



Foundever™ ESG Report

Issue date: July 2023

Create connection. Value conversation.



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Scope of report

This “Foundever™ ESG (environmental, social and governance) Report” covers the period January 1, 2022, through December 31, 2022 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:

GlobalCorporateCompliance@foundever.com

Website: www.foundever.com

Social media: [Facebook](#), [LinkedIn](#) and [Twitter](#)

Publication date: July 31, 2023



Letter from the President and CEO

I have looked forward to presenting this ESG report which for the first time offers a comprehensive look at Foundever commitment to environment, social and governance actions. The data, information and transparency offered here further provide our many stakeholders with insight into how we are performing related to today's most pressing ESG matters. Perhaps more importantly, this report represents who we are, what we value and how our culture contributes to greater economic involvement and social development in the communities in which we live and work.

Year after year, ESG has become more important for all businesses, not only as a trend but as a key part of every business.

Our key initiatives from our commitment to a Science Based Target initiative (SBTi) of Net Zero by 2050 to language about the continued development of our learning academies are examples of our efforts into truly unified global goals where we support and make a positive impact in the lives of our associates and others.

External stakeholders are recognizing that our engagement with them is increasing with each day. This is clearly outlined in our distinguished recognitions, such as our ranking as a Leader in the Everest Group PEAK Matrix® and sustainability ratings where we have the right policies, processes and communications.

We are proud of these accolades, but we have much more to accomplish. Earlier this year, we rebranded the organization as the natural next step in our journey to becoming the world's largest, most innovative CX BPO in the world, working together as one team.

We are ready for the next chapter as our business propels us forward to being successful in achieving our global ESG goals through to each of our +170,000 associates around the world and their many contributions to the cornerstones of our sustainability: people, planet and profit.

I thank our associates, communities, clients, suppliers and shareholders for engaging in our journey. We have listened to you and will keep improving making an impact in ESG at Foundever.

We are a company that I am deeply proud to be a part of. We are serving in an innovative industry and will continue to play a crucial role in an improved and sustainable world for many generations to come.

Sincerely,

■ **Laurent Uberti**
Founder, President & CEO



I thank our associates, communities, clients, suppliers and shareholders for engaging in our journey. We have listened to you and will keep improving making an impact in ESG at Foundever.



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 by 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



Bertrand de Talhouët

Category A Director
Risk and Compliance Committee

30+ years of experience in finance, business and entrepreneurship



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 by 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.

The focus on the business environment is more demanding and requires organizations to consider ESG risks and opportunities and how they are overseen in the boardroom. Oversight and accountability are crucial for any ESG strategy. Foundever has taken into consideration our stakeholders' input and aims to keep everyone informed. It is essential to continue this journey and work together with the leadership team, to understand the influence on how and where the board can deliver the most significant impact.



Wim Ritz

Referent, Board Director,
member of the risk and
compliance committee and
Compliance Committee



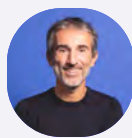
Executive Leadership team

Our Executive Leadership team meets regularly to shape our culture and drive associate engagement and financial, legal and marketing strategy, as well as global operations while building innovative customer-centric solutions.



Laurent Uberti

Founder, President & CEO



Olivier Camino

Founder & Chief Operating Officer



Elisabeth Destailleur

Chief Financial Officer



David Slaviero

Chief Technology Officer



Carole Bohrer

Chief Legal Officer



Martin Wilkinson-Brown

Chief Marketing Officer



Chapter 01

About Foundever

Business model

How we create value

Our combination of services, solutions and delivery is grounded in innovation to better serve clients and help their customer experience (CX) transformation succeed. We mix creativity with technology and data to ensure the best CX across all channels while providing great experiences for customers and great results for clients.

Solutions built by operations for customer experience success

Our solutions accelerate CX and digital transformation, simplifying customer contact through human-centered strategy, robust technology and insightful data.

We quite literally offer a world of experience across our global footprint. With delivery hubs spanning three strategic regions across every major continent, we have access to a variety

of diverse cultures, languages and talent. This allows us to provide consistent experiences to customers on behalf of our clients.

- We provide clients with access to diverse CX talent on a global scale.
- Onshore, nearshore and offshore locations can be connected to build CX solutions that adapt as clients grow.
- Our flexible hybrid delivery model — CX Everywhere — enables CX teams to work either from a home environment or to connect with teams from our global network of Foundever hybrid locations.
- Diverse multilingual hubs deliver cost-efficient, high-quality service across languages.

170K

associates
across the globe

9M

customer experiences
delivered daily

+750

brands partner
with Foundever

+60

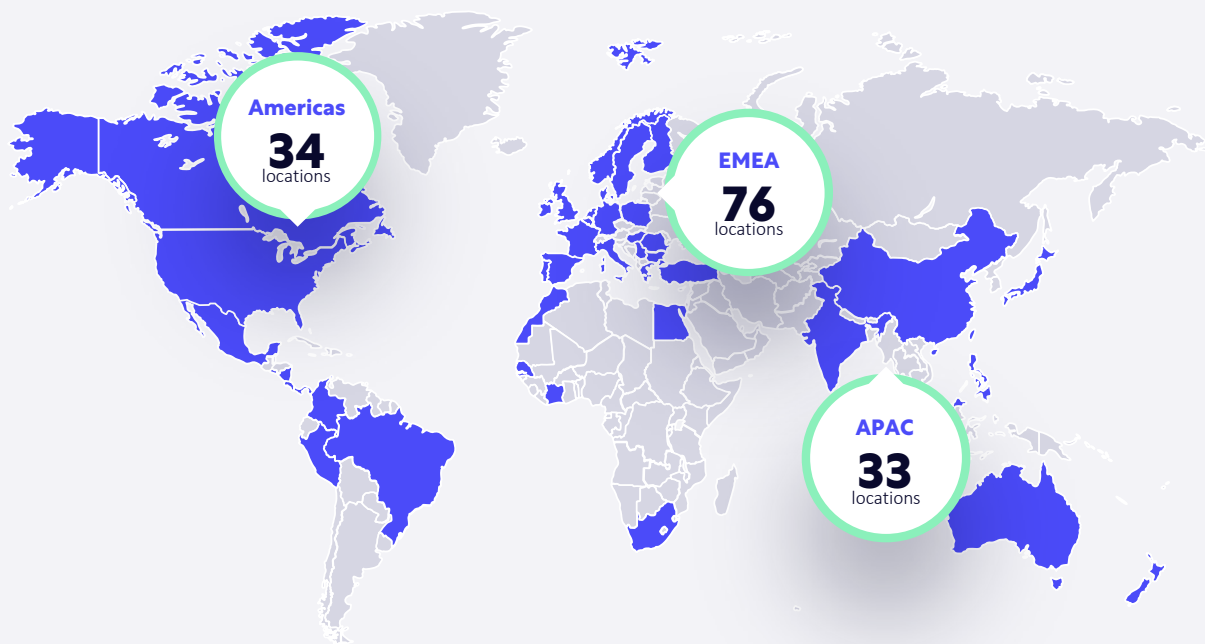
languages
supported

45

delivery
countries

57%

of our team
working from home



Truly global, to be close to the world's leading brands

With 170,000 people working across the globe, Foundever™ securely connects brands with their customers 9 million times daily in +60 languages. Our global footprint makes us one of the few truly global players in the industry.

