for support, and prioritize rest. Listen to your body, and remember that wellness is a journey, not a destination. Enjoy the process!



Workplace design

Introduction

Workplace design encompasses various aspects, including layout, furniture, lighting, colors, acoustics, technology and amenities within a workspace. It considers the specific requirements of different work activities and aims to optimize space utilization while enhancing the overall user experience.

The right design elements can elevate your workplace environment to higher standards for your employees. Good workplace design yields numerous advantages, including increased employee satisfaction, efficient use of floor space, enhanced employee productivity, effective supervision and talent attraction.

We aim to create well-designed and functional environments that foster productivity, collaboration, employee wellbeing and overall success for Foundever in our workplace.

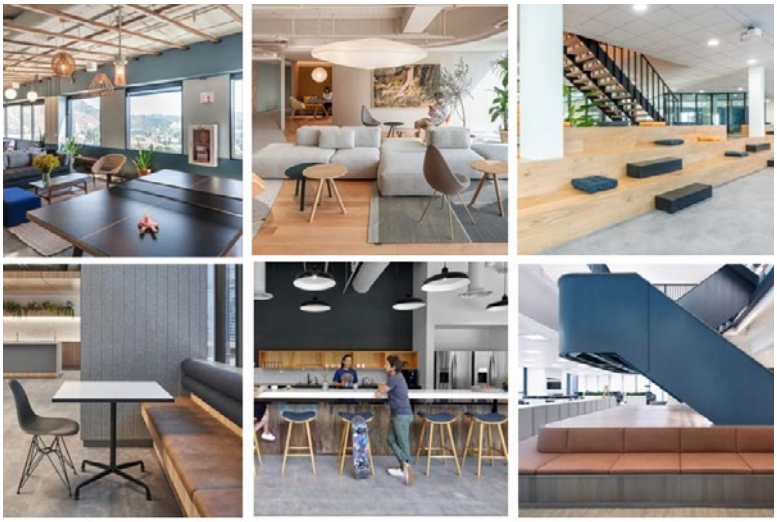
Workplace strategy

1. Space planning

Our workplace design team has developed a strategy that helps us organize our space in a way that allows us to plan and group different work functions. This, in turn, enables us to design our space in the right locations, providing an effective and productive work environment.

We organize our areas into three main categories: **Community, Support and Learning, and Performance Areas**. This plan groups similar functions together and places them in specific parts of the floor plan.

The Community Area is a space designed to bring people together and foster connections between employees. It provides a place for individuals to take a break and enjoy downtime. It features various types of spaces, such as game rooms, quiet areas, libraries, and lounges, along with catering and pantries. This space should be the central hub of our offices and must be centrally located and easily accessible for everyone to use.



Welcome zone

The reception area serves as the first impression for visitors, making it essential to create a warm and welcoming atmosphere.

Connect zone

Hub for collaboration, creativity and employee wellbeing.

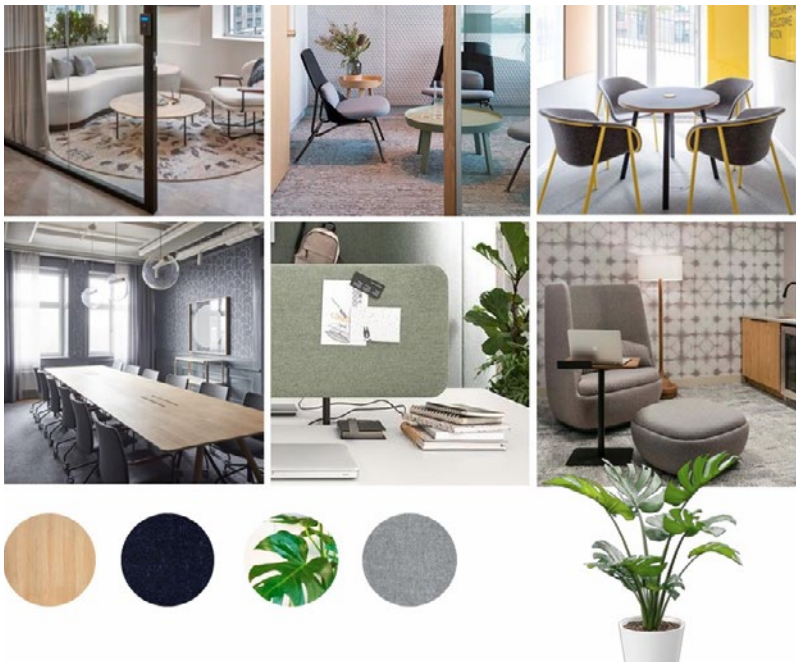
It includes space types such as pantries, community tables and games areas.

Wellness zone

An integral part of company's design concept, it emphasizes health and well-being. In line with the EverBetter branding, this zone focuses on promoting a healthy lifestyle.

It includes space types such as wellness rooms, gyms and quiet spaces.

The Support and Learning Area is a crucial space that plays a significant role in ensuring that the entire building and employees function effectively and perform their best work. Typically situated between community and performance areas, this area provides training rooms, meeting rooms and other support facilities.



Growth zone

Comprises training and classroom spaces designed to facilitate learning and development for associates.

Career zone

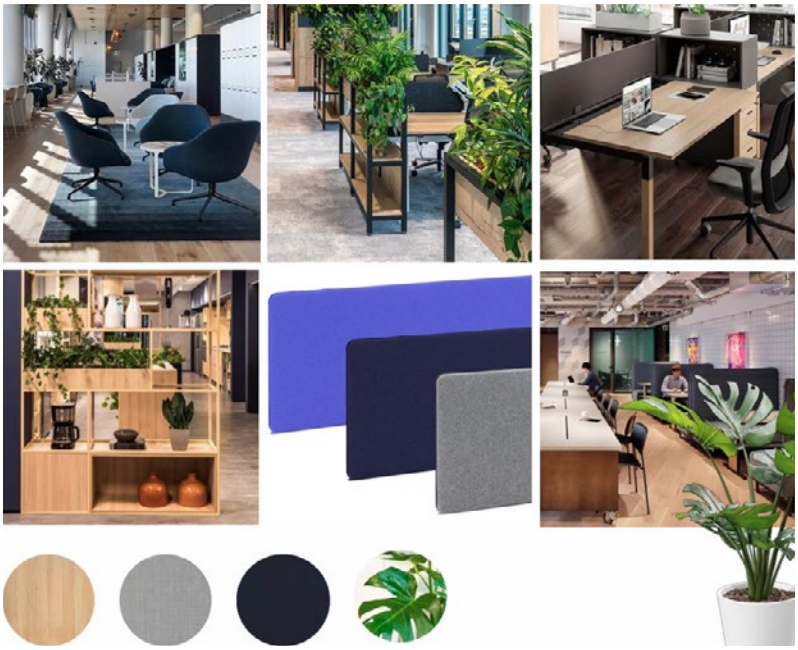
Thoughtfully designed to create a welcoming and comfortable space where candidates can showcase their potential and feel confident in their interviews.

Support zone

Designed to provide functional and aesthetically pleasing workspaces that cater to different needs and support the overall productivity and efficiency of the workplace.

It includes support functions and other spaces required for the facility to operate properly.

The Performance Area is where work happens. It includes private workstations, huddle rooms, and breakout areas for collaboration, and is ideally located around the facades to maximize natural light.



CXpert Zone

This is the production floor where workstations are situated. This space prioritizes concentration and productivity.

Peak zone

The designated area within the performance area where the Coaches are located. This space is designed to foster collaboration and support the coaches in their work.

2. Interior design

Our interior design concept is centered around eight key principles aimed at creating a comfortable, innovation-supportive, community-driven, and inviting environment conducive to optimal performance. These eight design principles are as follows:

Neutral base

The foundational layer of our interior branding, the Neutral Layer, encompasses furniture, textures, patterns and material finishes that are neutral in nature. This layer sets the tone for a warm and inviting workplace environment reminiscent of modern co-working spaces infused with a touch of homeliness.

Blue shades

Strategic integration of blue tones in various elements within the workspace, including walls, upholstery, carpets, and larger areas, imbues the environment with a sense of tranquility, calmness, and professionalism, creating a visually pleasing and inspiring atmosphere.

Accents

The Accent Colors Layer introduces four colors—Coral, Mint, Lemon, and Lavender—derived from our digital branding guidelines. These accent colors are sparingly employed to create focal points throughout the interior, adding vibrancy while complementing the neutral tones and blue hues without overpowering them.

Branding

The Branding Layer incorporates posters, logos, graphics, and signage strategically placed within the workspace to reinforce our brand identity and ensure a cohesive visual experience. This layer serves as a powerful tool for creating a unified and immersive workspace environment.

Technology

Integration of technology not only showcases our capabilities but also cultivates a culture of innovation and adaptability. By incorporating technologically advanced elements into our workspaces, we inspire creativity, efficiency and a forward-thinking mindset among our workforce.

