



In Good Company: Community, Culture and Climate at Lightspeed

Annual sustainability report

Fiscal year ended March 31, 2024



Designed to be different

Message from Dax Dasilva, Lightspeed's Founder and CEO



I have a background in design, which means that I really like making meaningful things. I'm also trained as a programmer, which means that I really like solving difficult problems. In other words: if I'm going to fix something, my goal is to fix it beautifully.

Programming and design are often seen as the back-end and the front-end, respectively. Still, just as hospitality's rigid division between the front of house and the back of house is fading, there is little value in siloing programming and design. Everything is connected, after all—and it comes together at Lightspeed.

I wrote the code for and designed the look of Lightspeed's first product. I also built the company to be an inclusive place. Our culture isn't an accident—it's a product of our design, of our communities and of the code of ethics that informs everything we do.

We're proud to share Lightspeed's third annual Sustainability Report. It shows how Lightspeed has grown to give entrepreneurs more than just tech solutions. In Fiscal 2024, we rolled out Lightspeed Capital—our merchant cash advance program—to France, the Netherlands, Germany and Belgium. With inflation, changes in consumer spending and tough economic conditions, Lightspeed Capital gives businesses a flexible, fast way to achieve their goals.

Instant Payouts is another solution we delivered in Fiscal 2024 that empowers our customers to run their business by managing cash flows. We've made this available for Lightspeed Retail in the U.S. and now eligible merchants can access funds immediately after a transaction—even on weekends and holidays. It's another way to get the cash flowing and to keep their businesses growing.

This Sustainability Report also features some of the customers who inspire us to solve even more problems. Their passion is a sight to behold and it inspires us to do better every single day.

On that note, I'm proud to say that 50% of our executive leaders identify as women. For a second year in a row, Lightspeed was included in the Globe and Mail's 2024 Report on Business magazine's Women Lead Here rankings, which identifies leading Canadian businesses with the highest executive gender diversity. We were also recognized as one of Montreal's Top Employers by the editors of Canada's Top 100 Employers—not to mention Cult MTL, whose readers voted us the second coolest company in the city. (I still think we're #1 on that front.)

There is, as ever, work to be done. Our goal is to lead by example in environmental responsibility and to strive for sustainability in every aspect of our operations. I'm thrilled to be back as Lightspeed's CEO and look forward to helping to make sustainable changes in our customers' lives.

A handwritten signature in black ink, appearing to read 'Dax Dasilva'.

Dax Dasilva



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01

Purpose



Powering the world's best businesses.

In a rapidly changing world of rising costs, AI-driven tech innovation and evolving consumer preferences, forward-thinking merchants are desperate for solutions to drive sustainable growth and maintain their unique edge in the market. Lightspeed empowers these businesses with the powerful technology, leading insights and expert guidance they need to fulfill their vision and stand out as leaders in their industry. With flexible tools, personalized support and a premium experience, we're more than a platform—we're a partner.

Founded in Montréal in 2005, Lightspeed is dual-listed on the New York Stock Exchange (NYSE: LSPD) and Toronto Stock Exchange (TSX: LSPD).

Employees across North America, Europe and Asia Pacific and customers in over 100 countries

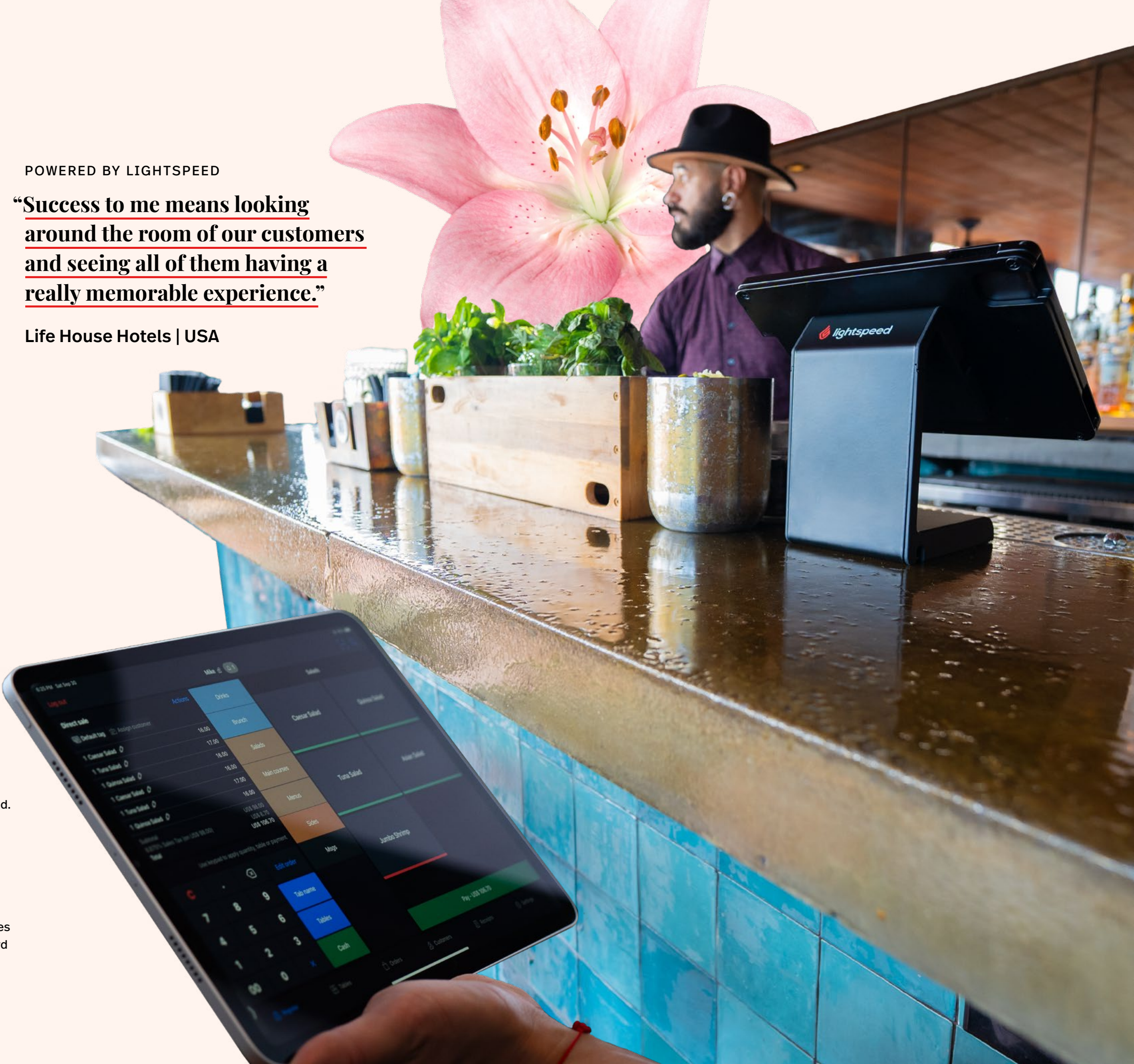
Metrics and data presented herein are for the fiscal year ended March 31, 2024 ("Fiscal 2024") or as at March 31, 2024, as applicable, unless otherwise indicated.

In certain cases, including but not limited to data related to our Fiscal 2024 emissions, data and information reflected herein are based on a number of assumptions, estimates and calculations. Further, in certain cases where data was unavailable, estimations were made based on accepted industry standards. The Company has relied on third parties and consultants for certain assumptions, estimates, calculations and methodologies. The Company believes such assumptions, estimates, calculations and methodologies provided via third parties and consultants are accurate, however there can be no assurance as to the accuracy thereof. Readers are cautioned to view such data in that context and to use this report only for informational purposes.

POWERED BY LIGHTSPEED

“Success to me means looking around the room of our customers and seeing all of them having a really memorable experience.”

Life House Hotels | USA



Fiscal 2024 Highlights

Diversity, Equity and Inclusion



Diverse representation within our employee base¹

¹Based on self-identification and voluntary declaration of our employees who participated in our annual DEI and engagement survey, with an 87% participation rate, which survey was conducted in March 2024.

²This is a Key Performance Indicator. Refer to the section entitled “Key Performance Indicators” within Management’s Discussion and Analysis of Financial Condition and Results of Operations for the three months ended March 31, 2024 and 2023 and the years ended March 31, 2024, and 2023 available on SEDAR+ at www.sedarplus.com and on EDGAR at www.sec.gov for the definition.

Economic impact

Customers in over 100 countries where we provide a unified POS and payments platform to help them become the go-to destination in their space



Fair game

Tech solutions aren’t only for the biggest players

We turn ambitions into reality by igniting the potential of retail, hospitality and golf businesses. We provide them with the tools they need to challenge the status quo.



POWERED BY LIGHTSPEED

“Whether it’s tee sheet management, online booking, marketing and communications, inventory management, accommodation, bookings, you name it, the efficiencies that Lightspeed has created for our staff have been tremendous. Plus, Lightspeed Payments really makes the payment processing process seamless and easy. Our finance team raves about the ease of use and it’s been a great addition for us.”