Americas

Brazil, Canada, Colombia, Costa Rica, El Salvador, Mexico, Nicaragua, Panama, Peru^[1], United States

Europe

Belgium, Bulgaria, Cyprus, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Spain, Sweden, Turkey^[1], United Kingdom

Middle East & Africa

Egypt, Ivory Coast, Morocco, Senegal, South Africa^[1]

Asia Pacific

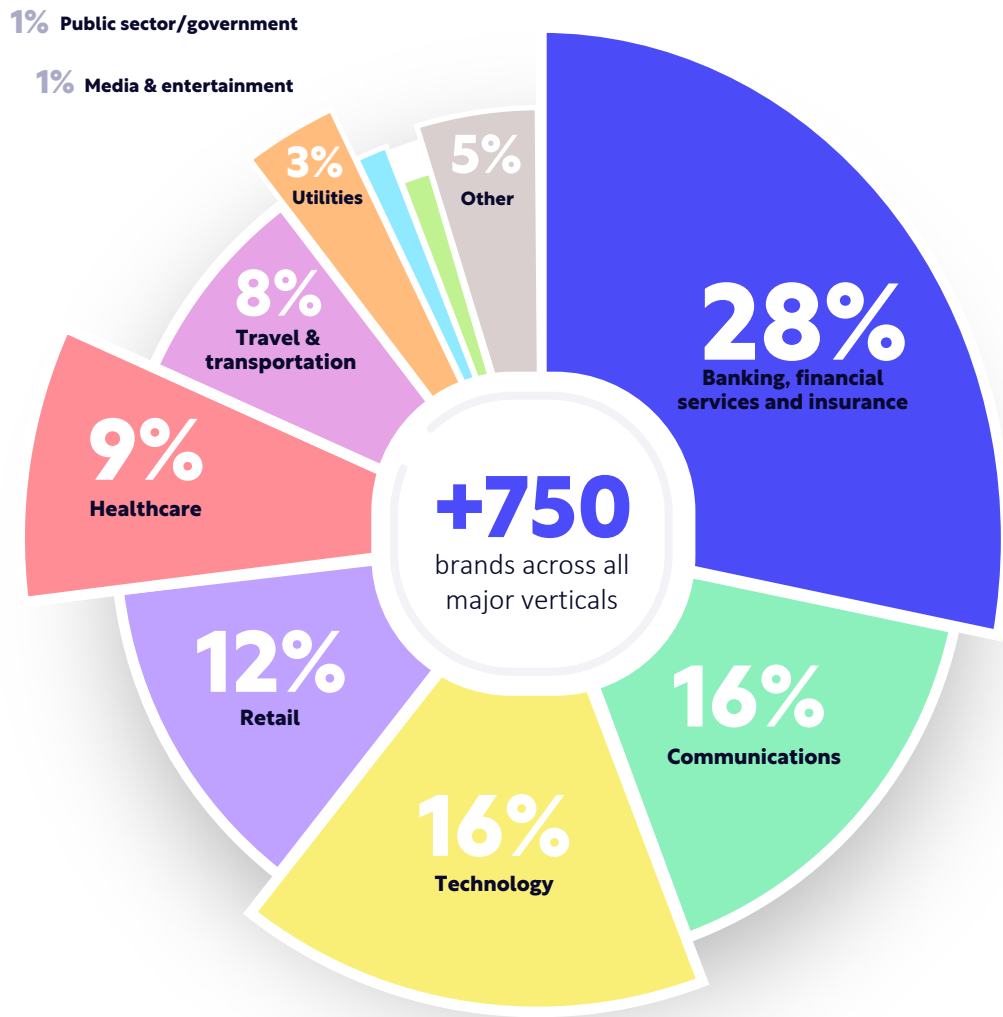
Australia, China, India, Japan^[2], New Zealand, Philippines, Taiwan^[2]

[1] New geographies in 2022-2023

[2] Geographies included via partnership with 800 TeleServices

Diverse CX services for every stage of the customer journey

Our CX services and expertise harness operational insights to meet the challenges of contact centers and customer expectations for leading brands in every major vertical.



The top 10 customers in our portfolio represent just over 25% of our 2022 revenue – pointing to a well-diversified customer and vertical concentration

Awards and recognitions

Foundever recognizes that brand awareness and increased visibility for our organization is crucial for attracting top talent, increasing motivation across our global business and driving improvement within our operations. In 2022, Foundever achieved more than 44 awards in each of our regions. Please visit [Awards & recognition- \(foundever.com\)](https://foundever.com) for details.

2022 recognition

Leader in 2022 Everest Group CXM Services PEAK Matrix®

Recognized both as a Leader in the Americas and as a Leader & Star Performer in EMEA

Leader in 2022 ISG Provider Lens for Contact Center & CX Services

Industry Leader in Digital Operations, AI & Analytics, Work-from-Home Services and Social Media CX

Leader in 2022 Gartner Magic Quadrant™ for Customer Service BPO

Recognized as a global CX BPO Leader

Leader in Avasant Contact Center Business Process

Transformation 2022 Radarview™

IAOP “Company to Watch”

In the 2022 Global Impact Sourcing Awards, recognizing ESG programs implemented by Sitel Group

Gold Award Winner for Innovation

9th Annual 2022 Globee Sales, Marketing, Customer Success, and Operations Awards for the development of Zee, the world’s first digital eyewear assistant for Zenni

Leader in 2022 Frost & Sullivan’s LATAM Competitive Strategy Award

Recognized for exceptional performance in the CX outsourcing services industry within Latin America

Gold Winner for Employer of the Year

2022 Stevie Awards: Business & Professional Services

Recognized across categories in the Comparably Awards in 2022

Best Operations Team, Best HR Team, Best Global Culture, Best Company Outlook

Global leader

In 2022, we were recognized by Everest Group for the 10th consecutive year as a Leader in the Customer Experience Management (CXM) – Service Provider Landscape with Services PEAK Matrix® Assessment 2022 report.

Americas | Everest Group 2022 CXM PEAK Matrix



A robust partner ecosystem with cost-effective and innovative digital CX solutions and flexible pricing structures like output-based, hybrid and outcome-based pricing models enable Foundever™ to be a strategic partner of choice for its clients.

EMEA | Everest Group 2022 CXM PEAK Matrix



It offers an integrated range of end-to-end CXM solutions to support clients’ digital journeys, including intelligent automation, omnichannel support, Customer Experience-as-a-Service (CXaaS), advanced analytics and conversational AI.





Chapter 02

Strategy

ESG Strategy

Foundever identified key strategic channels communicating ESG impact to stakeholders, both internally and outside the organization.