Biophilic design

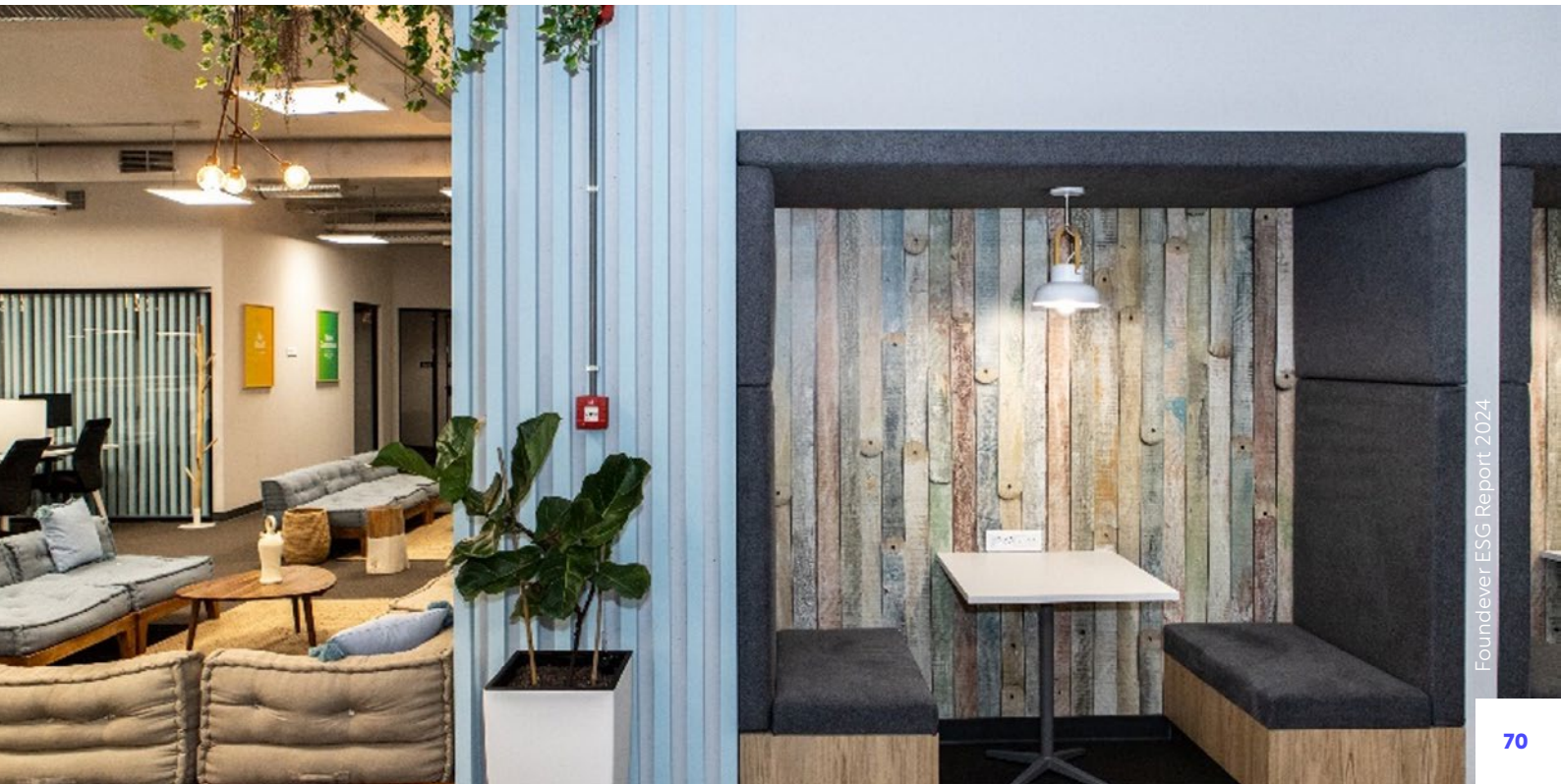
By integrating elements of nature into the built environment, biophilic design fosters a connection with the natural world and promotes employee well-being. This layer underscores our commitment to sustainability, employee satisfaction and a holistic approach to design.

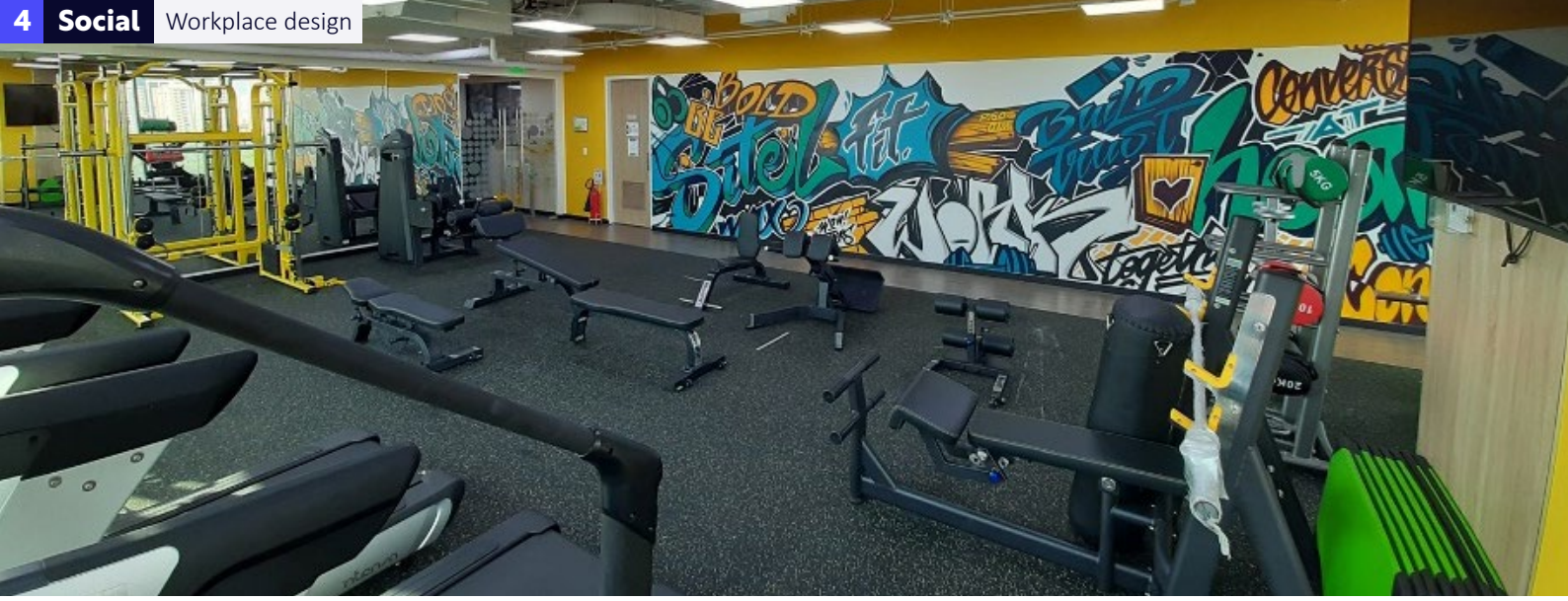
Arts and culture

Integration of art and culture within the workplace nurtures creativity, enhances the employee experience and reflects our organizational values. By embracing art and culture, we cultivate a dynamic and inclusive workspace that celebrates diversity, innovation and personal growth.

Locality

Incorporating elements of locality into our workplaces adds a personalized touch and reflects the communities in which we operate. This inclusion fosters a sense of space, community, and cultural diversity, creating vibrant and inclusive environments conducive to productivity and well-being.





3. Sustainability within the workplace

In our facility design, sustainability is a key consideration. We prioritize energy efficiency by specifying LED lighting and increasingly prioritize eco-friendly furniture, materials and finishes. Our Workplace Design Standards outline the performance criteria for each area, ensuring sustainability measures are incorporated throughout.

4. Health and wellbeing

Health and well-being are paramount at Foundever, and our design process reflects this commitment by continually assessing the impact of workplace design on employee health and wellbeing. We prioritize:

- Specification of ergonomic furniture, particularly in main production areas, ensuring the use of top-quality task chairs and workstation setups.
- Requirement for all production seats to be situated near the facade to maximize exposure to natural light.
- Provision of designated wellness spaces, utilizing our EverBetter program, and inclusion of amenities such as quiet rooms, gyms, multipurpose wellness rooms and libraries.

5. Inclusivity and diversity

Foundever is dedicated to promoting inclusivity and diversity in the workplace, evident in our approach to each new facility. We prioritize:

- Implementation of gender-neutral facilities.
- Requirement for offices to be accessible, ensuring access to all main spaces and inclusion of accessible bathrooms to accommodate all individuals.
- Alignment with local cultures, incorporating spaces such as prayer rooms as necessary to respect and accommodate diverse cultural practices within each location.