TPC Toronto at Osprey Valley | Canada
One of Canada's premier golf destinations

Keeping things green



Awarded a Green Apple Award for a third consecutive year

We have planted more than 1.8 million trees as of the date of this report, through our Carbon Friendly Dining initiative

Our industry-leading inventory and ingredient management capabilities are helping reduce waste and streamline our merchants' supply chains

In Fiscal 2025, we launched an Employee-led Network focused on sustainability—it strives to create a resilient future by integrating eco-friendly solutions into our operations and community interactions



More accessible financing

With Lightspeed Capital—our merchant cash advance program—now available in France, the Netherlands, Germany and Belgium in addition to the United States, Canada, the United Kingdom, Australia and New Zealand, we're opening up more ways for independent merchants to access funds.

POWERED BY LIGHTSPEED

"I've taken out Capital twice now. And, each time we do this, I will go down this route because it just becomes part of my budget. I can budget for this easily. It was just nice to kind of basically compartmentalise the amount of the advance and set that to one side specifically for that project. [...] I enjoy and appreciate the simple mechanism of the percentage return. I don't have to worry about it."

Analogue October Records | UK

Sustainability

We operate according to five sustainability pillars:

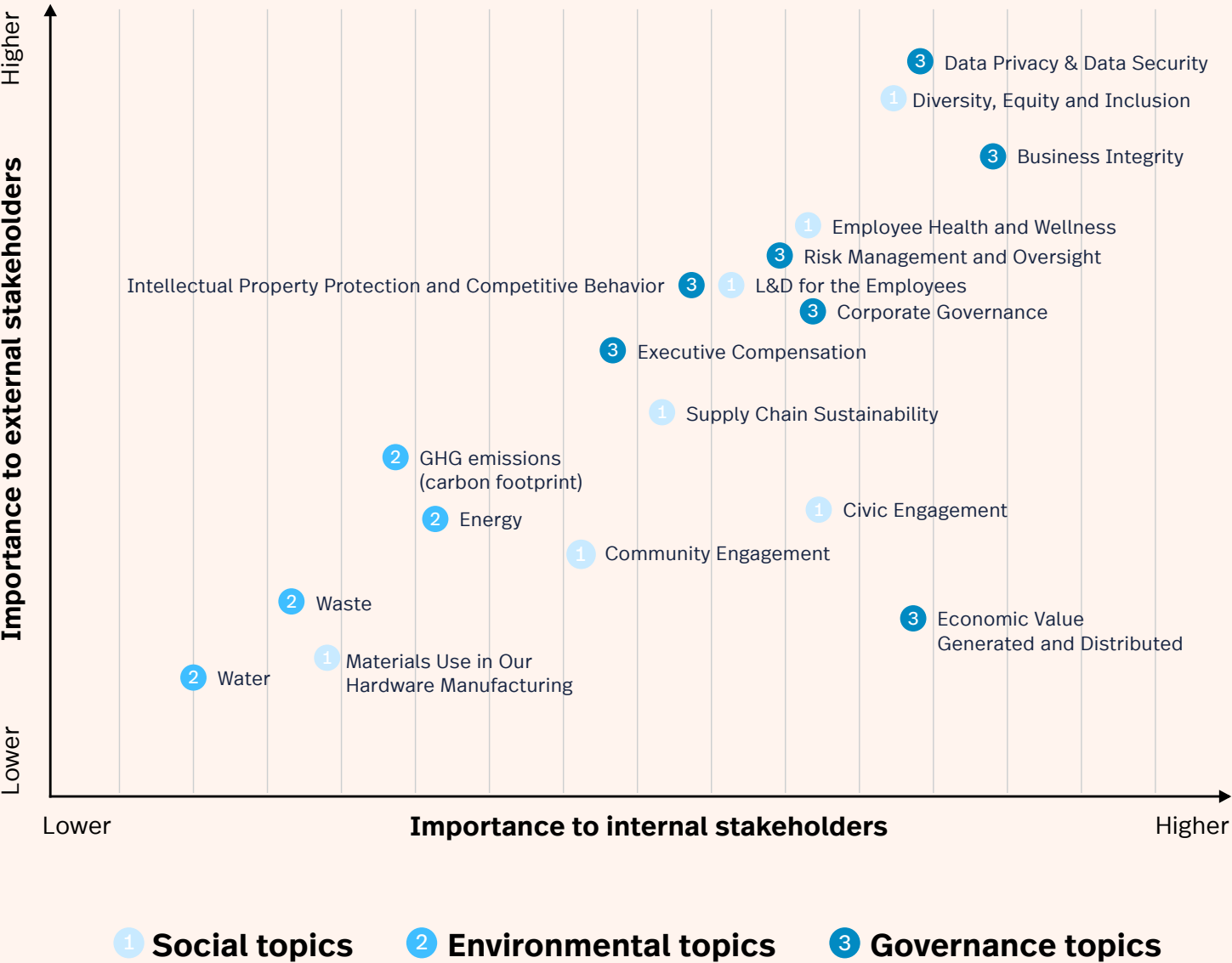
- Empowering entrepreneurs
- Emboldening employees
- Enlivening communities
- Protecting the environment
- Championing integrity

The Compensation, Nominating, and Governance Committee of our Board oversees our ESG strategy and programs. Our employee-led sustainability committee serves as a central coordinating body for implementing sustainability strategies.

How we prioritize ESG goals

We review peer sustainability disclosures, sector-specific Sustainability Accounting Standards Board (“SASB”) Standards and engage key internal stakeholders to identify topics relevant to our business. In the fiscal year ended March 31, 2022 (“Fiscal 2022”), we shared a priority assessment survey with internal and external stakeholders. Results identified our priority focus areas and informed the content for this and previous Sustainability Reports.

This map from Fiscal 2022 shows the relative weight of different topics from two perspectives. The X-axis shows how important the topic is considered by our internal stakeholders, while the Y-axis shows the topic’s importance for our business to our external stakeholders.



We monitor emerging ESG issues and their impact on our business

It’s important for us to check in with our stakeholders and actively seek their input on matters we consider critical to the sustainability of our organization.

Refer to our Stakeholder Engagement Matrix for further information on how we engage with our stakeholders.

Sustainable development goals

In 2015, the United Nations Member States adopted 17 Sustainable Development Goals (“SDGs”).

These SDGs align with our business and provide opportunities for us to make a bigger, more positive impact.



SDG 4: Quality education

By partnering with organizations like Technovation, we ensure vulnerable communities gain equal access to education and vocational training.



SDG 5: Gender equality

We champion gender equality at all leadership levels, with 43% of our Board members identifying as women and 50% of our executive officers identifying as women.



SDG 8: Decent work and economic growth

We empower employees and entrepreneurs to support their customers and grow their businesses.



SDG 10: Reduced inequalities

Our platforms make resources accessible to all, not just large corporations. We invest in our global workforce through learning opportunities, equity ownership, and career growth.



SDG 12: Responsible consumption and production

We promote sustainable supply chains by reducing waste, creating efficiencies, and providing better business insights for our merchants.



SDG 13: Climate action

We help diners offset the carbon emissions from their meals with our customers.



SDG 15: Life on land

Through our partnership with GiftTrees and the Carbon Friendly Dining program, we promote sustainable dining experiences by planting trees and supporting sustainable forest management in developing countries.

02

Community

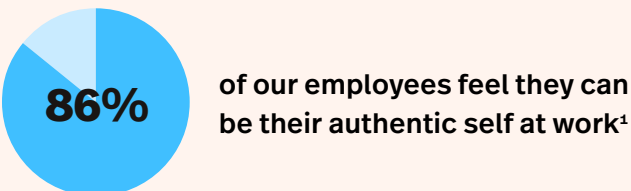
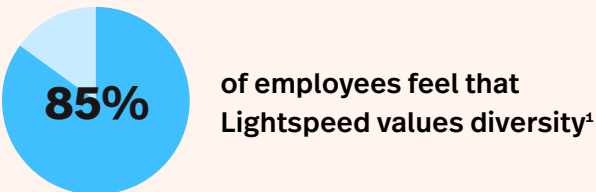


Diversity, Equity & Inclusion (DEI)

We conduct a global annual survey on representation and inclusion to gain insights into our demographics and continually enhance our company culture.

Demographics and identity information remain anonymous, ensuring that managers cannot see how any individual on their team identifies, and participation is voluntary.

We're proud to report that:



¹Based on our annual DEI and engagement survey conducted in March 2024 with an 87% participation rate.