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

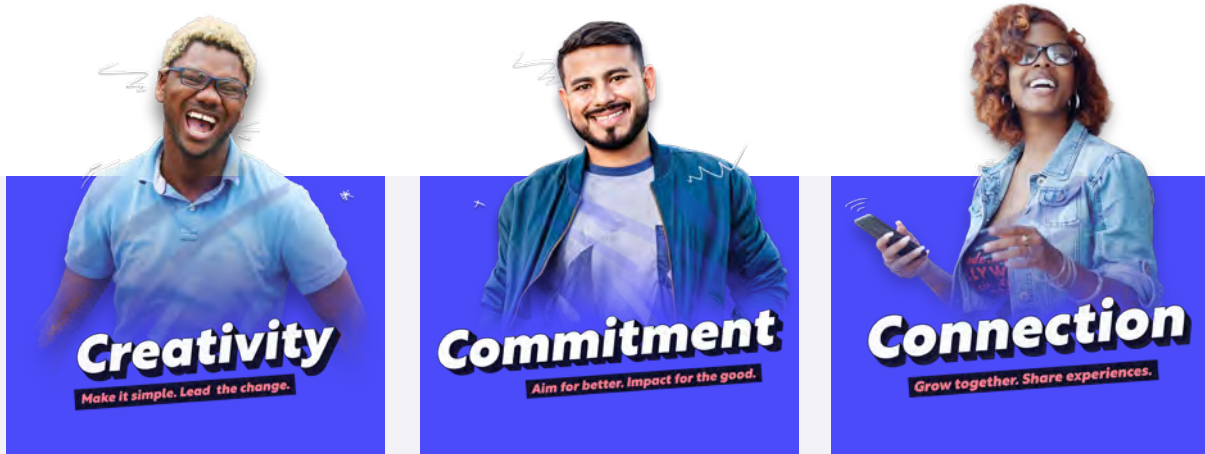
The Foundever ESG strategy incorporates our core values of creativity, connection and commitment and is led, managed and executed by a strong governance with several cross-functional committees and groups across the globe including a global ESG steering committee and local ESG groups for input, accountability and cultural alignment. Through the exercise of a materiality assessment with our key stakeholders, we identified our key material topics as a result of the analysis.

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 stakeholders, both internally and outside the organization.

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 and CEO Laurent Uberti and executive leadership team established the ESG governance, which was also supported by the Foundever Board of Directors.



*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 Operating Officer and Founder
- Governance, led by the Chief Financial 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



SME's

- 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

ESG governance in action



SBTi commitment Net Zero by 2050

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 amount 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 2022, the organization set an SBTi commitment of Net Zero by 2050 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 survey from the beginning of August 2022 to the end of September 2022, through the channels of external emails, internal emails and EverConnect (intranet) articles. The survey was provided in multiple languages and was sent to the following stakeholders:

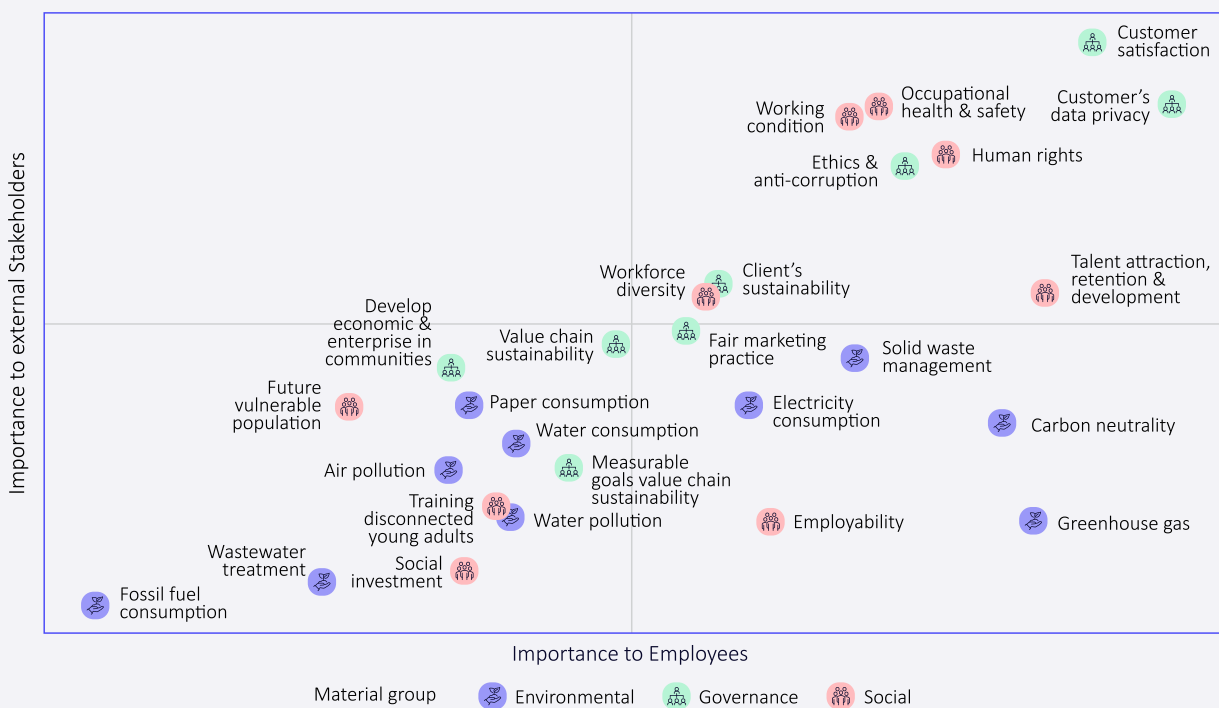
- Employees
- Clients
- Suppliers
- Communities
- Chambers, NGOs, etc.

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 2022 data as included in details for each pillar in the following sections of this report was conducted on the basis of the Global Reporting Initiative standards framework.