2023 accomplishments

In 2023, we achieved significant milestones in workplace design, enhancing our offerings and facilities. These accomplishments include:

- Completion of our Workplace Design Standards for the new Foundever hub, consolidating aspects from workplace strategy, interior design and branding, wellness, space performance, and technology.
- Opening of the first Foundever hubs using these new standards as the foundation of design.
- Continued integration of art into the workplace through our Conversation at Heart program.
- Development of Universal Design Standards to ensure accessibility and comfort for all individuals.
- Creation of a comprehensive furniture and materials catalog with performance and materiality recommendations.

2024 goals

As we advance into 2024, we are committed to further developing and expanding our role in the following areas:

- Enhancing remote work support by providing guidance on home office setups and offering ergonomic guidelines.
- Facilitating more technology integrations into our sites to enhance the digital experience.
- Building upon our Workplace Standards by refining and improving them and adding greater detail to the furniture and materials standards.
- Integration of WELL building standards into our spaces to improve energy efficiency and promote energy-saving practices.

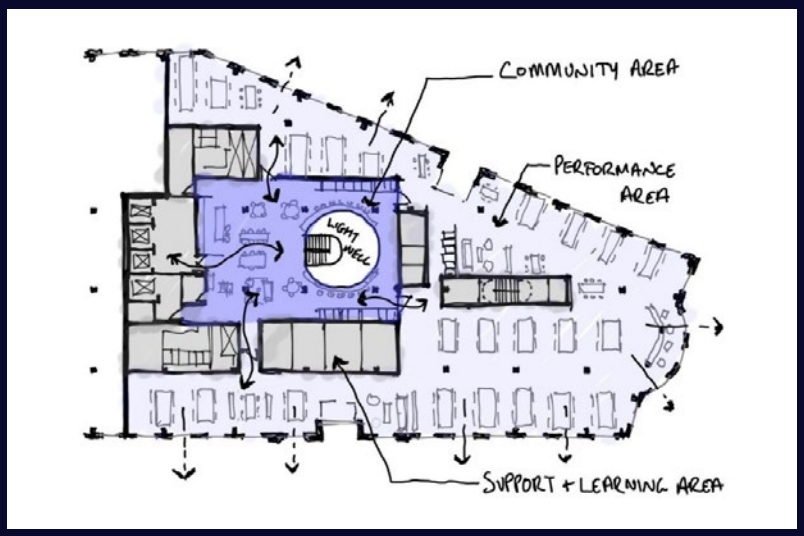
Project Highlights

Cebu, Phillipines

In May 2023, we inaugurated our new Cebu hub, marking the debut of our refreshed brand identity and the integration of our latest workplace standards. Designed with versatility in mind, the hub offers a diverse range of spaces tailored to accommodate various work preferences and leisure activities.

The Cebu hub boasts three "Conversation at heART" murals, one adorning each floor, and another located within the dedicated recruitment hub. These murals serve as focal points, inspiring creativity and building a sense of community throughout the space.

In addition to the dynamic main working area, characterized by its productivity-enhancing atmosphere and modern aesthetic, the hub features inviting connect zones, with one floor dedicated to an all-hands area. Furthermore, employees have access to amenities such as a gym and outdoor patio space, providing opportunities for relaxation and rejuvenation amidst their busy schedules.



Cape Town, South Africa

Our first hub in South Africa opened to immediate acclaim, showcasing a design fully aligned with our new workplace standards.

Central to the building is the community area, positioned around a spacious atrium adorned with communicating stairs. This hub proved to be a hub of activity, featuring a generous all-hands space, seating encircling the atrium, and a captivating mural seamlessly connecting all three levels.

Strategically situated, the support areas act as a buffer between the communal and performance zones, strategically positioned within the darker sections of the floorplate. This arrangement optimizes the utilization of natural light and capitalizes on the breathtaking views of the harbor on one side and Table Mountain on the other, enhancing the overall ambiance and functionality of the space.

The hub also features a multifunctional wellness space, mothers room and medical centre to create a support network for our employees.

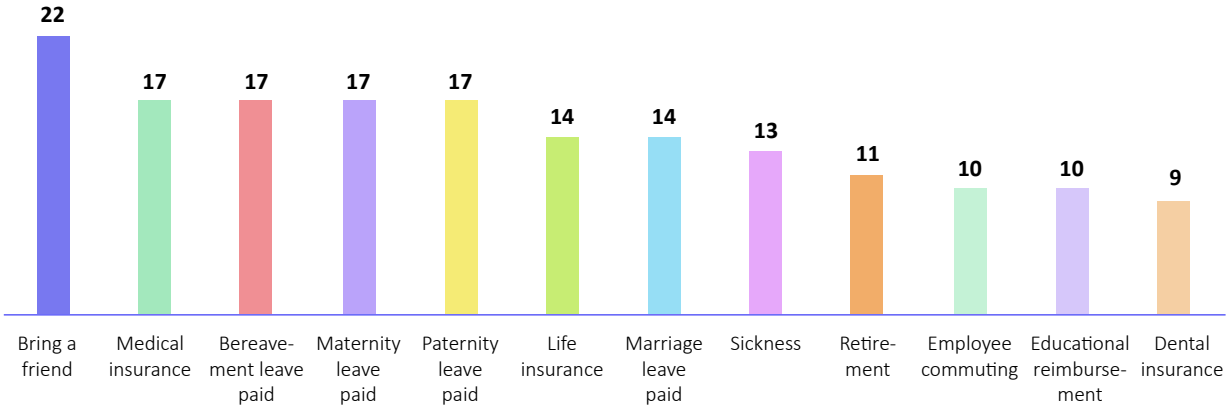
Working conditions

Working conditions are at the core of our associates' working relationships. For Foundever, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods and work schedules) to pay, as well as the physical conditions and mental demands that exist in the workplace.

Associate benefits and compensation

Throughout the world, Foundever follows country regulations in regard to benefits provided to our associates. In addition to these programs, the operations team has also created employee resources such as discount programs, refer a friend, tuition reimbursement, health memberships and much more. The following chart represents the number of countries reporting benefits in various categories.

Count of countries with benefits



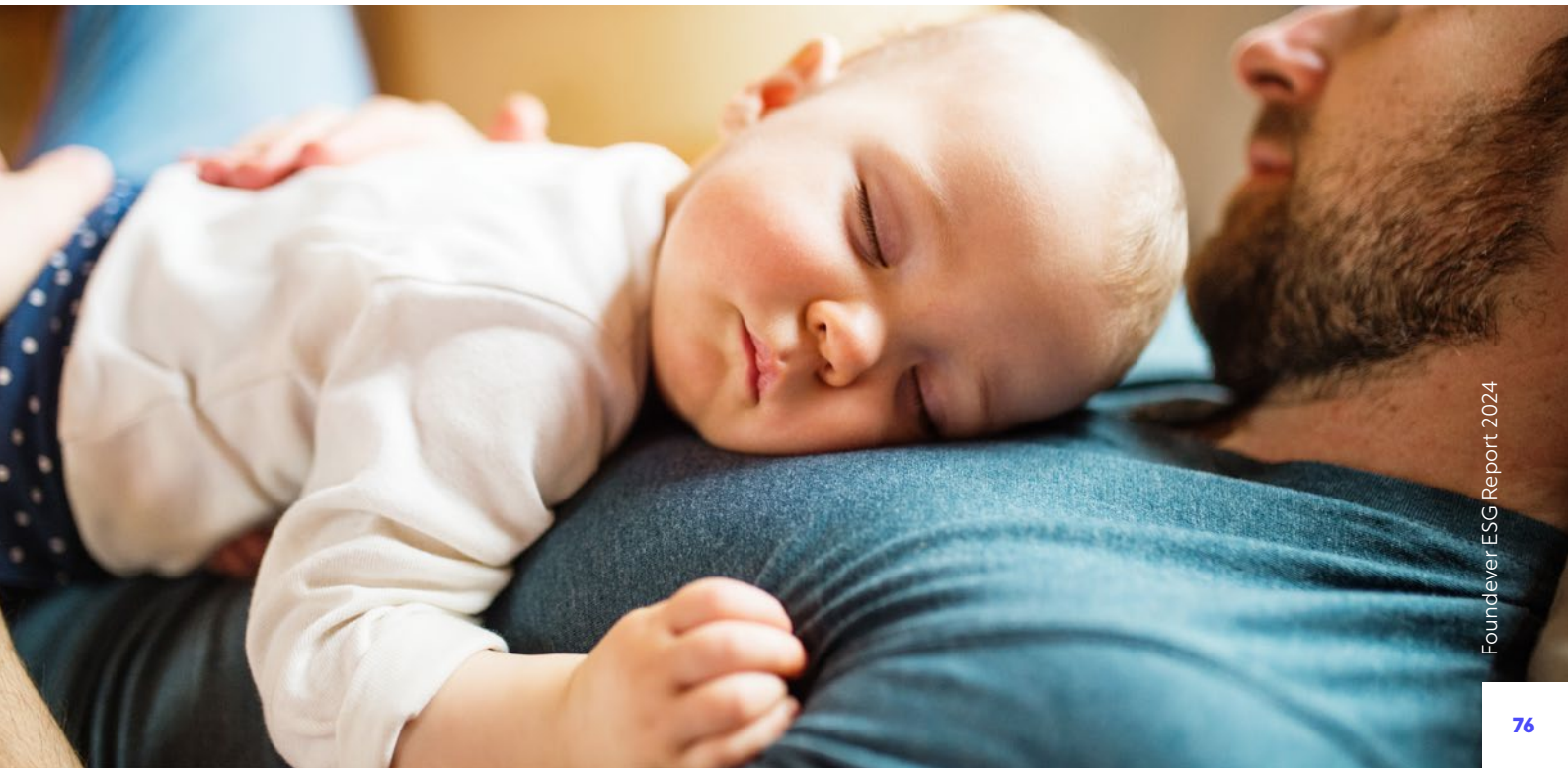
Parental leave

Year	Women	Men	Total
Associates who were entitled and took parental leave			
2023	2,553	1,222	3,775
2022	2,735	797	3,532
Associates who returned and still working after parental leave			
2023	1,787	1,067	2,854
2022	2,269	688	2,957
Returning and retention rate after parental leave			
2023	73%	89%	78%
2022	83%	86%	84%