POWERED BY LIGHTSPEED

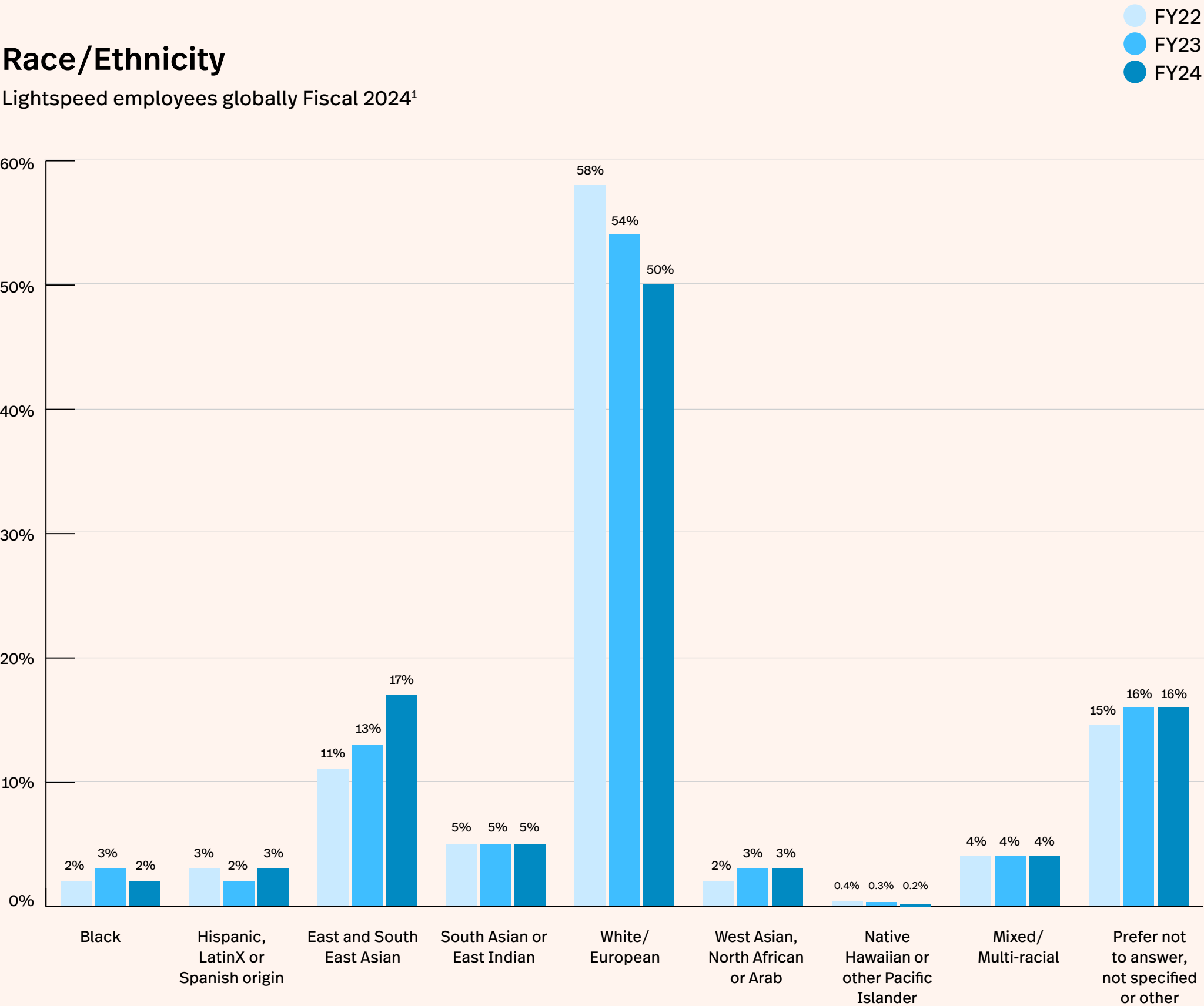
“I think that’s how community is formed—
having spaces for people to gather, having
spaces to celebrate, having spaces to do
activities together, having all those things that
were kind of hard to find during the pandemic.
And I feel people are really missing that.”

Dépanneur Le Pick Up
and Resto-Bar Le Pick Up | Canada



Race/Ethnicity

Lightspeed employees globally Fiscal 2024¹



Representation at Lightspeed

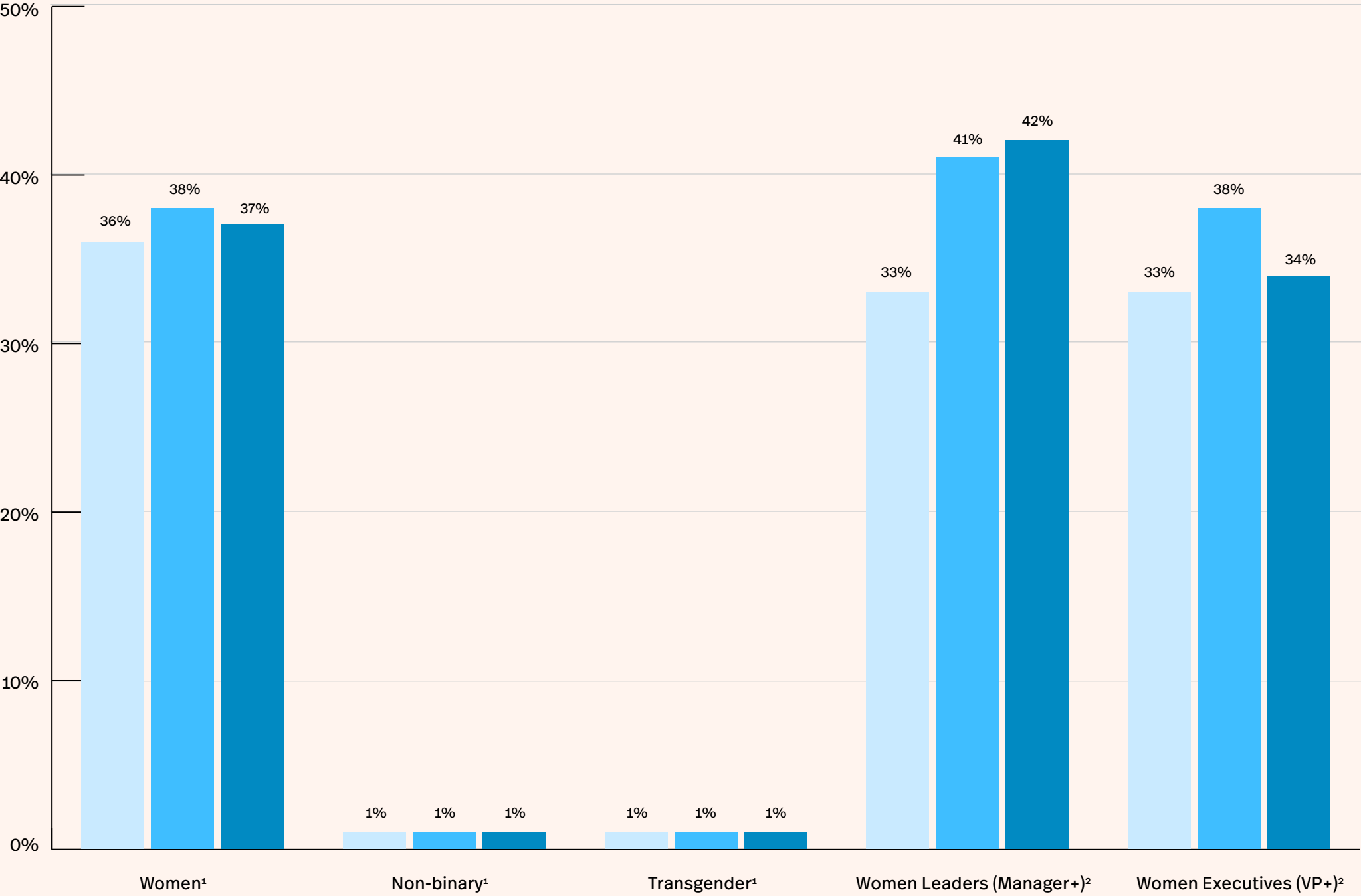
We collect representation data through our annual DEI and engagement survey, which includes some of the highlights presented here.

¹ Based on self-identification of our employees who participated in our annual DEI and engagement survey, which was conducted in March 2024, March 2023 and February/March 2022 (which had an 87%, 82% and 80% participation rate, respectively).

Gender

Lightspeed employees globally Fiscal 2024

FY22
FY23
FY24



50% of our executive officers are women

¹ Based on self-identification of our employees who participated in our annual DEI and engagement survey, which was conducted in March 2024, March 2023 and February/March 2022 (which had an 87%, 82% and 80% participation rate, respectively).

² Women Leaders and Women Executives data from internal HRIS data in March 2024.

Diversity, Equity and Inclusion initiatives

Our DEI vision and strategy is built in consultation with employees. It informs how we hire, how we work and how we learn.

Progress is regularly shared with our executive leadership team and our Board.

How we hire

The process

Our talent acquisition process focuses on attracting diverse people from outside Lightspeed while developing our own talent from diverse backgrounds.

- Toolkits are provided to hiring managers.
- Interview panels are made up of diverse people.
- Job postings use inclusive language.
- Recruiters complete robust unconscious bias training to help combat individual biases.

Pulse check

Every year we conduct a survey on representation and inclusion. The results help us better understand our demographics so we can continuously improve our company culture and our focus on inclusiveness.

Pay equity

We emphasize equity in all spheres of our business. This includes addressing possible pay gaps based on gender, race, and ethnicity. Lightspeed provides market-based competitive compensation to all new hires and employees, irrespective of gender, sexual orientation, race, or ethnicity.

How we work

We're all responsible for creating an inclusive environment.

- In Fiscal 2024, we launched a revamped Leader's Guide to Hiring training with updated sections on inclusive hiring practices.
- We also launched the first Women's Mentorship pilot program with Women at Lightspeed employee-led network ("ELN") members.
- We held "Authentic and Inclusive Leadership Development" workshops to all leaders as part of the Leadership Foundations courses.