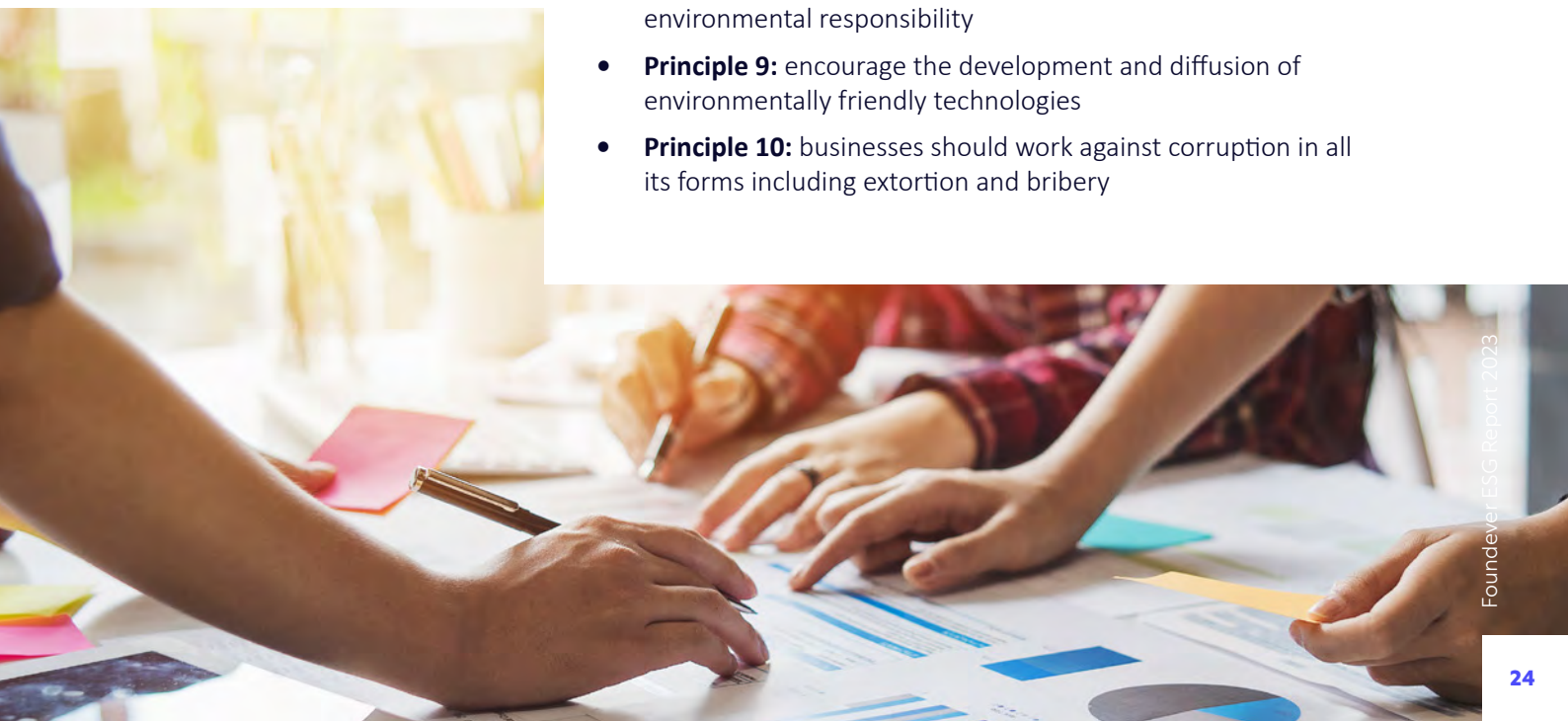


Our strategy framework

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 and 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.



2 Strategy

Stakeholder communications

As part of our strategic focus on ESG matters, we 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	☑	☑	☑		☑	☑
Website	☑	☑	☑		☑	☑
Account management		☑				
Direct communications		☑	☑	☑		
Training on policies	☑		☑	☑	☑	☑

ESG risks and mitigations



Our objective of the ESG risk management is to identify and analyze the risks that the company faces and set appropriate risk mitigation and controls.

The scope includes all products, services, networks, infrastructures, departments, associates, locations and business interests worldwide, and applies to all associates of Foundever and associates of its third parties engaged in supporting Foundever business.

We ensure a close alignment of the risk and business strategy by the fact that business decisions to achieve our targets are taken within the determined ESG risk appetite and in line with the 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 increasingly becoming a relevant 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.



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.



Environmental initiatives are not a burden but a source of innovation for organizations. We must work towards local advances that can help us better understand how we innovate globally.

■ **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

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



12%

of electricity comes from renewable sources



14%

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.

2022 accomplishments

- Implemented ISO 26000 guidelines
- Established governance structure for environmental and other ESG pillars including appointing an executive sponsor within the executive leadership team
- Communicated governance structure
- Identified a global environmental Working Group champion
- 2022 Carbon Disclosure Project (CDP) Score: C
- Regional webinars on identifying Scope 1, 2 and 3
- Increased the data collected by country Scope 1 and 3 and improved Scope 2 (reference GRI, page 41)
- Emissions based on Greenhouse Gas Protocol standards and calculation tools, and use of global warming potential "IPCC fifth assessment report (AR5)" as emission factor reference
- SBTi commitment for Net Zero by 2050
- INTE G35:2012: Costa Rica
- Certification updates for ISO 14001:2015 Certified (Costa Rica, Galashiels and U.K.)
- Certification updates for ISO 14064-1:2018 Certified (Costa Rica)
- Certification updates for ISO 50001:2018 Certified (Costa Rica and El Salvador)

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.



Carbon emissions

As part of reducing our global carbon emissions, we equipped our facility in Costa Rica with solar panels. Every day, we aim to decarbonize our operations, transition to renewable energy and increase consumption efficiencies. We understand the importance and urgency of this global initiative and how Foundever plays a critical role in impacting the quality of life and global sustainability.



World Environment Day

To celebrate World Environment Day, our Casablanca, Morocco, team participated in a Clean & Play initiative consisting of a beach clean-up, joining sports and educational activities such as surfing, yoga and art workshops. Our volunteers contributed to collecting 1,180 kg of trash while also participating in fun classes.



Net Zero commitment

In 2022, Foundever submitted our commitment to a Science Based Target initiative (SBTi) to accomplish Net Zero by 2050. As part of the global environmental Working Group, Foundever has two years to submit its calculations and roadmap for validation.



Energy consumption

Resources of energy consumption

Energy consumption within the organization

- Electricity consumption in buildings from suppliers;
- Solar energy consumption from owned photovoltaic systems in buildings'
- Diesel consumption in backup generators for issues when electricity is not available; and
- LP gas within the company.

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	Original unit	Is equal to joules	Terajoules (TJ)
Diesel for generators	1 Liter	38,706,489	0.000038706
Diesel for vehicles	1 Liter	38,706,489	0.000038706
Gasoline for vehicles	1 Liter	31,536,000	0.000031536
LP gas	1 Liter	25,500,000	0.000025500
Electricity	1 kWh	3,600,000	0.000003600





Energy exclusions

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

Total energy consumption

Based on that, the total energy consumption for Foundever in 2022 is 475.69 TJ.

Energy intensity

The energy intensity ratio by Foundever in 2022 is 0.003201 TJ by Full Time Equivalent (FTE). 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. Our total electricity consumption for 2022 is 110,913,152 kWh, 89% from non-renewable sources and 11% from renewable. The electricity intensity is 746 kWh per FTE.