Connecting the wellbeing of our associates and the community is extremely beneficial. Foundever has many health and wellbeing engagement programs around the world where we bring awareness to important topics:

- Mental health awareness campaigns
- Breast cancer screening locations
- Blood drives
- Massage days for on-site associates
- Special rates on diabetes blood tests for associates

Our workplaces have been reimagined to create moments of engagement and connection across every step of the employee journey. As part of this consistent effort, some of our proudest features at our Greece hub is an on-site nursery, gym facilities with a personal trainer and a library.



Human rights and diversity, equity and inclusion

Human rights

We are a people-centric organization made up of associates in more than 45 countries. Championing human rights — today and every day — is an important part of our culture. Human rights are the most fundamental rights every person can have. We celebrate this as a member of the United Nations Global Compact and are committed to ensuring the human rights of our employees and the customers we support are respected in order to deliver the best experiences. Everyone is entitled to these rights, without discrimination.

Foundever is committed to supporting and advancing in the areas within our sphere of influence.

Foundever considers freedom of association as the basis of a regular dialogue between a company and its employees. To that purpose, Foundever respects the individual right of its employees to freely join, participate in or quit labor organizations to assert and defend their interests. Subsequently, Foundever guarantees that any employee wishing to do so shall be protected against any internal measure limiting his or her freedom of association such as discrimination of any kind, pay loss or dismissal.

Foundever also recognizes the importance of dialogue with freely appointed employee representatives, employee representative bodies (such as work councils or employee forums) or organizations (like trade unions) and supports collective bargaining.

Investigating commission

Internally, our work relations department or employee services are in charge of managing cases of discrimination, moral or psychological harassment or conflict between employees, among others. Associates have a responsibility to prevent actions that may damage the reputation and business of Foundever, and to avoid complicity in any human rights abuses.

Associates are asked to use any of these channels to report any violations:

- Management, human resources and legal department
- EthicsPoint phone or website

In a 2023 survey, we asked our associates the following human rights questions:

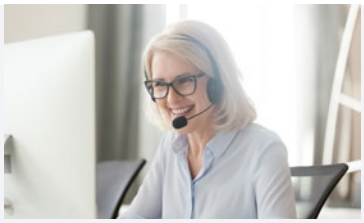
55% are familiar with the Foundever Human Rights Statement found on the website

Foundever® Human Rights and Diversity, Equity and Inclusive statement

Across 45 countries, Foundever celebrates local culture and takes pride in treating everyone with dignity and respect. Our collective experiences are greater than our individual differences. Foundever values innovation, inclusivity, equity and respect, celebrates associates' achievements and facilitates communication and connection. Our organization is stronger when we actively embrace a truly global team as our people are our greatest asset.

Rights

We provide everyone the right to work; we do not discriminate. We provide equitable opportunities for financial improvement and career growth.



Safe

We celebrate that Foundever provides a safe environment where associates can come to work as their true self.

Respect

Our culture is based on dignity and respect, regardless of any kind of distinction, such as race, color, gender, sexual orientation, language, religion, political or another opinion, national or social origin, property, birth or other status.

2023 data gender equality

	148,732 total headcount		5,240 leadership positions	
Women	53% (2023)	54% (2022)	46% (2023)	50% (2022)
Men	47% (2023)	45% (2022)	54% (2023)	50% (2022)

30%

Diversity, Equity, and Inclusion (DE&I) Training

Inclusion initiative

Foundever was honored to host the Forbes Women's Summit in Portugal. Bringing together some of the most influential women in business, technology, and society, the event centered around the theme of The Power of Now, celebrated recent successes and paradigm shifts within business while also emphasizing the urgency and importance of women's further empowerment in the current world.

As a leader with consolidated business experience, our General Manager for the Multilingual Region, Benedita Miranda was among those invited to speak at the event. She articulated our organization's approach to supporting women's leadership and innovation and was also profiled by Forbes in an article following the event.

At Foundever, we are committed to our Diversity, Equity, and Inclusion program and so were excited to welcome Inspiring Girls Portugal to our Lisbon hub to mark the beginning of a powerful partnership.

An NGO dedicated to supporting young girls by breaking down prejudices and stereotypes that are still anchored in society, Inspiring Girls Portugal elevates female aspirations through connecting girls with extraordinary female role models from various backgrounds.

Through the partnership, we aim to make education, well-being, and personal and professional growth accessible to as many young girls as possible, starting with our first joint campaign: Back to School. This initiative invites all women from Foundever to volunteer to share their life experiences at various schools in Portugal to inspire the next generation of leaders.

Proportion of senior management hired from the local community is "98%"

- Local community definition: People born in the same country where Foundever operates, or naturalized citizens or permanent visa holders; and
- Senior management definition: Country leader and its direct reports vs. direct reporters.

Leadership at Foundever

Foundever recognizes that good leadership is a very important aspect of our company. It is essential to our growth and development. Our success depends on the ability of our leaders to inspire and lead their teams. Knowing when to boost morale or stepping in when someone is struggling is also key to an effective leader. With such cultural diversity within Foundever, it is the key to having the right leader to motivate teams and that everyone performs at their best level. We want our associates to see themselves represented at the top. Diversity in leadership can lead to a reduction in turnover as leadership can relate to the struggles of the teams. Finally, when our associates recognize a diverse range of employees at the top of our organization, they are more likely to trust and relate to the leadership.

Celebrating Female Excellence: **Michelle Parks** Recognized with Prestigious Honor at 2023 TITAN Women In Business Awards

Global Head of Digital Solutions, **Mariana Diniz**, has been awarded in the Rising Star category for the 2023 Information Services Group (ISG) Women in Digital Award

Diversity case study

Employee experience | Refugee program

Transforming lives through a successful refugee program

As a global organization, Foundever® operates with a commitment to the highest ethical standards, emphasizing human rights, environmental sustainability, diversity and inclusion, health, safety, and wellness, as well as training and development. With our consistent focus on education and empowerment, we aim to create long-term value for our associates and the communities in which we work and live.

One such example comes from Foundever in Brazil. The company has developed locally a successful refugee program. Since its launch in 2018, it has benefited not only our business but also numerous people looking for better opportunities, more stability and a better life for themselves and their families. In addition, the program has contributed immensely to creating a more diverse and inclusive culture, which, in turn, has boosted employee engagement and performance as well as job satisfaction and brand loyalty. Today, Foundever in Brazil employs more than 600 refugees coming from Venezuela, Haiti, Cuba and some French-speaking countries in Africa.

+614

Refugees placed in jobs, equivalent to 20% of the company in Brazil, serving 5 major brands

66%

Lower absenteeism with refugees

25%

Lower turnover with refugees

Business case

The Foundever refugee program in Brazil began with only nine positions and faced the dual challenges of establishing a structured framework and addressing cultural barriers to create a welcoming application process. The company also needed to overcome linguistic barriers by training existing staff in Spanish and adopting hiring software for a smoother candidate experience.

Initial lack of structure

- In 2018, the program began with just nine positions and lacked a structured framework.
- The challenge was to develop a program that could provide a positive experience for refugee candidates and associates.

Cultural and linguistic barriers

- Refugees faced difficulties in understanding the job application process due to cultural and linguistic differences.
- The need arose to train staff in Spanish and adapt hiring software for a smoother candidate experience.

Cultural acceptance

- Overcoming biases and misconceptions within the company's culture regarding diversity and inclusion.
- Preparation of leadership and HR to embrace and reinforce the importance of diversity.

Key outcomes

Through the refugee program, Foundever has successfully provided opportunities for Venezuelan refugees to thrive in Brazil. Tailored support and training help prepare them with the necessary skills for personal and professional growth and therefore contribute meaningfully to their communities.

The refugee program in Brazil has yielded remarkable results with refugee employee turnover and absenteeism rates at 25% and 66% lower than Brazilian counterparts, respectively. The company's inclusive practices have earned recognition by the United Nations High Commissioner for Refugees (UNHCR) as a company that promotes the integration of these people into the labor market. Additionally, Foundever in Brazil has earned certification as a Great Place to Work® for the fourth consecutive year and one of the 100 best companies to work for in Brazil.