- We continue to provide DEI training for all new hires.
- We provide training concerning unconscious bias, understanding microaggressions, how to be an ally to those around you and six steps to inclusive conversations.

- We train regularly on the topics of Allyship, Gender Bias, Cultural Competence, LGBTQ2S+ and BIPOC awareness.
- We publish a quarterly newsletter for employees to ensure ongoing education and awareness on DEI.



How we learn

To help promote inclusion and belonging among employees, we continue to invest in and support our ELNs.

ELNs are a safe space for people with shared identities to come together in an inclusive community.

Women at Lightspeed

- To support all women and non-binary people at Lightspeed.
- Provide leadership and development opportunities.
- Help foster gender diversity and equity in our workplace.

Pride at Lightspeed

- To advance the LGBTQ2S+ community at Lightspeed by increasing opportunities for those aspiring to lead and to ensure equity in our workplace.
- Increase diversity by encouraging and facilitating the development of people within our LGBTQ2S+ community.

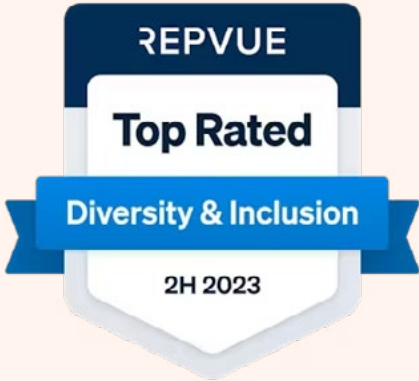
BIPOC (Black, Indigenous, People of Color) at Lightspeed:

- To support people from different racial and ethnic backgrounds at Lightspeed by creating safe spaces, educational and development opportunities and a way for allies to take action.

In Fiscal 2024, Asha Bakshani, our Chief Financial Officer and Executive Sponsor of our BIPOC at Lightspeed ELN, moderated a fireside chat with Candice Maxis, Chief HR Officer at the Canadian Olympic Committee.

For BIPOC Mental Health Month, we hosted our first intersectional event series: two Fireside Chat sessions with our Chief Financial Officer, Asha Bakshani, and members across all three of our Lightspeed ELNs. We discussed how to balance mental health and career advancement as part of BIPOC Mental Health Month.

This year, we held four Lightspeed ELN Listening Sessions with leaders from the executive team and various members of our three ELNs across different regions.



RepVue Reppy Award Winner for Top Rated Diversity & Inclusion Companies 2023



Our employees and culture

Lightspeed celebrates diversity all year.

LGBTQ2S+ inclusive benefits

In Fiscal 2024, Lightspeed announced enhanced gender affirmation benefits for Canadian employees with increased yearly and lifetime amounts, as well as broader eligibility confirmation methods to improve accessibility for trans employees.

We also updated our relocation policy to better support transgender and LGBTQ2S+ employees who need to move to protect themselves or their families.

Pride Month

- We hosted a virtual, global discussion with members from our Pride ELN. Panelists shared their personal experiences, challenges and advice for how to better understand and support LGBTQ2S+ peers in the workplace.
- Lightspeed created and launched a micro-learning module to educate employees on the history and evolution of the Pride flag.
- We launched a curated self-directed learning collection for Pride Month. Courses focused on inclusion, allyship, understanding and support for the LGBTQ2S+ community in the workplace and beyond.
- We published curated employee stories from members of our Pride at Lightspeed ELN on the theme “Pride Empowered: Embracing Diversity, Inspiring Change”.
- We hosted a Fireside Chat with JD St-Martin, Lightspeed’s President and Executive Sponsor of the Pride at Lightspeed ELN, to discuss allyship and how to better support our LGBTQ2S+ peers.

Women’s History Month

- In Montreal, Shirvani Mudaly, Chief People Officer, welcomed Dr. Sarah Lidstone—who leads the Integrated Movement Disorders Program—to share her expertise on how integration connects to inclusivity.
- In London, Vanessa Chiedza Sanyauke, Founder of Hill App and CEO of Girls Talk Corporation, spoke on technology’s impact and how it connects women to employment opportunities.
- In Auckland, we held an engaging discussion on burnout and resilience with Jess Stuart, author, coach, and international speaker.





Recognized as one of Montreal's Top Employers for the second year in a row, in particular because of Lightspeed's dedicated health and wellness credit, unlimited vacation policy and generous referral bonuses.

PX (People Experience): The future of work at Lightspeed

Through our PX program, we offer a variety of flexible, location-based working models. Our employees can choose to work—for up to 60 days— from a variety of locations around the globe.

We encourage every Lightspeeder to choose the career journey that's right for them. We provide employee mobility programs, flexible tools and resources to help them move ahead on their chosen path.

We offer three PX models:

Hybrid

Lightspeeders work in-office on Pillar Days: Tuesday, Wednesday, Thursday (days vary depending on location).

Remote

Applicable to anyone who lives beyond commuting distance from one of our offices (60 minutes or more). These Lightspeeders are considered fully remote and work from home.

Temporarily remote

For 60 days (consecutive or nonconsecutive) of each calendar year, Lightspeeders are allowed to work remotely anywhere in the world outside of their "home location" (so long as that place isn't on an internal list of prohibited countries).

Equity

We believe in creating value across our ecosystem. It's a process that starts with meaningful wealth creation opportunities for our employees.

All permanent employees are given the opportunity to participate in Lightspeed's equity incentive programs, ensuring their interests are aligned with that of our shareholders. This way, everyone has the opportunity to participate in and benefit from the long-term growth and success of Lightspeed.

Learning and development

We're dedicated to helping employees excel by investing in their professional development. From onboarding new hires to offering ongoing learning opportunities, we support growth throughout the entire employment lifecycle. Here's how we do it:

- Organizing workshops on essential topics such as diversity, equity, inclusion, working from home with children, and pay equity.
- Investing in annual summits for our employees.
- Giving employees access to self-directed learning programs and encouraging them to enroll in courses that match their interests and goals.
- Maintaining a robust feedback system that includes goal setting, regular feedback, and check-ins for all employees.

"By cultivating DEI, we ensure both our employees and customers thrive, creating a community that embodies collective success."

Miranda McKie,
Director of Diversity, Equity and Inclusion



Employee health and wellness

We prioritize our employees by creating beautiful physical spaces that bring them together and promoting hybrid and remote work for those who want flexibility. Our health and wellness initiatives ensure we always support individual needs.

Employee well-being

Every employee receives an annual health and wellness allowance, and we offer mental health and wellness services globally.

In Fiscal 2024, we continued to grow the internal Mental Health Ambassadors network along with monthly Mental Health Ambassadors Chats. While they can't provide professional guidance, our ambassadors can lend a helping hand, be a trusted friend, and an ear to talk into. They're supportive, non-judgemental advocates who are passionate about talking more openly about mental health.

Parental leave

We support all new parents, regardless of their role, gender, caregiver status, country of residence, or family circumstance. All employees are entitled to parental leave and flexible plans whether they become a parent through birth, surrogacy, or adoption.

183 employees went on parental leave in Fiscal 2024

Eligible employees receive four weeks of paid parental leave and an additional 20-week paid benefit top-up.

Flexible paid time off

We accommodate life outside work and measure performance based on results, not screen time.

We adopted a Flexible Paid Time Off (FPTO) program for Lightspeeders in North America, Australia, New Zealand, and the United Kingdom. This program offers unlimited paid days off, allowing employees to relax and observe personally meaningful days.



Sustainable Period Care at Lightspeed HQ

Lightspeed partnered with Alea Protection, a Canadian company specializing in sustainable period products, as part of our commitment to our employees' well-being and our planet. Through this collaboration, we will provide organic, ethically sourced, and plastic-

free tampons and pads for everyone in our Montreal office. These products are conveniently available in restrooms via Alea dispensers.

Even better: 2% of Alea's sales are donated to Canadian non-profits to fight period poverty.

Community engagement

Our community support covers five main areas:

- 1 | Innovation
- 2 | Entrepreneurship
- 3 | Diversity, Equity and Inclusion
- 4 | Environment
- 5 | Local sourcing

Big Brother Big Sister

Lightspeed is sponsoring a year-long Mentorship with Big Brother Big Sister's Auckland chapter, in their MatchMaker program. Big Brother Big Sister's mission is to enable life-changing mentoring relationships to ignite the power and potential of young people/taiohi.

With Lightspeed's MatchMaker donation, Xonique has been matched to a mentor, Lily, and we're able to follow their mentoring story.

The donation covers training and supervision for Lily as a Mentor, as well as whānau (family) support and check-ins with Xonique as Mentee.

Lightspeed Care Club

Big Brother Big Sister Auckland was chosen for our Lightspeed Care Club initiative—where we give a one-year subscription to Lightspeed POS and Payments (at all eligible locations) to a non-profit organization linked to a Lightspeeder.



“From BBBS Auckland, I wanted to again express my gratitude to you and Lightspeed for sponsoring Xonique and Lily’s match as a part of our Matchmakers program. We are now just past the three-month mark of your matchmakers sponsorship. Xonique and Lily continue to build an amazing friendship.”