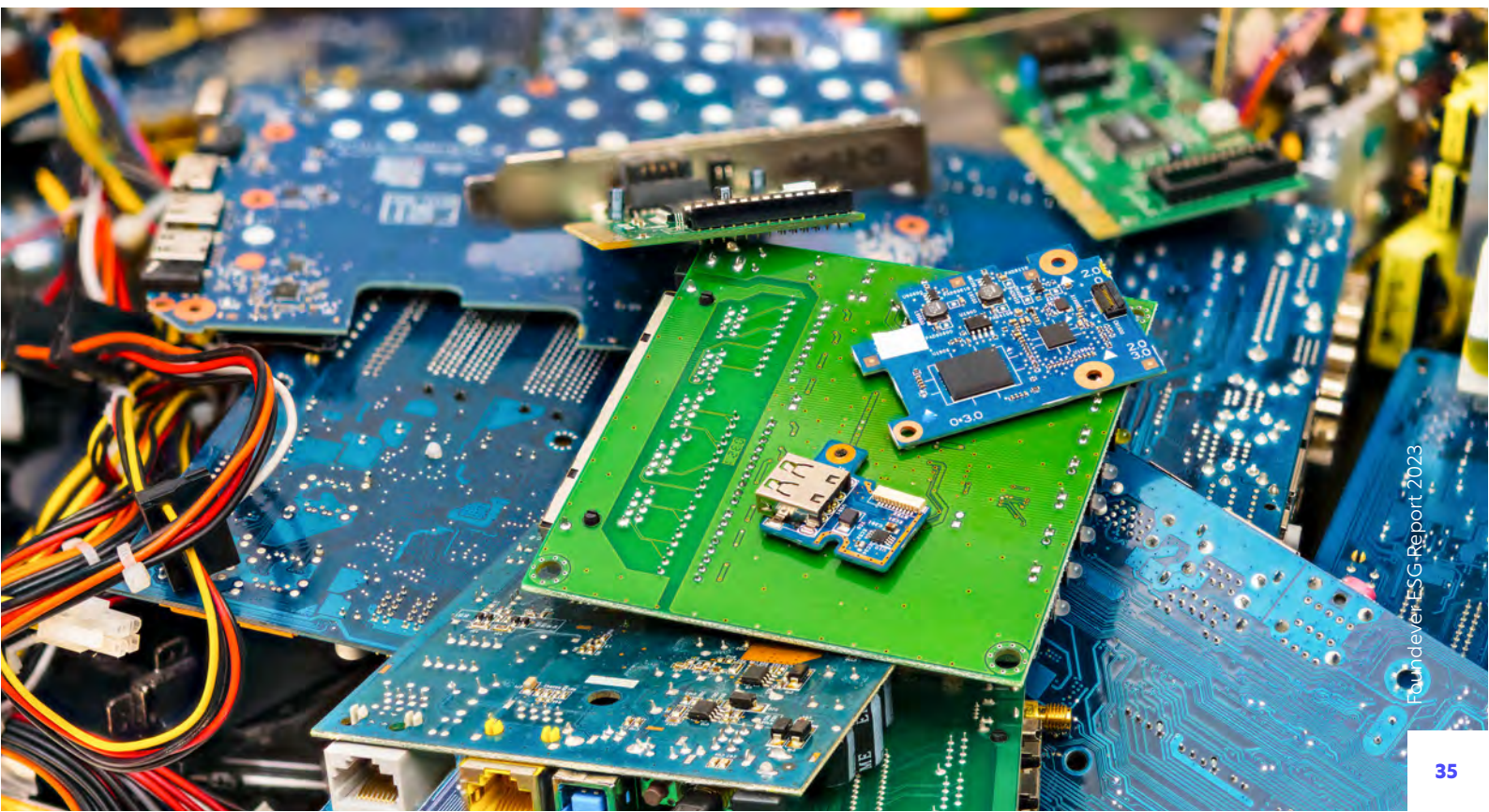
Waste management

Waste management approach

Our waste management includes identification and evaluation of environmental aspects, which includes the impacts related to the waste generated. These impacts include three types:

- Ordinary waste: recyclable waste such as paper, aluminium, 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.

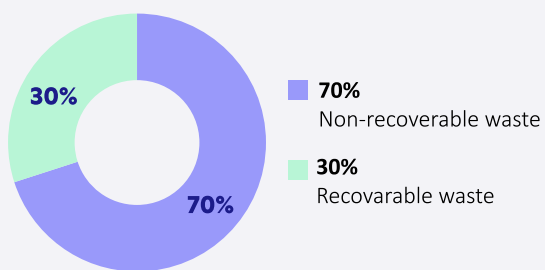




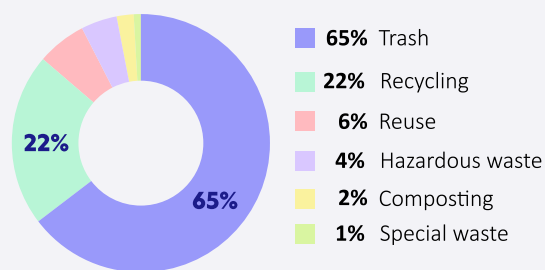
Waste generated

Total waste in 2022 in tons.

Waste by composition



Waste by disposal method



*Not every country reported.

Waste intensity

The waste intensity ratio by Foundever in 2022 is 10.4 kilograms by FTE. All compositions 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.

The main operational controls that we have 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.



Total water consumed by Foundever in 2022 is 923 megaliters.



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), Spain (Madrid and Seville with one building each);
- LATAM: Costa Rica (Liberia, one building) and Mexico (Mexico City, one building); and
- North America: none reported.

Water withdrawal

Water withdrawal by source in ML	Type of water	Total water all areas	Total water areas with water stress
Third-party water	Fresh water	773.7	39.6
Third-party water	Other water	148.7	10.3
Surface water	Other water	1.0	0.00
Total water withdrawal		923.4	49.9

Water discharge

Water discharge by destination in ML	Type of water	Total water all areas	Total water areas with water stress
Not identified	Other water	907.8	49.9
Third party	Other water	15.6	0.00
Total water discharged		923.4	49.9

Water intensity

The water intensity ratio for Foundever in 2022 is 8.1 cubic meters by FTE. All types of water are included in the intensity ratio.

Water stress

Total water consumed in water stress areas is 49.9 megaliters with an intensity ratio of 3.1 cubic meters.



3 Environment

Emissions

GHG emissions sources¹

Scope 1

Source of emission	Emission factor	Gases reported
Direct emissions from fossil fuels, from stationary sources <ul style="list-style-type: none"> • Diesel for backup generators • LP gas for internal use 	Standard: Greenhouse gas protocol Calculation tool: GHG emissions from stationary combustion tool Global warming potential used: IPCC fifth assessment report (AR5)	Diesel: CO ₂ , CH ₄ and N ₂ O LP gas: CO ₂ , CH ₄ and N ₂ O
Direct emissions from fossil fuels, from mobile sources <ul style="list-style-type: none"> • 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: CO ₂ Diesel: CO ₂ , CH ₄ and N ₂ O Gasoline: CO ₂ , CH ₄ and N ₂ O
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 consumption of electricity	<p>Standard: Greenhouse gas protocol</p> <p>Calculation tool: GHG emissions from stationary combustion tool</p> <p>Global warming potential used: IPCC fifth assessment report (AR5)</p>	Electricity: CO2

Scope 3

Source of emission	Emission factor	Gases reported
Indirect emissions from air travel from work-related activities: <ul style="list-style-type: none"> • short haul (< 300 miles), • medium haul (>= 300 miles, < 2,300 miles), • long haul (>= 2,300 miles) 	<p>Standard: Greenhouse gas protocol</p> <p>Calculation tool: GHG emissions from stationary combustion tool</p> <p>Global warming potential used: IPCC fifth assessment report (AR5)</p>	Air travel short, medium, and long haul: CO2, CH4 and N2O

Total GHG emissions by scope in tons of CO2e

	Source 1	Source 2	Source 3	Total
Total	9,134	51,219	2,270	62,623

GHG emissions intensity of regions and scopes per FTE in tons of CO2e

Foundever emissions intensity ratio is 0.4127 tons by FTE in 2022. All scope of emissions is included in the intensity ratio. Foundever calculates the energy intensity by dividing the absolute GHG emissions consumption presented in the tables at the beginning of this section by the total FTEs presented below.

Total	Scope	tCO2e	Intensity
FTE 151,725	Scope 1	9,134	0.0602
tCO2e 62,623	Scope 2	51,219	0.3376
Intensity 0.4127	Scope 3	2,270	0.0150
	Total	62,623	0.4128

*Not all figures are reported.



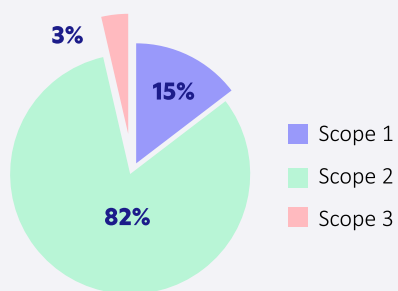
GHG emissions reduction

We globally reduced our scope 2 emissions footprint by 14%. 2022 data will be used as the baseline for scope 2 in 2023.