- **Program development:** A "Spanish in Company" program facilitated communication and cultural understanding to enhance the experience for refugee candidates.
- **Online recruitment and training:** Adopted digital HR tools to conduct recruitment processes online, and created training programs, including language training, to assist refugees and improve staff capabilities.
- **Strong partnerships:** Foundever built a support network through partnerships with external organizations, such as the UN, local NGOs and churches, to reach potential refugee candidates. We also implemented a successful referral program, with almost 90% of current refugee associates coming through referrals.
- **The importance of diversity:** Leadership and HR promoted a company-wide culture of diversity and inclusion to overcome biases and misconceptions to strengthen a positive employee experience for refugee candidates and associates.

Employability and community development

We make an impact via employment

By partnering with education, government and impact sourcing organizations, we provide access to educational, financial and social resources around the globe — and create opportunities to join our teams in full-time careers.

Language proficiency

We train hundreds of participants in non-native languages to support future employment in the CX sector.

Impact hubs

By deploying our CX Everywhere model, we can provide employment opportunities in distressed communities in the U.S.A. and other impact countries.

Year	Total distressed	Total % of distressed	Retention rate in distressed area codes
2023	14,191	62.5%	33.3%
2022	12,885	62.0%	9.5%

Tuition support

We aid in education via scholarships to dependents of our employees and tuition reimbursements for our associates.

Learning academies

We invest in programs and activities to develop skills for work in our communities including access to e-learning platforms, charitable donations and technical engineering training.

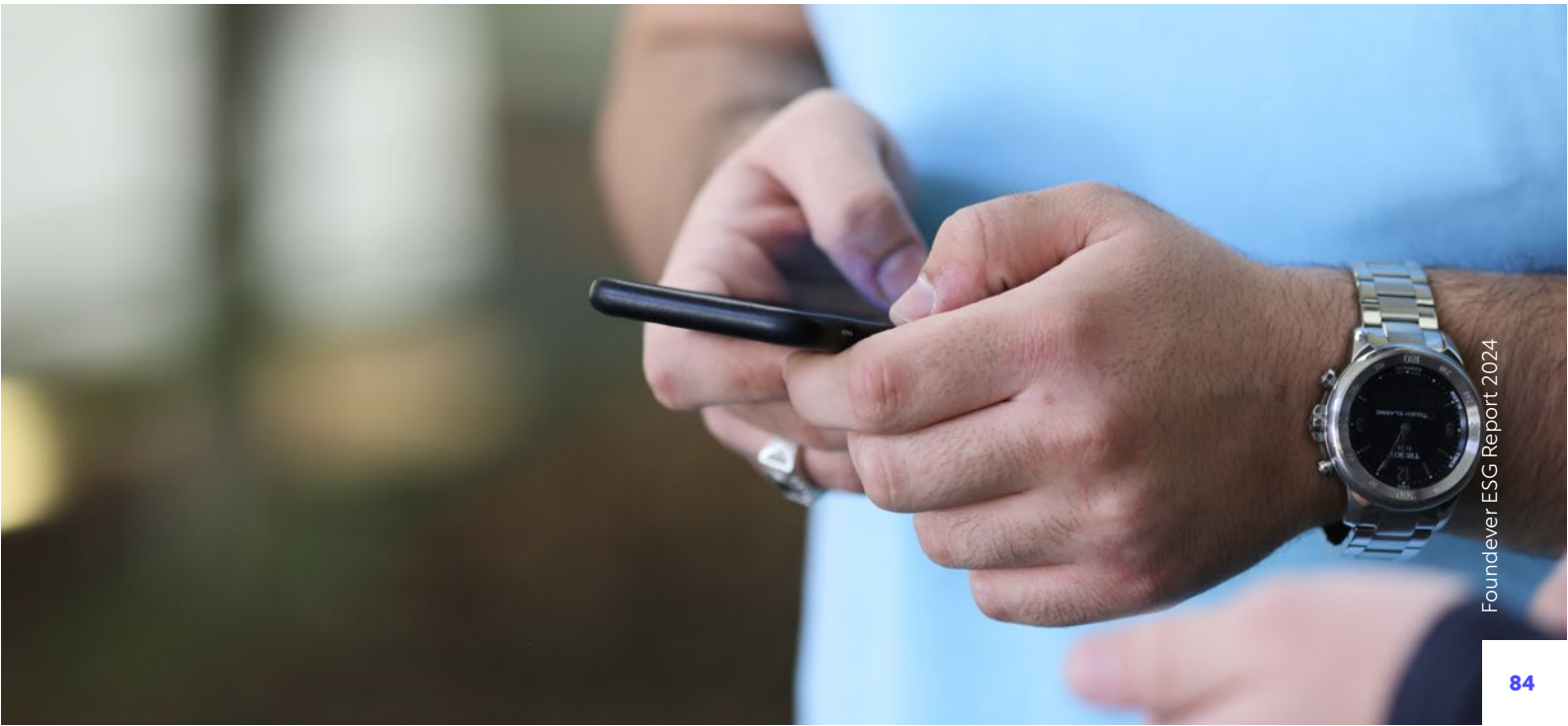
Language academies

Committed to developing talent and the wellbeing of people, we train thousands of participants in non-native languages to support future employment in the customer experience sector.

One of the most potent examples of this approach to employability is our language academies. We currently have eight language academies and community development programs in operation across Brazil, Colombia, Costa Rica, El Salvador, Mexico, Morocco, Nicaragua and the Philippines, beginning as early as 2005, each of which is focused on making a difference specific to that country or community.

To meet demand and develop talent to generate sustainability and social mobility, the language academy was born. The skill sets gained through the language academy include upskilling and reskilling in soft skills and technical skills. The value provided through the completion of these programs ensures higher employability for candidates. The successful completion of the program provides candidates an opportunity to apply with Foundever and ensures success after the applicant onboarding process. This training provides benefits to candidates in terms of confidence, performance, employee engagement and productivity. With an opportunity to become multilingual, a higher wage is offered.

Year	Total students	Graduated students	Students hired
2023	29,410	17,646	10,190
2022	27,116	19,866	11,034



Technical development strategy

Our development strategy offers more than 15 courses grouped into seven main areas: enterprise, computing, cloud, development, software development, project management, and business intelligence and analytics.

The duration of each course is 12 weeks and is aligned to the requirements of our technical accounts so that students can opt for a promotion or job offer.

2,246

2023 participants

2,553
2022 participants

1,481

2023 graduates

1,266
2022 graduates

156

2023 participants hired

518
2022 participants hired

Learning academies

As a good corporate citizen and neighbor, we invest in programs and activities that develop and uplift the communities in which our people live and work, such as access to e-learning platforms, charitable donations and technical engineering training.

We have a tech academy designed to develop specialists in qualified networks in the local market. The purpose is to create an internal group of technology specialists who can develop a professional career path in this area.

Since 2004, we have partnered with the Omar Dengo Foundation (FOD) to carry out technical programs. FOD, a nonprofit private entity, is a leader in human development opportunity creation that uses innovative learning processes and digital technologies.

Women in Tech

Our Women in Technology program was design and announced to authorities of the government of Costa Rica, UN Women and other key actors in the industry, as a gender-equity program to develop talent for technical accounts supported locally.

The program promotes and facilitates the inclusion of women in technical accounts where female participation has been traditionally low. It also provides scholarships to female collaborators from non-technical accounts to develop the necessary skills to opt for technical positions within the organization. The company decided to design not only a strategy to promote inclusion by enrolling women in its technical academy but also committed to increasing job participation across our technical accounts.

The objectives set by the company are

- **Parity:** To promote and facilitate gender equity in technical accounts where female participation is traditionally low, empower them to learn more about high-technology possibilities
- **Retention:** To motivate and promote technology as a solid option to professionally grow within the organization
- **Sustainability:** To strengthen the social development dimension by attracting more skilled women in technology
- **Goal:** To maintain female participation in tech academy of 40% each year with an account rate of more than 20%

Volunteering

Foundever creates a culture of engagement to deliver the best workplace environment for our people, recognizing and rewarding our associates' commitment to the business and our clients. Our associates around the world connect as a global #ForceForGood to make an impact for a better tomorrow.

80
environmental actions
(50 in 2022)

330
social actions
(205 in 2022)

+227
community partners
(+250 in 2022)

+18,922
volunteer hours
(43,767+ in 2022)

+362.5K €
funds donated
(+197K € in 2022)

64,899
volunteers
(17,120 in 2022)

Partnerships

Collaborative partnerships (in public and private sectors) provide opportunities potentially not otherwise available. By partnering with education and labor ministries, universities and technical institutions, we provide access to educational, financial and social resources — and create opportunities to join our teams in full-time careers.

Foundever has 250 collaborative partnerships around the globe.