Chelsey Harnell, Auckland Programme Manager, BBBS Auckland

POWERED BY LIGHTSPEED

“The features that keep getting added on [to] Lightspeed eCom are great; every year, the platform just keeps getting better.”

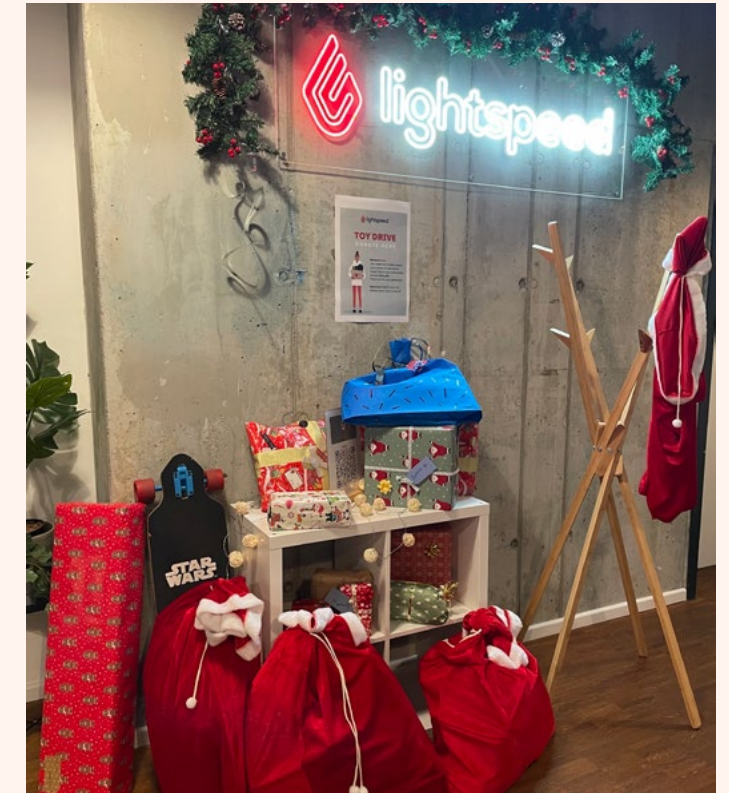
Aspen Gay Ski Week | USA



Aspen Gay Ski Week

Now in its 47th year, Aspen Gay Ski Week (AGSW) is one of Aspen's largest LGBTQ2S+ non-profit fundraisers—it brings in over 3,750 participants annually.

All the funds help support AspenOUT's free mental health counseling, as well as college scholarships and grants to nonprofit organizations in the LGBTQ2S+ community. Lightspeed powers AGSW and is also one of their proud sponsors.



Global Toy Drive

Lightspeeders donated toys to children in need. Sun Youth, Spread the Hope and 14 other charities from local communities distributed the gifts to underprivileged kids.



We supported the following causes in Fiscal 2024, either through partnerships, sponsorships, in-kind donations, volunteerism or charitable contributions.

Giving old tech new life

Our Auckland office donated laptops to the Shakti Women's Refuge Trust, a non-profit organization that serves to end violence and discrimination against migrant and refugee women of Asian, African and Middle Eastern origin.

The Montreal Neurological Institute (Gala Sponsorship)

We continued to support the Montreal Neurological Institute-Hospital (The Neuro) for brain cancer research.

Techaide

We partnered with Techaide, an organization that aims to unite the Montreal tech community around social good, to host a fundraiser for Centraide, in support of community-driven programs to fight poverty and build a more inclusive Greater Montreal.



Technovation

Lightspeed and Lightspeeders have been supporting Technovation Montreal to empower girls in tech since 2020.

“The presence of role models for young girls is an important factor in leading them to take an interest in technologies and associated careers. As part of our program, the participants meet professionals working in business development, product development and in the technology industry. This way, they can visualize themselves in STEM careers and have access to mentors who can help them discover the possibilities.”

Thanks to our partnership with Lightspeed, several teams had a chance to benefit from the expertise and knowledge of several Lightspeed employees who volunteered as mentors to support and guide the teams throughout the program.”

Stéphanie Jecrois, Co-Founder and CEO of Technovation Montreal.

MacMillan Coffee Morning

In September, our London office held a Lightspeed Bake Off in conjunction with the MacMillan Coffee Morning, a fundraiser that raises money to fight against cancer.



Orange Shirt Day

Lightspeed matched employee donations to the Indigenous Peoples Solidarity Fund to help end inequalities faced by Indigenous peoples. This Fund includes more than 50 Indigenous-led charities from across Canada whose focus ranges from social services to arts and culture.

Employee volunteering: Fiscal 2024

Volunteer Time Off encourages employees to give back to their community and find purpose outside of the office.

Employees have one paid volunteer day per year.

We make it easy for Lightspeeders to find volunteering opportunities. We keep a list of charitable organizations on our internal communications platform, myLightspeed.



Beach Clean Up

An awesome group of Sydney Lightspeeders spent their Volunteer Day participating in a HarbourCare Beach Clean-Up.

They came together to sift through the sand and water of Sydney's Rose Bay Beach to collect as much trash as they could for Plastic Free July.

By the end of the morning, the team had collected a total of nine bags of litter!

Community champion

Based in Sydney, Yalda Sayar gives back to various communities in many ways.

Yalda was nominated as Volunteer of the Year in New South Wales and Parramatta Citizen of the Year for her dedicated volunteer work in past years.



"I always felt that if you are healthy and have a roof over your head with your family that you can support, you must help those less fortunate. I am very grateful that I had the opportunity to share some of this when Dax updated us on volunteer day actions at a Global Town Hall. As a Lightspeeder with the company for close to 7 years, I have met many inspiring people who are selfless when it comes to giving and volunteering, so thank you, Lightspeed, for making this possible."

Yalda Sayar

Training and Quality Manager - Hospitality

Summit School

In 2020, a group of Lightspeeders from three different regions began sharing their skills and their volunteer time to create an accessible bilingual online shop for Summit School, a Montreal-based organization that helps neurodivergent students reach their potential.

Three years later, and with the addition of Lightspeed's flagship ecommerce solution into Lightspeed's product portfolio, the team knew it was time for an upgrade.

And so the team built a free accessible template for retailers opening an online store. The template was also tested and checked against the Americans with Disabilities Act standards for accessible design and the latest Web Content Accessibility Guidelines (WCAG 2.0).

Since its release, over 27,000 new merchants have chosen the accessible site—out of 43 templates—during onboarding.



03

Climate



Energy use and climate change

We’re actively looking for ways to manage our own environmental impact, including tracking and reducing our carbon emissions and waste.

Our global energy consumption in Fiscal 2024^{1, 2}

Indicator	Unit	Value
Electricity	MWh	3,292
Electricity intensity	MWh/revenue ³	0.000003621

More opportunities to reduce emissions

By improving the breadth and scope of our data and reporting, we hope to better understand our impacts and identify additional emissions reduction opportunities.

¹With respect to our offices for which data was unavailable, in certain cases such energy use was excluded from these calculations and in certain cases an estimate of energy use was generated based on the industry average per square foot of space occupied by Lightspeed.

²We are continuing to evaluate the appropriate scope of our emissions reporting, and in certain instances have updated the scope of data presented since Fiscal 2023. As part of refining our emissions and consumption inventory, we have updated the composition in certain cases for our Scope 1, 2 and 3 emissions and have not included data on district fuel for Fiscal 2024.

³Total revenue for Fiscal 2024 was approximately \$909.3 million.



POWERED BY LIGHTSPEED

“Pride is the sin of chefs. The idea is to thumb our noses to that and communicate that we’re proud of our suppliers and employees, as well as the way we work and our values.”

Orgueil | France

Zero-waste restaurant in Paris

Scope 1

Direct emissions from mobile combustion from our leased car fleet, stationary combustion and fugitive emissions. Estimates were made when certain primary activity data was unavailable.

Scope 2

Indirect emissions from purchased electricity used to power our offices using a location-based method. Calculating Scope 2 emissions based on a market-based method would have resulted in 649.07 mT CO₂e. Estimates were made when certain primary activity data was unavailable.

Scope 3

Indirect emissions from purchased goods and services (including third party cloud service providers¹), capital goods, Fuel- and Energy-Related Activities (FERA)³, upstream transportations and distribution³, upstream leased assets, business travel² and employee commutes³. Exclusions were made for categories in Scope 3 if those categories were either not applicable to the business or if we were unable to collect sufficient data. Assumptions in Scope 3 were made using reputable sources that were determined to be a likely representation of any missing data.