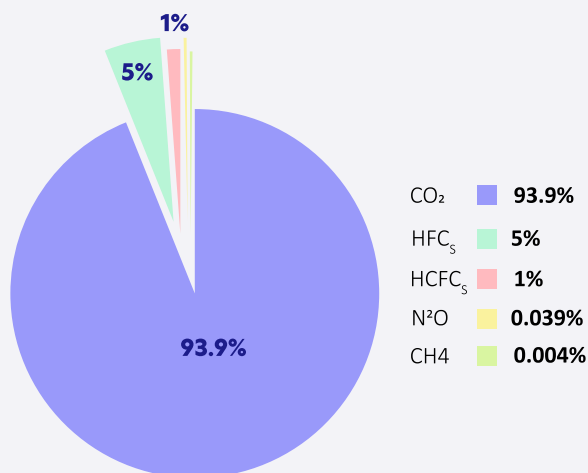
Indicator	2021	2022
Scope 2	59,276	51,219
Tons variance	-8,056	
% variance	-14%	

GHG distribution

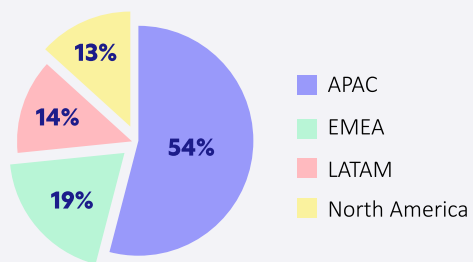
2022 emissions according to scope



2022 emissions according to gas



2022 emissions according to region



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.



Social innovation thrives in an inclusive work atmosphere that fosters ideas, nurtures and educates people, and allows our associates to be themselves in an environment promoting equality and development of talents. Our organization brings a culture that meets the expectations of the communities in which we work.

■ **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%; and
- The wellness program is to have +65,000 user participants by the end of 2023.

Global policies

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

United Nations Sustainable Development Goals



43,000 participants, 5.4 million miles achieved



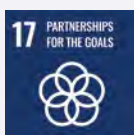
+21,000 graduates in our academies



54% of women associates and **50%** of women in management



VOE reached **85%** in 2022 (target was >80%) and our associates earn 11% over the minimum wage globally



+250 collaborative partnerships around the world

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.

2022 accomplishments

- ISO 26000 standards;
- Established and communicated the governance structure for Social including the identification of an executive sponsor;
- Identified Champions for each of the four Global Social Working Groups;
- Launched a human rights statement and updated the policy;
- Human For Client Certification Label – 2 stars: Egypt, France, Ivory Coast, Morocco and Senegal;
- INTE G35:2012: Costa Rica;
- Achieved ISO 18295-2:2017 Certified: France;
- Achieved certifications for Great Place to Work: Brazil and India; and
- Achieved DE&I certifications for Engagé RSE: Spain and Inclusion and Equity in the Workplace index (iiEE): El Salvador.

Opportunities and action plans

- Launch training opportunities for key personnel within the organization;
- 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.



4 Social

Talent acquisition, retention and development

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

Our associate structure

We have grown in the last three years, contributing to more employment globally.

2022									
Associates by contract		Associates by working hours			Associates by citizenship		Associates by modality		
Permanent	Temporary	Full time	Part time	Other	Local	Foreign	At home	On site	
94%	6%	93%	5%	2%	93%	7%	56%	44%	

Talent acquisition

The two most important variables for which we have high hiring rates are high employee turnover and growth in the operations area.

New hires by gender



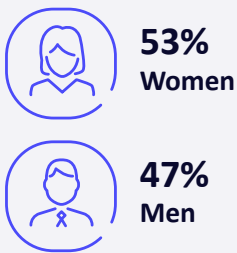
Attrition by gender



Attrition by reason

Voluntary	Involuntary
85%	15%

Promotions by gender



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 leadership to support and grow our business.

At Foundever, we believe that small moments can have a big impact on our work experiences, customers, teams and friends. By creating positive moments for each other, we can make a difference and improve our associate experience.

Whether we are here for months or years, we want to remember the good feelings and benefits we gained from our experience. We hope to look back and feel that Foundever was a highlight in our career.

“Create your best moments” is the work value proposition motto we offer our associates. From our academies, our way of training and transparent performance measuring, we seek growth in our associates.





4 Social

Talent retention

Learning & 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.

KPI	Year 2022
Total training classes delivered	10,378
Total training hours delivered	2,865,011
Total trainees	127,435
Average training hours per trainee	22.5



284,960 development hours were delivered for a total of 39,000 associates

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 284,960 hours in 2022.

Performance appraisals

Foundever is committed to consistently improving performance by developing core skills and knowledge, delivering for our business and clients. All 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.

 <p>Average women Continuous Performance Management Rating*</p>	 <p>Average men Continuous Performance Management Rating*</p>
<p>2.16</p>	<p>2.17</p>

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

Employee feedback

In 2019, the company launched My Associate Experience — MAX. Based on the core belief that the associate experience is the customer experience, Foundever 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 fostering 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 annual 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.

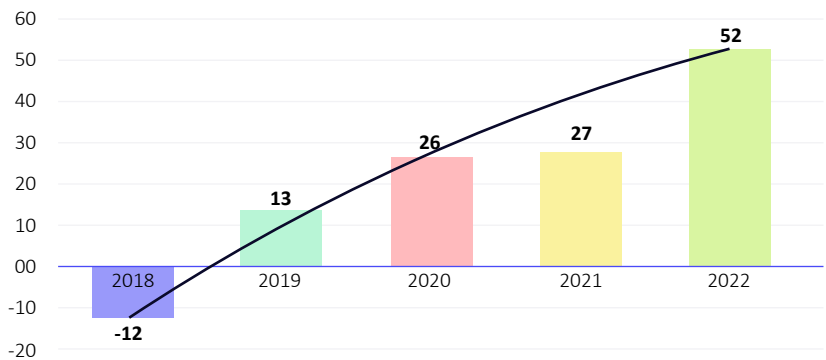
To ensure the successful execution of actions on the MAX roadmap, local MAXperts should support the process by coordinating the involvement of associates in the design, testing and implementation of solutions.

An excellent global eNPS of 52 in 2022

85% participation

- The population surveyed doubled compared to 2021 and over 104K associates answered.
- We maintained a strong participation rate.

5 years of positive trend



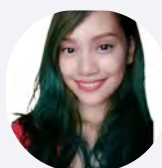
Foundever™ Stories

Through our Foundever™ Stories platform, our associates around the world continued sharing their personal stories. This channel features real stories from real people and the positive impact that our employee experience has on being part of the Foundever family. This online community fosters a sense of belonging amongst peers with inspirational testimonials recognizing individual accomplishments, overcoming adversity and thriving in an inclusive workplace.



Jaime Joaquin

I started at Foundever back in 2014, as a customer service agent for hotel reservations, this was my first job in the BPO, I did not have enough experience back then and the first months were a big challenge. I have to say my scores were not that good and the stress I had was so overwhelming that **I was thinking to quit several times**. Nonetheless, I was counting with something I never considered: my supervisor! Her name was Natty, she noticed that I was having a hard time and did all the arrangements so I could be transfer to another account, sadly I lost contact with her, but what she did help me a lot, nowadays I still working at Foundever in the same account I was transferred but now as a Trainer, helping others to develop their skills same way I was help. **Foundever is my second home**, here I've been able to find friends, grow opportunities and amazing experience. love to be here and be part of it. **Thanks!**



Eunice

I have been a customer service associate here at Foundever for more than 6 months already. As a full-time mom of two, a wife, and a career woman, I managed to juggle those three roles effortlessly.