36 civil society

122 education

25 recruiting and employment

181 government

13 wellbeing

foundever.org

CX for Good

Upskilling talent from distressed communities

Part of the Foundever family, with a history of impact

Started in

1994

Founded with an entrepreneurial spirit…

From our origins as Groupe Acticall built by co-founders Laurent Uberti and Olivier Camino

With a heritage of supporting customer experiences for

+40 years

…and grounded in proven CX expertise…

Backed by long-term shareholders, Creadev, we've grown as a global brand, both organically and through strategic acquisition of global CX providers in 2015 and 2021

2023

foundever™

…an innovative CX leader

Combining global scale, award-winning culture and digital know-how, we're creating the future of CX for the world's leading brands

Now

foundever.org

Launching a new nonprofit

Leading our industry in making a difference with a focus on education creating opportunities through #CXforGood

Foundever.org was incorporated in the U.S. on December 22, 2023, as a 501(c)(3) nonprofit private operating foundation

Creating opportunities to succeed: It's our reason for being

People are at the heart of what we do

Together, we've been supporting individuals to create their best moments — to grow and develop — for more than 30 years. With the launch of Foundever.org we start a new movement to create impact beyond our scope and make a difference in communities around the globe.

From Foundever®
A global leader in customer experience

Creating opportunities through employment and training in 45 countries globally, Foundever is recognized for a commitment to impact sourcing and sustainability within the communities in which it operates.

Going further with Foundever.org
Leading change through #CXforGood

Our industry is one built on people, offering chances for growth and bringing jobs to historically distressed and underserved communities. With the launch of Foundever.org, an operational nonprofit focused on education, we extend the scope of impact beyond the boundaries of Foundever — unitiing the CX industry in supporting opportunities through education on a global scale and showing the difference we can make, together.

The 5 Principles of the #CXforGood Movement Pioneered by Foundever.org

1

Inclusivity and equal opportunity

Foundever.org ensures inclusivity and equal opportunities for individuals from distressed communities, training them in skills that open doors to diverse job markets beyond the CX industry.

2

Transparency and accountability

As pioneers, Foundever.org upholds a high standard of transparency and accountability in all its initiatives, ensuring that every action contributes positively to society.

3

Collaborative partnerships for empowerment

Foundever.org collaborates with a wide range of stakeholders, including NGOs, governments, and businesses, to empower individuals and communities through skill-building and job market access.

4

Innovation for social progress

Foundever.org harnesses innovation within traditional industries to address global challenges, crafting solutions that transform lives and communities.

5

Local and global engagement

The movement champions both local and global engagement, responding to immediate community needs while contributing to broader global objectives.

We are educators

The #CXForGood movement creates opportunity through action-driven educational programs

Student mentoring

Our mentoring programs provide students from distressed communities with guidance, support, and access to valuable networks, helping them build confidence, develop skills and achieve their goals.

Refugee programs

Our language learning program for refugees aims at supporting empower refugees by enhancing their communication abilities and opening doors to better employment opportunities and social integration.

Language academies

Successful communication is a critical skill for opportunities in almost any industry. Building upon our successful language academies in many countries globally, Foundever.org is actively scaling impact in many countries and sharing experiences to expand to other locations around the world.

Chapter 05

Governance

Understanding governance risks and opportunities are what is critical for the company. Good data is required for effective corporate governance and that's where smart technology can provide businesses with access to data on a wide range of topics. Good governance fosters a reputation for trustworthy leadership, with decision-making policies that are built on positive morals and ethics. Strong leadership that's guided by an ESG-compliant moral compass, businesses and portfolio managers can add significant long-term value to the company.

A strong corporate governance strategy should encompass board representation and a powerful compliance function while directly serving stakeholders. This oversight strengthens the overall performance of the organization. Companies should indirectly perform in the interests of society by taking responsibility for the holistic impact of activities and creating value.

Carole Bohrer
Chief Legal Officer

Material topics

- Data privacy and security;
- Measurable goals and value-chain sustainability;
- Ethics and anti-corruption; and
- Board diversity.

Foundever commitments

100% of associates to complete security training

Global policies

- Global Code of Conduct and Ethics;
- Supplier Code of Conduct;
- Global Anti-corruption Policy; and
- Website Privacy Notice.

United Nations principles

Principle 10: Businesses should work against corruption in all its forms including extortion and bribery

2023 accomplishments

- Achieved Cyber Essentials and Cyber Essentials Plus Certification: U.K.;
- Achieved EcoVadis: France (Gold), Germany (Bronze), U.S. (Bronze) and U.K. (Bronze);
- Achieved Engagé RSE ISO 26000: Costa Rica, France;
- Achieved FSQS (Financial Services Qualification System) Certification: U.K.;
- Achieved HITRUST/HIPAA: Global;
- Achieved PCI Certification/ Compliance/PCI-DSS v3.x: Global;
- Achieved ISO 9001;
- Achieved ISO 27001 Certification: Brazil, Bulgaria, China, Greece, Finland, Portugal, Spain, U.K.;
- Achieved SMETA: Morocco;
- Achieved SOC Type 1 and 2 Certification: Global; and
- Achieved Trusted Information Security Assessment Exchange (TISAX): Bulgaria, Portugal.

UN SDG #3 – Good health and well-being

- Achieved Medicines and Healthcare Products Regulatory Authority Warehouse Dealers License: U.K.

UN SDG #8 – Decent work and economic growth

- Achieved ISO 18295-1 for Customer Contact Centers certification: France; and
- Achieved ISO 18295-2:2017 Customer Contact Centers certification: France.

Opportunities and action plans

- Launch training opportunities for key personnel within the company.
- Continue to develop policies and processes including more efficient ways to capture and audit data.
- Expand on ISO certifications in key operations.

Business ethics

Foundever is committed to promoting a culture based on integrity, transparency and good governance wherever we do business.

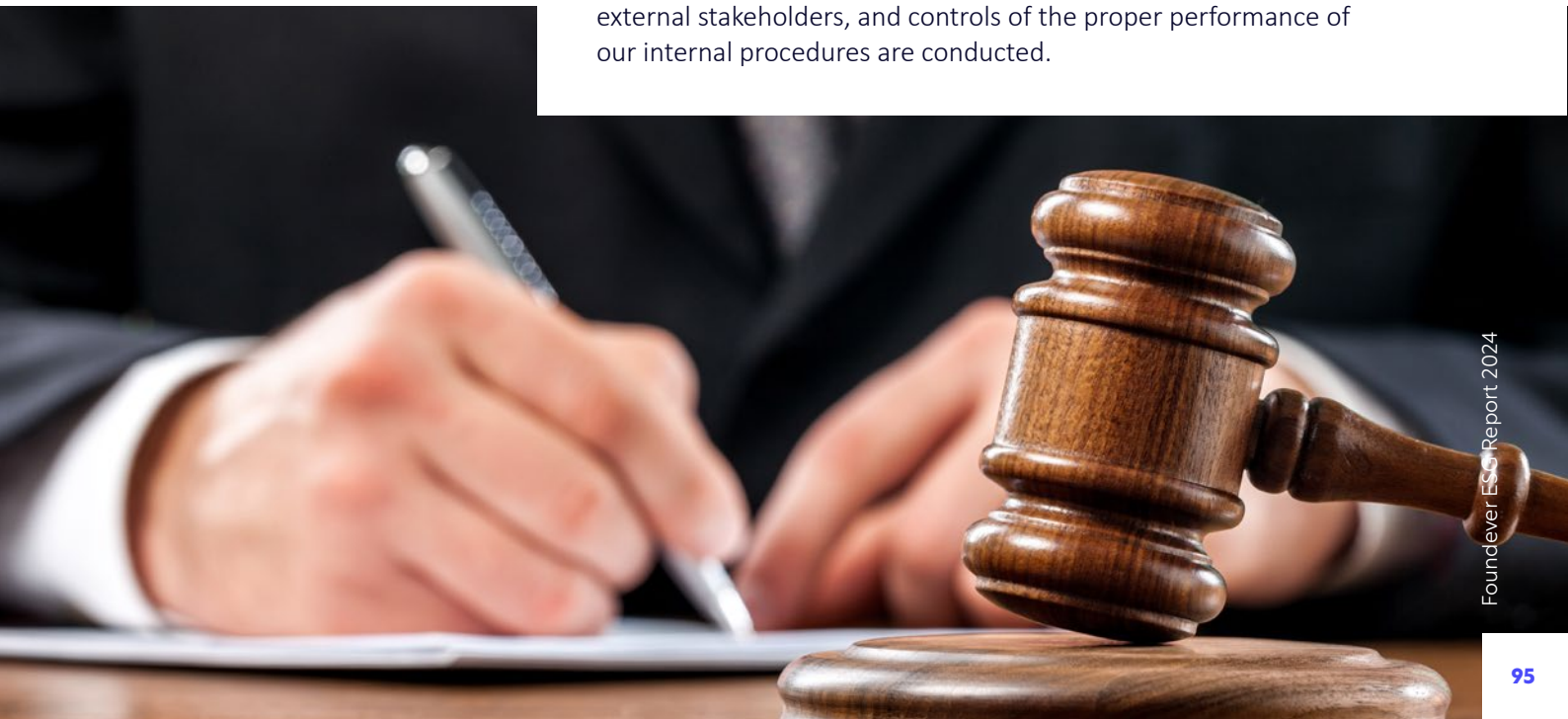
We have set clear rules that we urge our associates, including directors and officers within the organization, to follow. We share these rules with our supply chain, which we expect to act in compliance with our values and principles, including strict adherence to applicable laws.