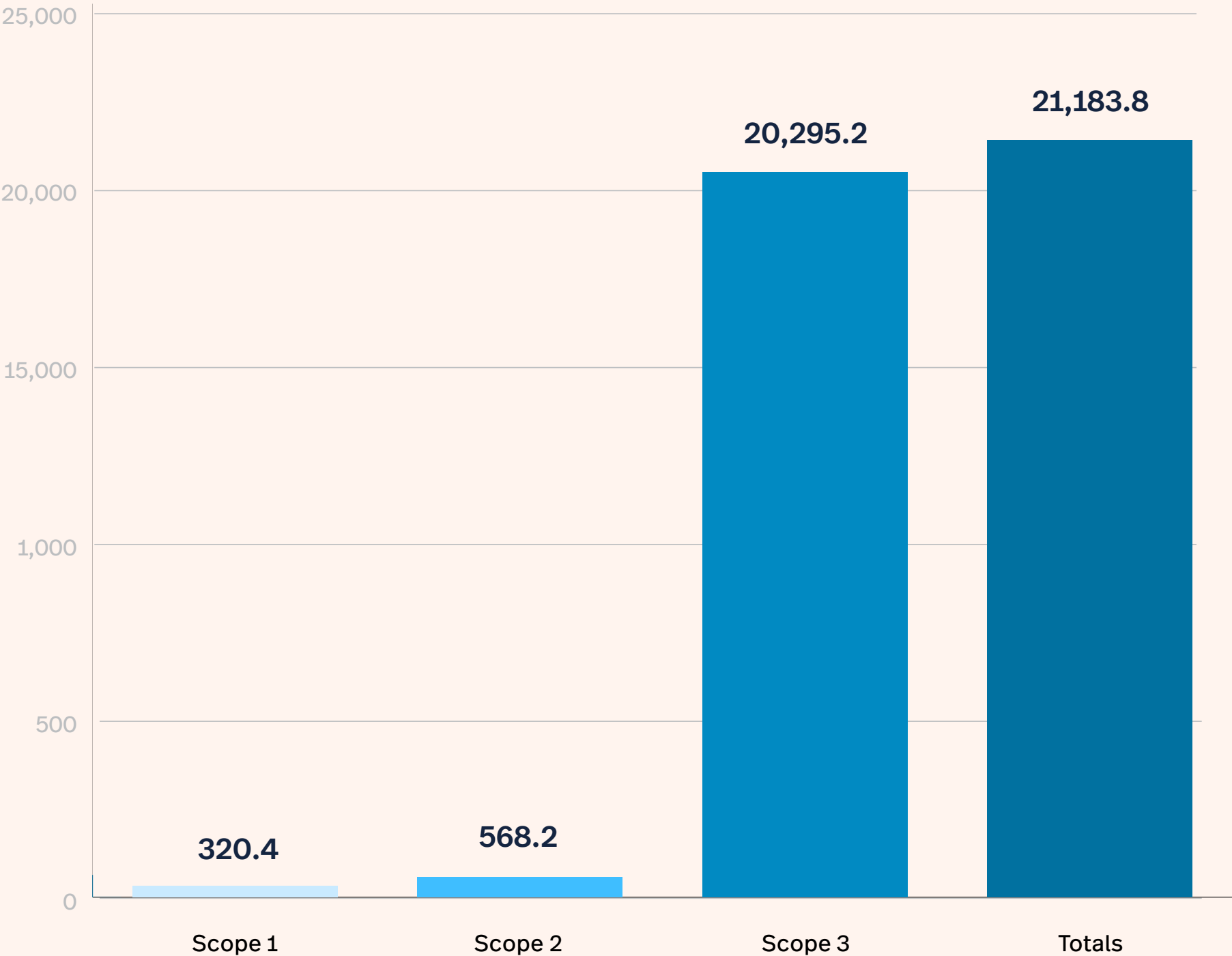
Our emissions have increased since Fiscal 2023 due in part to higher emissions from purchased goods and services slightly offset by a focus on prudent financial spend at the Company. Future years may see different impacts.

¹ Emissions provided by AWS and Google Cloud related to our usage has been included in our purchased goods and services emissions.

² These emissions do not include the TravelPerk offsets which are mentioned further in this report.

³ We have excluded certain office locations from the employee commute, Fuel- and Energy-Related Activities (FERA), and upstream transportations and distribution calculations due to unavailability of data.

Scope 1, 2 and 3 emissions (mT CO₂e)



Reducing our environmental impacts

Our environmental strategy focuses on:

- Creating awareness
- Energy efficiency
- Waste management
- Environmental criteria in new office selections
- Reducing ours and our customers' carbon footprint

Raising Awareness: Earth Month

- Dax Dasilva, Lightspeed's Founder and CEO, spoke to employees about environmental conservation and his work with Age of Union. In particular, he discussed his policy-changing short film, Caught. Exploring the devastating impact of unregulated commercial fishing on the dolphin population in the Bay of Biscay, the film is a call to action

to protect endangered marine mammals –a call that was partially answered when the French government implemented no-fishing zones and temporarily banned fishing in parts of the Atlantic Coast in March 2023.

- In Fiscal 2024, we partnered with GreenPlaces to help Lightspeeders recognize their small sustainability acts, and, in turn – plant trees! As a team, Lightspeed logged 403 Tiny Climate Acts, which contributed to a total of 2,572 trees planted for Earth Day.

Carbon Friendly Dining and sustainable credits

We partnered with GiftTrees to create the Carbon Friendly Dining program.

- Diners can choose to add a small contribution to their bill
- For every £1.23 collected, GiftTrees plants a fruit tree in garden forests in the developing world
- Restaurants earn a Sustainable Credit for every six trees they fund
- Sustainable Credits can be exchanged for discounts on Lightspeed add-ons and subscriptions

Over 1.8 million trees have been planted to date.

Beyond offsetting carbon emissions, these trees provide food, income, and access to education for the communities that plant them.

POWERED BY LIGHTSPEED

“We are one of the biggest contributors to carbon-free dining. We’re trying to offset carbon emissions by planting trees. This donation is added to customers’ receipts and at this point it costs £1.23, because it’s as easy as 1, 2, 3. The carbon-free dining is in line with our philosophy of a sustainable business and we contributed [by] planting 10% of overall trees.”

Cubitt House | UK





POWERED BY LIGHTSPEED

“I would never have thought that we could substitute a pen and paper for taking orders, but we’ve changed and it’s actually for the best.”

Mildred’s and Mallow | UK

Merchant supply chain

We simplify complexity for merchants. Our top-tier inventory and ingredient management tools enable them to run their businesses more efficiently and sustainably. For restaurants, this means reducing waste, cutting down on packaging, and streamlining supply chain management. For retailers, it means ordering more of what sells and less of what doesn’t. Lightspeed data shows that the top 5% of retail products are out of stock more than 21% of the time. Lightspeed retailers can now take into account historical stock-out periods to identify sales trends and missed opportunities so they can order accurately and avoid missing sales. Focusing on retail products that sell quickly can ultimately help retailers focus less on ordering items that are likely to end up as waste.

Carbon neutral business travel

We work with TravelPerk to offset our carbon emissions from business travel—by plane, car and train. Accommodations are covered, too. In Fiscal 2024, we offset 3,275,476 kg CO₂ emissions from business travel.

Digital receipts

To help our customers reduce their paper consumption and carbon footprint, some of our platforms allow our customers to digitize receipts for their consumers

Cloud platforms and data centers

Most of our solutions are powered by Amazon Web Services (“AWS”) and Google Cloud platforms. Google Cloud matches 100% of their annual electricity consumption with renewable energy purchases and AWS has committed to powering its operations with 100% renewable energy by 2025.

Office waste

In our offices, we sort our waste into recyclable and disposable categories and manage it accordingly. We focus on reducing and recycling our waste.

Lightspeed offices

Environmental considerations play an important role in our office selection criteria. For instance, our offices in Amsterdam, Ghent and London are energy efficient with automatic lighting and LED fixtures.

Employee onboarding

As part of our Enhanced Onboarding Program, the People & Culture team has updated our global swag process for new hires. In Fiscal 2024, we made the following changes:

- **Distributed swag to key offices around the world**
Instead of shipping swag individually from a central point, we now send inventory to multiple offices worldwide for direct distribution.
- **Personalized item selection**
Employees can now choose their own swag from a selection of items, ensuring they receive something useful and reducing waste.
- **Reduced packaging**
In-office swag items are no longer packaged in boxes—and when shipping is necessary, we’ve eliminated filler paper.

Since implementing these changes, we’ve reduced individual shipments and packaging for 75% of our new hire welcome boxes.

04

Governance



POWERED BY LIGHTSPEED

“Lightspeed Capital is optimised for the needs of the customers. Lightspeed has a better awareness of the requirements of the hospitality industry [...] and caters to our needs.”

Dabangg Group | UK

Five restaurant concepts in Northern England



Advanced Insights

Our industry-leading analytics tools offer merchants deep insights into their businesses, driving growth and success.

Lightspeed B2B

Our integrated brand supplier network for the retail industry streamlines inventory management for merchants and provides brands with valuable sell-through data to understand customer purchasing patterns.

Our goal is to enhance supply chain efficiency, reduce time consumption related to inventory stocking, and help brands optimize manufacturing and logistics to meet consumer needs. This approach also creates a positive feedback loop for our business.



POWERED BY LIGHTSPEED

“The time savings [with NuORDER], that's the true value to me. I just click three buttons and everything's in there, and I've saved an hour and a half.”

White Orchid | USA

Corporate governance structure and resources

Our governance structure and policies provide a framework for accountability and effective oversight, including appropriate disclosure.

Highlights

Our corporate governance practices are structured to reflect Lightspeed’s values and mission.