Because of Foundever, I managed to help my siblings through college by providing a roof, food, and tuition as well. **Foundever helped me a lot to become financially independent** while working on my career. Amazing, right?

I also keep the spirit of the team despite all my hardships and personal struggles because **working at Foundever is a lot of fun**. Foundever really helped me a lot to become the career woman I've ever dreamed of.

[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 led by the Global working conditions and health and safety Working Group that 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
<ol style="list-style-type: none"> 1. OHS committees to implement procedures 2. Country local hazard identification assessment 3. Global Wellness Survey 	<p>Foundever assesses the hazards identified through some criteria, such as probability, consequence, exposition to the hazard and internal control.</p>	<ol style="list-style-type: none"> 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	
Number of work-related injuries	Lost days due to injuries
544	6,677

Work-related ill health and illness	
Number of work-related ill health and illness	Lost days
87	370

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

Rate of recordable work-related injuries

In 2022, the rate of recordable work-related injuries is 5.5 recorded using the GRI standards recommended formula:

$$\text{Rate of recordable work-related injuries} = \frac{\text{Number of recordable work-related injuries (544)}}{\text{Number of hours worked (98,313,502)*}} \times 1,000,000 \text{ work hours}$$

*This figure includes only countries that had injuries in 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.





A Global community dedicated to health and wellness



Our app

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.

Adoption

45% of EverBetter members (vs. the local headcount)

Our global goal is to have +65,000 users by the end of 2023

Engagement:

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

Health and wellbeing

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.).



8,800,311 km
5,468,260 miles

Ran or walked collectively in 2022; this equals 220 times the Earth's circumference



+45,000

Total members in our wellness platform United Heroes. This means we added 22,000 new users in 2022



45 countries

Available in 9 languages

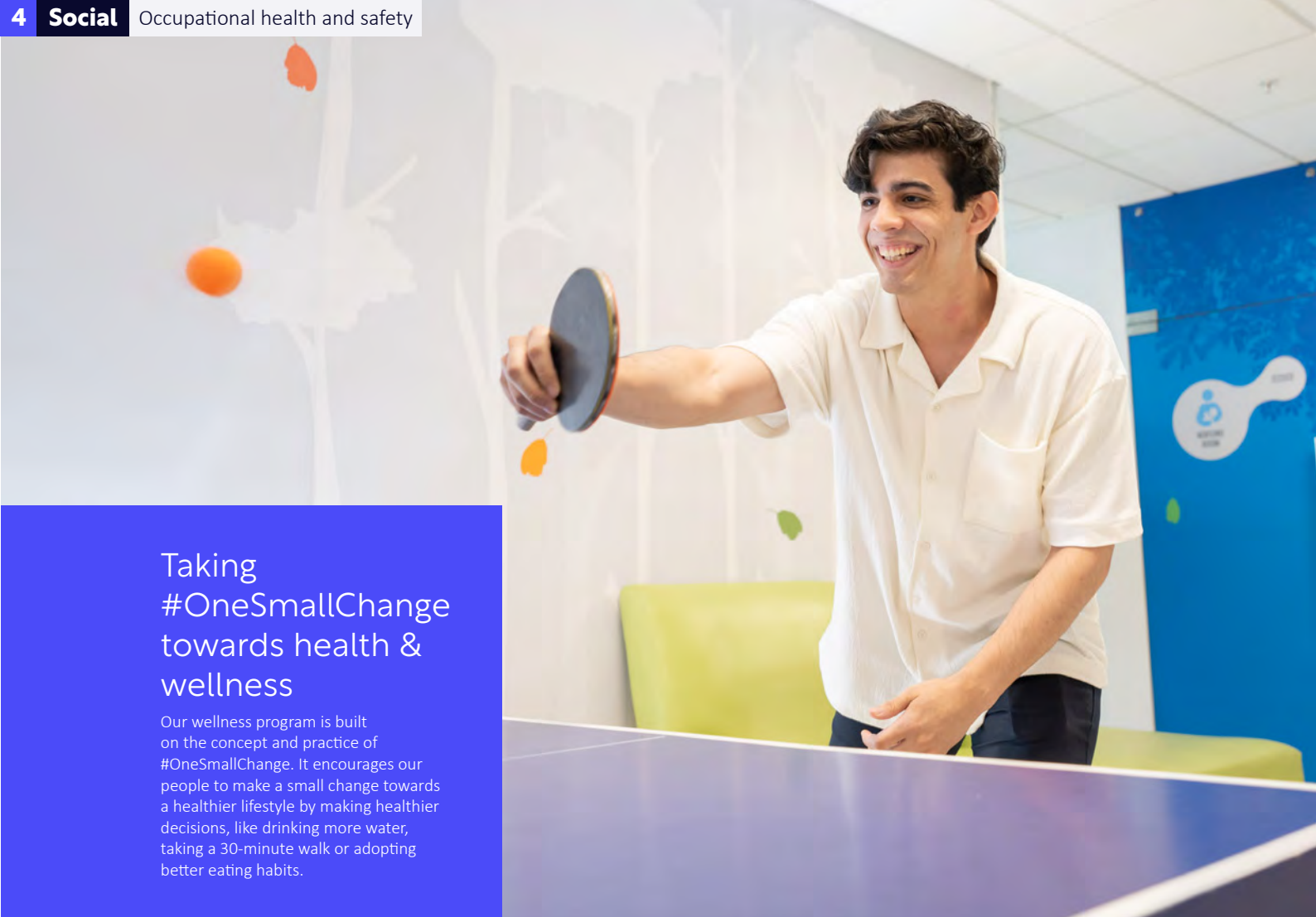


+81 points eNPS

Score among associates who were familiar with our wellness program

EverBetter community

	2020	2021	2022
Users on United Heroes	7,546 8% of our headcount (+93K people)	22,077 22.6% of our headcount (+97K people)	43,733 28.6% of our headcount (+97K people)
Active users on a monthly average	65.8%	27.9%	22.9%
New members added through the year	+2,000	+14,529	+27,204
Distance traveled by our global community through various activities	+5K Miles or +8K km	+29K Miles or +46K km	+5M Miles or +8K km



Taking #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-minute walk or adopting better eating habits.

Sports challenges and wellness activities in 2022



Virtual Races (Oct. 2022)

2,790 participants
465 finalists across
3 distances (5K/ 10K/ 15K)



Around the World in 30 Days challenge (July 2022)

7,197,430 points accumulated
5,211 new users added
Donation of \$10,000 USD to Libraries Without Borders



22+ virtual coaching sessions

(Yoga, pilates, fat burning and cardio)
Sessions were delivered to our associates in 2022



+580,063 hours

of wellness and sport activities were practiced by our associates in 2022



841.559 kg of carbon avoided

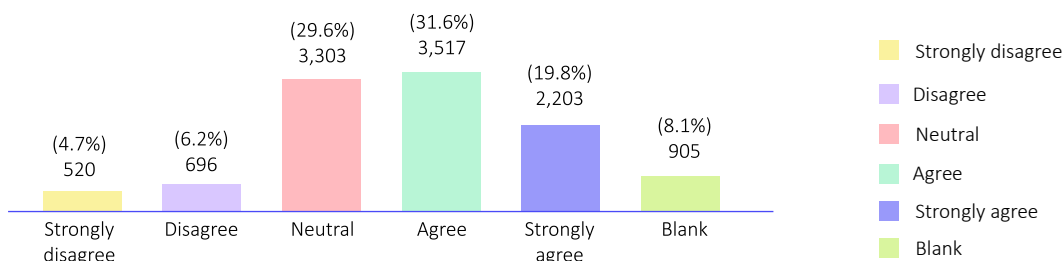
CO2 avoided thanks to our teams' walking and cycling trips
This represents as many CO2 emissions as 25,247 smartphones produced