Anti-corruption policy and program

At Foundever, we have zero tolerance for corruption and influence peddling. Our Anti-corruption Policy is aimed at each and every one of our internal stakeholders. This policy applies to all associates attached to Foundever or any of its controlled companies.

The policy is based on the applicable legislation (in accordance with the French law of 9 December 2016 on transparency, anti-corruption and economic modernization and known as the "Sapin II" law, the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act) and on the best international practices such as the UN Global Compact and the OECD's Guidelines for Multinational Enterprises, and comply with the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

Based on risk mapping, conducted at least once a year, the policy is regularly updated. Further, training is conducted, in particular for the most exposed associates and whenever possible for our external stakeholders, and controls of the proper performance of our internal procedures are conducted.



Risk

ABC: Our anti-corruption action plan encompasses the performance of training for exposed personnel within the organization. This will extend to awareness training for all personnel globally. Also, the nomination of a local network of compliance officers continued in 2023.

AML: Training of concerned associates within the organization shall be continued including the methodology of the screening against sanctions and politically exposed persons lists and analysis of the potential matches on these lists.

2023 compliance training

76%
Occupational Health and Safety Training

99%
Privacy Awareness Training

96%
Security Awareness Training

68%
Various other topics

Whistleblowing

We have zero tolerance for unethical behavior and corruption in any form. Any possible conduct violations viewed as unethical, illegal, in violation of professional standards or otherwise inconsistent with Foundever policies and procedures including human rights and environmental issues, which may affect the moral or physical integrity of its employees, can be reported using EthicsPoint for further investigation. This third-party, 24-hour hotline is available to report ethical violations anonymously via the website or telephone (for which a list of numbers per country is provided on the website).

Our Global Security Awareness Training that must be mandatorily performed each year provides details to all our associates on how to connect to EthicsPoint.

EthicsPoint contact information is also included in employee handbooks, posted in visible locations at physical sites and accessible for all virtual associates.

Data privacy and security

Foundever has a global Privacy Program that provides a framework designed to promote an ethical, informed, and engaged culture with respect to the Personal Data we collect, control, and process within the organization, a commitment to the Foundever values, and compliance with the law. Taken together, Foundever's corporate policies, governance, ethical business conduct, and management oversight constitute the Foundever standards of excellence.

The Privacy Program applies to all employees of Foundever at all locations, Foundever's Board of Directors, and relevant suppliers and third-party agents. The Privacy Program is designed to monitor adherence to applicable laws, regulations, and program requirements as well as to identify, prevent, reduce, and address incidents of illegal or unethical conduct.

The process for managing compliance with the Privacy Program has been established through a framework for identifying, assessing, training, monitoring, and reporting privacy risks across the organization.

Policies and procedures

Policies and procedures are developed to establish a foundation of privacy compliance that is consistently applied throughout the organization and are designed to prevent and detect unethical, fraudulent, unlawful, and improper collection, use, processing, or conduct. As the company's business and/or the regulatory environment changes, both internal and client-related policies and procedures are reviewed and updated as needed. The degree of detail found in procedures will vary in accordance with the complexity of the issue or transactions addressed.

On an annualized basis, the Privacy Program, this overview, and all controlled documents are reviewed and updated, if required, by the company's Global and Regional Heads of Privacy.

Monitoring and audit

Changes to laws and regulations or material changes in business operations, products or services should trigger a review of established privacy procedures. Modifications that are necessary should be made expeditiously to minimize compliance risk, and applicable personnel in all affected operating units should be advised of the changes.

Privacy Program monitoring and testing ensures that policies, procedures and other compliance controls are being operated effectively. The results of these tests can provide needed insight into the performance of individual controls, as well the overall health of the compliance program and future training needs.

Training and communication

Foundever provides training and educational programs to ensure employees understand our privacy policies and procedures, comply with the law and know what standards of behavior are required.

The privacy training program for employees includes the development and maintenance of staff expertise, as well as communication of policies, procedures, directives, regulatory requirements, product information and service goals. The privacy training program is deployed to all Foundever employees and forms part of the new hire onboarding training.

Beyond training, communicating the privacy message is accomplished through conferences, bulletins, websites, and similar tools, all of which goes hand-in-hand with a strong leadership tone. Globally applicable policies and procedures can be found in a centralized platform accessible by employees.

Incident management

In the event of an incident, the company's Privacy, Legal, Human Resources, and Security teams partner in following the Security, Privacy and Ethics Incident Management Policy, which has been communicated to the organization. This Policy ensures that all potential incidents of non-compliance or unethical or improper conduct are dealt with promptly and in a consistent manner throughout the organization.

ISO27001:2022

TISAX

PCI DSS 4.0

SOC 1 Type 2 certification

HITRUST certification/HIPAA

Security

Protecting our business at every step

1

Protecting business is our business

Taking the time to first understand our unique needs and risks, our global Business Information Security Office (BISO) team works with clients to consult, advise and deploy our security expertise to protect our data globally. Foundever has best-in-class security scores ranking consistently in BitSight's Top 3 in the BPO industry.

2

Consistent global approach

Adherence to global operating standards ensures our stringent policies and business continuity practices are applied consistently across locations.

3

Technology to mitigate risks

Software and token-based multifactor authentication approaches, combined with geolocation technology, trigger actions if login is not from an approved location. Remote agent login acceptance is mapped to IEX schedules, flagging logins outside of expected work timeframes.

4

Associate training and awareness

Annual digital and interactive security training for every associate. Random fake phishing emails test associate awareness and adherence to protocols.

- Recurring mandatory security training for associates; 96% of the workforce completed annual security training in 2023
- Random and recurring fake phishing emails testing associate awareness and adherence to protocols
- Annual reviews by third-party assessors

Supply chain sustainability

Procurement is the area responsible for strategic sourcing, operational procurement and supplier management, accountable for selecting and evaluating vendors, negotiating contracts, and purchasing goods or services to support the requirements of Foundever business operations. We strive to obtain the best quality of goods or services procured at the most competitive rates to support our business units and deliver the best value for the company. Our global procurement team is committed to finding the best monetary value for our business while also safeguarding quality and risk for the items and services that we procure around the world.

Many of the goods and services required by the company's diverse locations are available on a worldwide basis, and the competitive market for many of the goods and services is a function of worldwide supply and demand. The identification of risks related to external party access considers a minimal set of specifically defined issues. Goods and services must be purchased at competitive prices, must be available when needed and must be of proper quality and ensure an adequate level of security. Foundever vendors shall undergo due diligence processes through the tools established by the company, to ensure that they are financially and operationally capable of providing goods and services, comply with all applicable laws and regulations, are capable of adhering to Foundever internal standards such as Foundever Anti-Bribery and Corruption Policy and the supplier's code of conduct, and are not currently on any prohibited list established by any governmental entity around the world.

Supply chain risk management

Legal commitments

EU Directive on the Duty of Vigilance and German Law on Supply Chain

EU Directive (Draft Directive on Corporate Sustainability Due Diligence (CSDDD))

Due diligence would be have to be conducted to measure and mitigate adverse human rights and environmental impact through a plan.

In case climate change is or should have been identified as a principal risk for, or a principal impact of, the company's operations, the company would have to include emission reduction objectives in its plan. If variable remuneration is linked to the contribution of a director to the company's business strategy and long-term interests and sustainability, companies would have to link the variable parts of the remuneration to the fulfilment of the plan.

German law on supply chain (LkSG) in force on 1 January 2023

The LkSG applies to all enterprises regardless of their legal form (natural or legal person), which have their central administration, principal place of business, administrative headquarters or statutory seat in Germany and that normally have at least 3,000 employees employed in Germany within their enterprise or within controlled enterprises from 1 January 2023. From 1 January 2024, the threshold of 3,000 employees amounts to 1,000 employees. The LkSG also applies to enterprises that have a domestic branch office.

For most of the measures, the LkSG targets risks and violations of human rights and the environment arising from the enterprise's own business area and that of its controlled/influenced companies as well as of its direct suppliers.

Risks and violations of human rights and the environment arising from the activities of indirect suppliers are not covered, unless the company has actual indications that suggest that a violation of a human rights-related or an environment-related obligation at indirect suppliers may be possible (substantiated knowledge).

Supply chain risk approach

We seek to do business with suppliers and partners who embrace the same environmental, social and governance values and principles. Our Supplier Code of Conduct ensures we are doing our part to create an ethical and sustainable supply chain, and it reinforces our commitments to the global communities in which we operate on matters maintaining fair competition, respecting human rights, and not engaging in bribery or corruption.