For a detailed review of our corporate governance practices, including our Board structure and composition, shareholder rights and engagement, risk oversight, director and executive compensation and Board and committee responsibilities, please see our most recent Management Information Circular available on our investor relations website:

investors.lightspeedhq.com

SEDAR+ at www.sedarplus.com

EDGAR at www.sec.gov

- ✓ Provide shareholders with a voice via annual say-on-pay votes at annual shareholder meetings. At the 2023 annual shareholders meeting, 98.18% of votes cast were in favor of the Company’s say-on-pay vote.
- ✓ Director share ownership requirements.
- ✓ All members of our Board committees are independent.
- ✓ Formal clawback policies for executive officers to ensure appropriate risk-taking.

Who sits on the Board and committees

Lightspeed is guided by a diverse, knowledgeable and experienced Board. Our directors bring valuable insights while senior management provides regular business and strategy updates.

Independent Chair of the Board

Our Board is led by our independent Interim Chair of the Board, Patrick Pichette.

Snapshot of the Board and Committees

Board diversity



3 out of 7 directors identify as women

Satisfying target to maintain at least 37.5% women directors

Strong independent leadership



6 out of 7 directors are independent



1 out of 7 directors identify as BIPOC

The Board has three committees, all with independent directors

- Audit Committee
- Compensation, Nominating and Governance Committee
- Risk Committee



REPORT ON BUSINESS
WOMEN LEAD HERE

In March 2024, Lightspeed was included in The Globe and Mail’s 2024 Report on Business magazine’s Women Lead Here rankings for the second year in a row. This publication identifies leading Canadian businesses with the highest executive gender diversity.

“This milestone not only showcases our dedication to fostering gender-inclusive leadership but also solidifies Lightspeed's commitment to ongoing growth and inclusivity in the tech industry.”

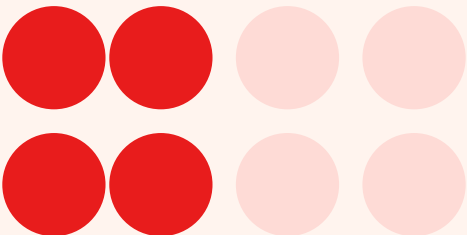
Shirvani Mudaly
Chief People Officer at Lightspeed



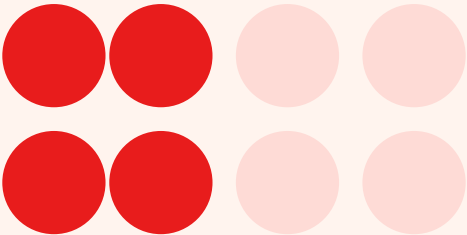
Board composition and diversity

Our CNG Committee oversees Board composition, including the director pipeline. They ensure that our Board reflects a diversity of skills, backgrounds and experience that will contribute to and support Lightspeed’s long-term goals.

Meet the Executive Leadership Team



4 out of 8 identify as women



4 out of 8 members identify as BIPOC

Risk management and oversight

We're committed to managing the risks, opportunities, and responsibilities that come with ESG issues.

Board oversight

The CNG Committee, composed entirely of independent members, provides guidance and oversight on corporate governance, DEI and ESG programs. They receive regular reports from management.

Multi-layered risk oversight

Our Board takes ultimate responsibility for risk management, implementing a multi-layered approach with specific responsibilities delegated to committees. The Risk Committee oversees our Enterprise Risk Management (ERM) framework, with risk reports provided at least quarterly by management on risks inherent in the Company's business (including crisis preparedness, information system controls, business continuity, cybersecurity, disaster recovery and climate change related risks).

Shareholder engagement

We review financial and operating results quarterly with shareholders. To gather further feedback on the Company's executive compensation program, management and the Board engaged with shareholders throughout Fiscal 2024. Company management regularly attends investor conferences.

Responsible supply chain

Our suppliers are crucial to our success. We value partnerships with those who uphold our core values of integrity, respect, and transparency.

How we maintain a responsible supply chain

- We screen new suppliers based on ESG parameters.
- We encourage local sourcing of products.
- Our third-party suppliers globally are generally expected to sign and comply with our Supplier Code of Conduct unless they meet an appropriate exemption (such as maintaining their own code of conduct with comparable mandates).
- We encourage our suppliers to integrate sustainability into their business operations.

Our Supplier Code of Conduct focuses on key areas of sustainability, including human rights, diversity, equity and inclusion, business ethics, privacy, intellectual property, the environment, and responsible sourcing of minerals.

For more information on how we monitor our supply chain, see Lightspeed's [Report on Anti-Modern Slavery, Human Trafficking and Child Labor FY24](#), which was prepared pursuant to the Fighting Against Forced Labour and Child Labour in Supply Chains Act (Canada).

Code of conduct and ethics

Our code of conduct and ethics applies to all officers, directors, employees, contractors, and agents. It sets standards for integrity, trust, and respect. The full text is available on our website and SEDAR+ at www.sedarplus.com.

Whistleblower policy

Our Whistleblower Hotline allows employees, suppliers and others to report issues anonymously or not. All reports are shared with the Chair of the Audit Committee, which receives quarterly updates on investigations and resolutions to any investigations.

Data privacy and information security

We're dedicated to ensuring the accuracy, confidentiality, security, and privacy of personal information belonging to our customers, their consumers, employees, prospects, vendors, partners, and our own employees, in compliance with applicable privacy and data protection laws.

Data protection is a top priority. Our platform collects, stores, and uses personal information related to employees and consumers, as well as the personal and confidential data of our partners and customers.

We engage security researchers and third parties in bug bounties and regular penetration testing as part of our cybersecurity efforts. These activities help us identify vulnerabilities and misconfigurations.

In Fiscal 2024, Lightspeed did not receive any substantiated notices or complaints from regulatory bodies about breaches of customer data.

Transparency

We are committed to complying with federal, state, provincial, and international laws regarding cybersecurity and data and privacy protection. These include:

- Personal Information Protection and Electronic Documents Act (Canada)
- An Act Respecting Personal Information in the Private Sector (Quebec)
- California Consumer Privacy Act
- European General Data Protection Regulation

We share privacy notices with our customers and employees detailing what personal information we collect, what we use it for, who it will be shared with, how long we will keep it for, and how individuals can exercise their privacy rights. We share information about our privacy and security practices on our [Trust Center](#).

Strengthening governance and oversight

- The Risk Committee of our Board oversees privacy and cybersecurity risks, receiving quarterly updates from management.
- Our cross-functional Privacy and Security Steering Committee meets every quarter to align on initiatives and track progress.
- The Incident Response Team ensures efficient and coordinated responses to any data protection incidents.

Controls and policies

We've implemented a wide range of measures to protect information from unauthorized access, accidental loss or destruction.

Here are some ways we detect and close weaknesses

- Our cybersecurity, privacy, and data protection policies detail how we process, use, and share customer data, including data related to their employees and consumers.
- Dedicated resources are appointed to design and oversee these policies.
- We continually assess our technology platform to stay current with legal and regulatory developments.
- Twice a year, we conduct tabletop exercises to test and strengthen our processes.
- Lightspeed employees, especially those in security, operations, and support, as well as contractors, receive training in data and security awareness and best practices.
- Our incident management process effectively mitigates threats, associated risks, and unplanned interruptions.
- Our mandatory AI training, policies and procurement guidelines empower employees ethically and responsibly to embrace AI's transformative power, balancing risk and reward and prioritizing transparency and accountability.

Business integrity

Every member of our community should be treated with respect and integrity. Period.

It’s essential to the success of our business. It also maintains strong relationships with our partners.

Our company culture upholds the highest standards of ethical conduct, honesty and accountability.

The Code, and additional internal policies, highlight the way we treat employees and other collaborators, and our commitment to addressing integrity topics.

To read more, see our policies at investors.lightspeedhq.com



Harassment, bullying, violence, or discrimination



Protecting intellectual property



Workplace health and safety



Protecting our environment



Fair business practices



Responsible use of company assets



Privacy and data protection



Wages, benefits and working hours

Forward-Looking Statements

This report may include forward-looking information and forward-looking statements within the meaning of applicable securities laws (“forward-looking statements”). Forward-looking statements are statements that are predictive in nature, depend upon or refer to future events or conditions, and are identified by words such as “will”, “expects”, “anticipates”, “intends”, “plans”, “believes”, “estimates” or similar expressions concerning matters that are not historical facts. Such statements are based on current expectations of Lightspeed’s management and inherently involve numerous risks and uncertainties, known and unknown, including economic factors. A number of risks, uncertainties, and other factors may cause actual results to differ materially from the forward-looking statements contained in this report, including, among other factors, those risk factors identified in our most recent Management’s Discussion and Analysis of Financial Condition and Results of Operations, under “Risk Factors” in our most recent Annual Information Form, and in our other filings with the Canadian securities

regulatory authorities and the U.S. Securities and Exchange Commission, all of which are available under our profiles on SEDAR+ at www.sedarplus.com and on EDGAR at www.sec.gov. Readers are cautioned to consider these and other factors carefully when making decisions with respect to Lightspeed’s subordinate voting shares and not to place undue reliance on forward-looking statements. Forward-looking statements contained in this report are not guarantees of future performance and, while forward-looking statements are based on certain assumptions that Lightspeed considers reasonable, actual events and results could differ materially from those expressed or implied by forward-looking statements made by Lightspeed. Except as may be expressly required by applicable law, Lightspeed does not undertake any obligation to update publicly or revise any such forward-looking statements, whether as a result of new information, future events, or otherwise.

Key Performance Indicators

This report references “Gross Transaction Volume” or “GTV”, a key performance indicator we use to evaluate our business, measure our performance, identify trends, formulate business plans and make strategic decisions. This key performance indicator is also used to provide investors with a supplemental measure of our operating performance and thus highlight trends in our core business that may not otherwise be apparent when relying solely on IFRS measures. We also believe that securities analysts, investors, and other interested parties frequently use industry metrics in the evaluation of issuers. Our key performance indicators may be calculated in a manner different from similar key performance indicators used by other companies.

"Gross Transaction Volume" or "GTV" means the total dollar value of transactions processed through our cloud-based software-as-a-service platform, excluding amounts processed through the NuORDER solution, in the period, net of refunds, inclusive of shipping and handling, duty and value-added taxes. We use this measure as we believe GTV is an indicator of the success of our customers and the strength of our platform. GTV does not represent revenue earned by us. We have excluded amounts processed through the NuORDER solution from our GTV because they represent business-to-business volume rather than business-to-consumer volume and we do not currently have a robust payments solution for business-to-business volume.

Appendix

Reporting Scope and Methodology

This report encompasses our global operations including our subsidiaries, except where otherwise noted. The contents of this report are informed by Global Reporting Initiative Standards (“GRI”) “core” option and the SASB Software & IT Services Sustainability Accounting Standard. Our GHG emissions calculations align with the GHG Protocol Corporate and Corporate Value Chain (Scope 3) Standard, except as noted otherwise, which is the global standard to measure and report greenhouse emissions. We have relied on certain third parties in gathering, calculating and reporting certain emissions and consumption data. We have also conducted mapping with the United Nations SDGs. The GRI content index has been presented at the end of the report.

Stakeholder Engagement

Our shareholders, customers, suppliers and alliance partners, regulators as well as government agencies, communities, and non-profits we made donations to, represent our key external stakeholders, and employees represent our internal stakeholder groups. Throughout the year, we maintain effective two-way communication with our stakeholders which allows us to create sustainable relationships with all of them. Our key stakeholder groups, focus areas, and modes of engagement are summarized in the table to the right.

Key Stakeholder Groups	Engagement Mode	Expectations/Concerns
Employees	• Employee engagement surveys • Townhalls • Communication blogs • Newsletters and weekly CEO updates • Intranet • Emails • Employee-led networks • Employee-led committees	• Diversity and inclusion • Well-being • Engagement • Career progression • Learning and development • Sustainability
Customers	• Customer meetings • Customer satisfaction surveys • Newsletters • Brochures • Social media • Emails	• Our platform • Innovations • Customer support • Trust • Data privacy and security
Shareholders and Investors	• Investors presentations • Conferences • Quarterly results • Annual Shareholders Meeting • Annual reports • Financial reports • Press releases • Investor Days	• Future growth prospects • Stability • Incorporation of ESG
Suppliers and alliance partners	• Financial reports • Social media	• Partnerships • Trust • Business continuity
Community	• Discussions with non-profits and community representatives • Press releases • Social media • Employee volunteerism	• Involvement • Trust • Support • Impact
Governments and regulatory bodies	• Engaging with government • Partnerships with industry bodies and associations • Interacting with statutory/regulatory bodies	• Compliance • Good governance

GRI CONTENT INDEX

GRI standard	Disclosure	Page number/reference link
GRI 102: General Disclosures		
Organizational Profile		
102-1	Name of the organization	Lightspeed Commerce Inc.
102-2	Activities, brands, products, and services	AIF, p. 9-10, 15-18
102-3	Location of headquarters	Montreal, Quebec, Canada
102-4	Location of operations	AIF, p. 8-10, 22
102-5	Ownership and legal form	AIF, p. 8-9, 22; MIC, p. 9
102-6	Markets served	AIF, p. 9-10
102-7	Scale of the organization	AIF, p. 20-22, 25-28; AFS, p. 8-9
102-8	Information on employees and other workers	AIF, p. 20-22; SR, p. 12-13
102-9	Supply chain	AIF, p. 50-51
102-10	Significant changes to the organization and its supply chain	AIF, p. 25-28
102-11	Precautionary Principle or approach	We do not specifically apply the Precautionary Principle. A description of the Board's role in overall risk oversight is located on p. 31 of the SR.
102-12	External initiatives	SR, p. 19-21
102-13	Membership of associations	SR, noted throughout; MIC, p. 78
Strategy		
102-14	Statement from senior decision-maker	SR, p. 2
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	AIF, p. 20-22; SR noted throughout
102-17	Mechanisms for advice and concerns about ethics	SR, p. 31-33
Governance		
102-18	Governance structure	SR, p. 29-30
102-19	Delegating authority	SR, p. 8, 29-31
102-20	Executive-level responsibility for economic, environmental, and social topics	SR, p. 8
102-21	Consulting stakeholders on economic, environmental, and social topics	SR, p. 8, 35

Abbreviations

AIF	Annual Information Form	AFS	Annual Consolidated Financial Statements
AR	Annual Report	MIC	Management Information Circular
SR	Sustainability Report		

GRI standard	Disclosure	Page number/reference link
102-22	Composition of the highest governance body and its committees	AIF, p. 20-22, 70-73; SR, p. 29-30; MIC, p. 71-77
102-23	Chair of the highest governance body	SR, p. 29; MIC, p. 71
102-24	Nominating and selecting the highest governance body	SR, p. 29-30; MIC, p. 68
102-25	Conflicts of interest	MIC, p. 70
102-26	Role of highest governance body in setting purpose, values, and strategy	SR, p. 29-30
102-27	Collective knowledge of highest governance body	SR, p. 29-30; MIC p. 71
102-29	Identifying and managing economic, environmental, and social impacts	SR, p. 8
102-30	Effectiveness of risk management processes	SR, p. 31
102-32	Highest governance body's role in sustainability reporting	SR, p. 8
102-33	Communicating critical concerns	SR, p. 31
102-35	Remuneration policies	MIC, noted throughout
102-36	Process for determining remuneration	MIC, noted throughout
102-37	Stakeholders' involvement in remuneration	MIC, noted throughout
Stakeholder Engagement		
102-40	List of stakeholder groups	SR, p. 35
102-41	Collective bargaining agreements	AIF p. 21
102-42	Identifying and selecting stakeholders	SR, p. 8, 35
102-43	Approach to stakeholder engagement	SR, p. 35
102-44	Key topics and concerns raised	SR, p. 35
Reporting practice		
102-45	Entities included in the consolidated financial statements	AFS, Note 2
102-46	Defining report content and topic Boundaries	SR, p. 35
102-47	List of priority topics	SR, p. 8
102-49	Changes in reporting	SR, p. 23
102-50	Reporting period	April 1, 2023 to March 31, 2024

GRI standard	Disclosure	Page number/reference link
102-51	Date of most recent report	July 2023
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	investorrelations@lightspeedhq.com
102-54	Claims of reporting in accordance with the GRI Standards	The SR has been informed by GRI Standards SR, p. 35
102-55	GRI content index	SR, GRI Index
102-56	External assurance	No external assurance has been obtained.
General Management Approach		
103-1	Explanation of the priority topic and its Boundary	Our boundary is Lightspeed's global operations for all priority issues, except in certain cases with respect to GHG emissions. For GHG emissions, the SR does not include certain emissions and consumption data due to, among other things, unavailability of data.
103-2	The management approach and its components	SR, noted throughout
103-3	Evaluation of the management approach	SR, noted throughout
GRI 200: Economic		
GRI 201: Economic Performance		
201-1	Direct economic value generated and distributed	SR, p. 6-7, 28
GRI 205: Anti-corruption		
205-1	Operations assessed for risks related to corruption	AIF, p. 57
205-2	Communication and training about anticorruption policies and procedures	SR, p. 31
GRI 300: Environmental		
GRI 302: Energy		
302-1	Energy consumption within the organization	SR, p. 23
302-2	Energy consumption outside of the organization	SR, p. 23
302-3	Energy intensity	SR, p. 23
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	SR, p. 24

GRI standard	Disclosure	Page number/reference link
305-2	Energy indirect (Scope 2) GHG emissions	SR, p. 24
305-3	Other indirect (Scope 3) GHG emissions	SR, p. 24
305-4	GHG emissions intensity	0.000023298 tCO ₂ e/revenue
GRI 400: Social		
GRI 401: Employment		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	AIF, p. 20-21; SR, p. 17-18
401-3	Parental leave	SR, p. 18
GRI 403: Occupational Health and Safety		
403-6	Promotion of worker health	AIF, p. 20-21; SR, p. 17-18
GRI 404: Training and Education		
404-2	Programs for upgrading employee skills and transition assistance programs	SR, p. 17
404-3	Percentage of employees receiving regular performance and career development reviews	SR, p. 17
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	AIF, p. 21-22; SR, p. 12-13
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	SR, p. 19-21
GRI 418: Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR, p. 32