Supply chain process

New supplier

Through our onboarding process of new suppliers, suppliers are required to complete Non-Disclosure Agreements (NDA), environmental and social questions, and risk assessments on topics such as anti-bribery and corruption, human rights, environmental, modern slavery, etc.

Based on the completion of the questions and risk assessments, suppliers will be given a rating. This rating will aid in our decisions to work with socially responsible organizations.

Reporting and communications

Public reporting will include results and outcomes that will be communicated on an annual basis on our public-facing platforms within our non-financial reports.

Foundever Human Rights Policy and Statement will be communicated to our stakeholders which include clients, supply chain, community partners, shareholders, board of directors and more importantly our associates (employees) on an annual basis. The policy and statement will reside on our public-facing platform.

Existing supplier

Risk assessments will be completed on a regular basis with a priority on the high-risk suppliers such as vendors that deliver specific goods or handle digital data, physical data or access our brick-and-mortar locations.

Escalations

Foundever will deploy an escalation plan to address high-risk suppliers identified in the risk assessments.

GRI content index

Statement of use	Foundever has reported in accordance with the GRI Standards for the period January 1, 2023, through December 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable. Commercial services sector standard has not been released by GRI

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	6, 10-12				
	2-2 Entities included in the organization's sustainability reporting	3				
	2-3 Reporting period, frequency and contact point	3				
	2-4 Restatements of information	3				
	2-5 External assurance	6-7				
	2-6 Activities, value chain and other business relationships	101-104				Foundever is active in the Commercial Services in the activity of Business Process Outsourcing based on GRI Sector Program
	2-7 Employees	46				
	2-8 Workers who are not employees	46				
	2-9 Governance structure and composition	6				
	2-10 Nomination and selection of the highest governance body	6				
	2-11 Chair of the highest governance body	6				
	2-12 Role of the highest governance body in overseeing the management of impacts	6-7, 16				
	2-13 Delegation of responsibility for managing impacts	6, 16				
	2-14 Role of the highest governance body in sustainability reporting	6, 16				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	97				
	2-16 Communication of critical concerns	97				No case reported and communicated during the reporting period
	2-17 Collective knowledge of the highest governance body	6				
	2-18 Evaluation of the performance of the highest governance body	7				
	2-19 Remuneration policies		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-20 Process to determine remuneration		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-21 Annual total compensation ratio		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-22 Statement on sustainable development strategy	4-5				
	2-23 Policy commitments	95				
	2-24 Embedding policy commitments	22, 98, 102				
	2-25 Processes to remediate negative impacts	14, 95				
	2-26 Mechanisms for seeking advice and raising concerns	97				
	2-27 Compliance with laws and regulations	95				Zero significant confirmed instances of non-compliance cases with laws and regulations and zero monetary fines for instances paid during the reporing period

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-28 Membership associations	87				
	2-29 Approach to stakeholder engagement	24				
	2-30 Collective bargaining agreements	95				4% of our total employees are under collective bargaining agreements
Economic standards						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14-19				
	3-2 List of material topics	20-21				
Material topics						
GRI 3: Material Topics 2021	3-3 Management of material topics	14, 16, 92-94				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	10				
	201-2 Financial implications and other risks and opportunities due to climate change	25-27				
	201-3 Defined benefit plan obligations and other retirement plans 201-4 Financial assistance received from government		X	Confidentiality constraints	Plan obligations and other plans are confidential data during reporting period	
	201-4 Financial assistance received from government		X	Confidentiality constraints	Financial data is confidential during reporting period	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage					Global ratio for 2023 is: 1.2173. Formula= Average countries entry level wage / Average countries minimum wage
	202-2 Proportion of senior management hired from the local community					96% of all senior management positions were hired from local community

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	X			Financial data is confidential during reporting period	
	203-2 Significant indirect economic impacts	101				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	101				90% of total spent on local suppliers
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	26				
	205-2 Communication and training about anti-corruption policies and procedures	95-96				
	205-3 Confirmed incidents of corruption and actions taken		X	Confidentiality constraints	Confirmed incidents of corruption was confidential during reporting period	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices					No legal actions for anti-competitive behavior, anti-trust, and monopoly practices in 2023
GRI 207: Tax 2019	207-1 Approach to tax		X		Tax information is confidential during reporting period	
	207-2 Tax governance, control, and risk management		X		Tax information is confidential during reporting period	
	207-3 Stakeholder engagement and management of concerns related to tax		X		Tax information is confidential during reporting period	
	207-4 Country-by-country reporting		X		Tax information is confidential during reporting period	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
Environmental standards						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14-19				
	3-2 List of material topics	20-21				
Material topics						
GRI 3: Material Topics 2021	3-3 Management of material topics	14, 16, 28-31				
GRI 301: Materials 2016	301-1 Materials used by weight or volume		X	Not applicable	Foundever does not provide products to its clients	
	301-2 Recycled input materials used		X	Not applicable	Foundever does not provide products to its clients	
	301-3 Reclaimed products and their packaging materials		X	Not applicable	Foundever does not provide products to its clients	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	34-35				Energy consumption within the organization in 2022: 393.61 terajoules
	302-2 Energy consumption outside of the organization	34-35				Energy consumption outside of the organization in 2022: 72.02 terajoules
	302-3 Energy intensity	34-35				Foundever measured only electricity for energy reduction purposes. The result is 755 kWh by FTE in 2022 vs 656 kWh by FTE in 2021
	302-4 Reduction of energy consumption	34-35				15% increase of kWh consumed by FTE in 2022 compared to 2021
	302-5 Reductions in energy requirements of products and services	34-35				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	38-39				
	303-2 Management of water discharge-related impacts	38-39				
	303-3 Water withdrawal	39				
	303-4 Water discharge	39				
	303-5 Water consumption	39				
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas				Foundever does not own, rent or manage any operation centers located next to or in protected areas or in high diversity areas outside of protected areas	
	304-2 Significant impacts of activities, products and services on biodiversity				Foundever does not report any significant impact in 2022	
	304-3 Habitats protected or restored		X	Not applicable	Foundever does not have a direct impact on protected or restored habitats	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		X	Not applicable	Founever does not have operations in the habitats of IUCN Red List species	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	41				
	305-2 Energy indirect (Scope 2) GHG emissions	41				
	305-3 Other indirect (Scope 3) GHG emissions	41				
	305-4 GHG emissions intensity	41				
	305-5 Reduction of GHG emissions	41				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
	305-6 Emissions of ozone-depleting substances (ODS)		X	Not applicable	Foundever did not generate emissions of ozone-depleting substances in 2022	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		X	Not applicable	Foundever did not generate emissions of NOx, SOx or any other significant air emissions in 2022	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	36				
	306-2 Management of significant waste-related impacts	36				
	306-3 Waste generated	37				
	306-4 Waste diverted from disposal	37				
	306-5 Waste directed to disposal	37				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	74-76				
	308-2 Negative environmental impacts in the supply chain and actions taken	74-76				
Social standards						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14-19				
	3-2 List of material topics	20-21				
Material topics						
GRI 3: Material Topics 2021	3-3 Management of material topics	14, 16, 42-45				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	46-47				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	75				
	401-3 Parental leave	76				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes					Foundever policy establishes a minimum of 4 weeks
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	55				
	403-2 Hazard identification, risk assessment, and incident investigation	56				
	403-3 Occupational health services	59-63				
	403-4 Worker participation, consultation, and communication on occupational health and safety	57, 64				
	403-5 Worker training on occupational health and safety	57				
	403-6 Promotion of worker health	59-63				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	56				
	403-8 Workers covered by an occupational health and safety management system	55				
	403-9 Work-related injuries	58-59				
	403-10 Work-related ill health	58-59				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	48				
	404-2 Programs for upgrading employee skills and transition assistance programs	48				
	404-3 Percentage of employees receiving regular performance and career development reviews	49				100% of employees received regular performance and career development reviews in 2022
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	46, 78				
	405-2 Ratio of basic salary and remuneration of women to men		X	Confidentiality constraints	This ratio was confidential during reporting period	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	77				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	77				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	101-104				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	101-104				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	77				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		X	Not applicable	Foundever does not have a direct impact on rights of indigenous peoples	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	86-91				
	413-2 Operations with significant actual and potential negative impacts on local communities	86-91				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	101-104				
	414-2 Negative social impacts in the supply chain and actions taken	101-104				
GRI 415: Public Policy 2016	415-1 Political contributions		X	Not applicable	Foundever does not support political parties or representatives, nor makes any political contributions	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	55-56				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services					There were no cases of non-compliance on these subjects during the reporting period
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling		X	Not applicable	Foundever does not have packaging processes	
	417-2 Incidents of non-compliance concerning product and service information and labeling		X	Not applicable	Foundever does not have packaging processes	
	417-3 Incidents of non-compliance concerning marketing communications		X	Not applicable	Foundever does not have packaging processes	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	97				

Foundever is a registered trademark of the Foundever Group companies.