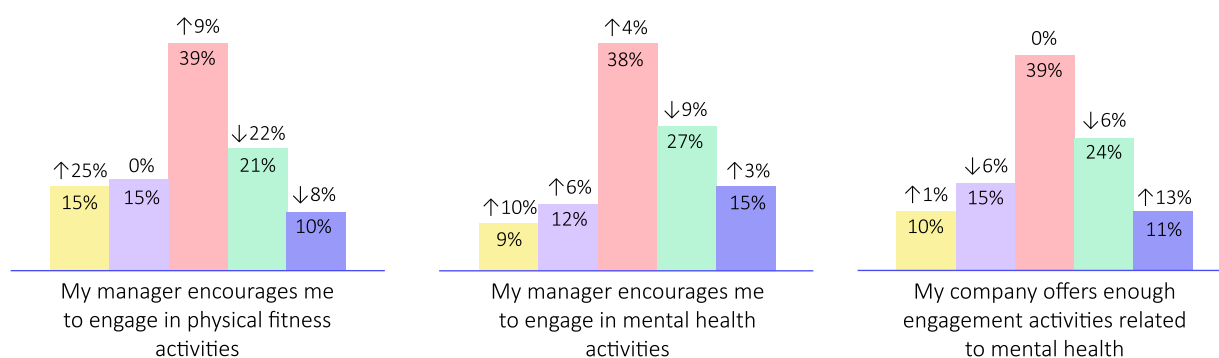
290+ Educational Resources / Articles on Wellness topics

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 2022, we collected 11,144 responses across the globe with the following results:



I feel that Foundever positively contributes to the health and wellbeing of our people.



In addition to the Wellness survey, in some countries we deliver quarterly meetings to improve OHS management and evaluate plans and programs that are impacting health and safety at work.



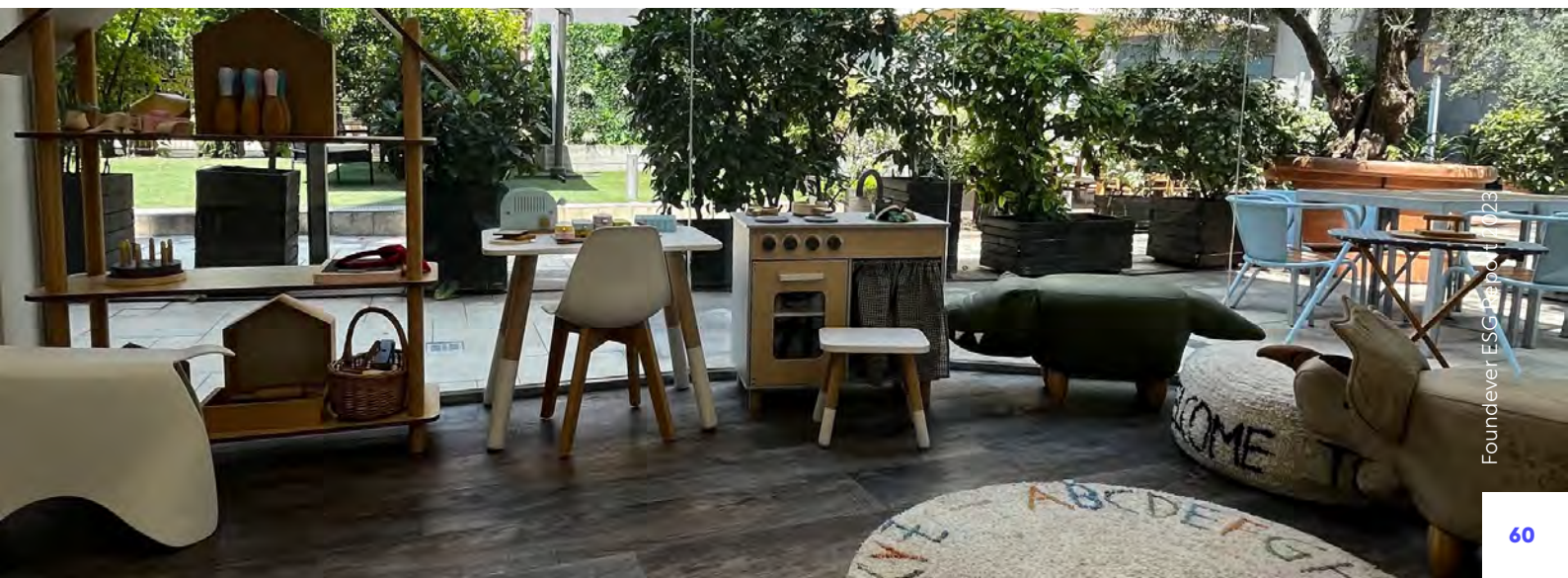
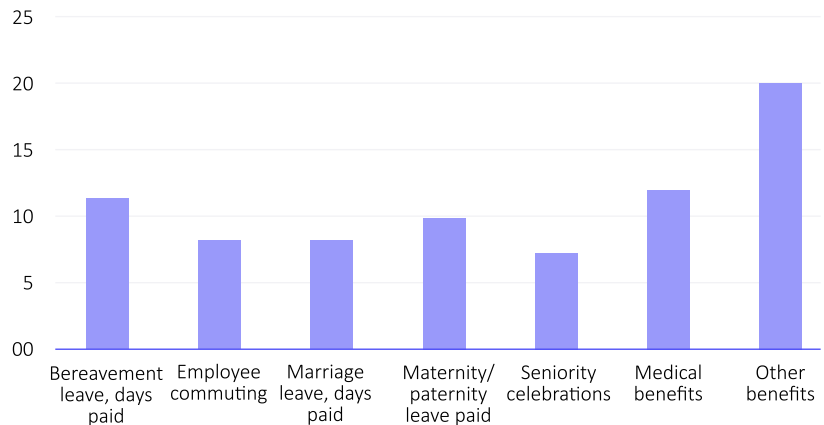
Working conditions

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.

Countries reporting benefits



Parental leave

	Women	Men
Associates who were entitled and took parental leave	77%	23%
Associates who returned and still working after their return to work	77%	23%
Returning and retention rate after parental leave	83%	86%

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, Greece opened a nursery on-site, gym facilities with a personal trainer and a library are some of our proudest features at this site.



Human rights and diversity, equity and inclusion



Human rights

We are a people-centric organization made up of 170,000 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

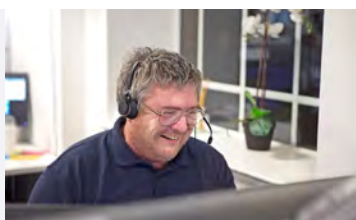
Foundever™ Human Rights and Diversity, Equity and Inclusive statement

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.

2022 data gender equality

Total headcount



Total internal promotion



Leadership position



Leadership at Foundever

Foundever recognizes that good leadership is a very important aspect of our company. It is essential to the growth and development of Foundever. 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.



Proportion of senior management hired from the local community is "97%"

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



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.



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.

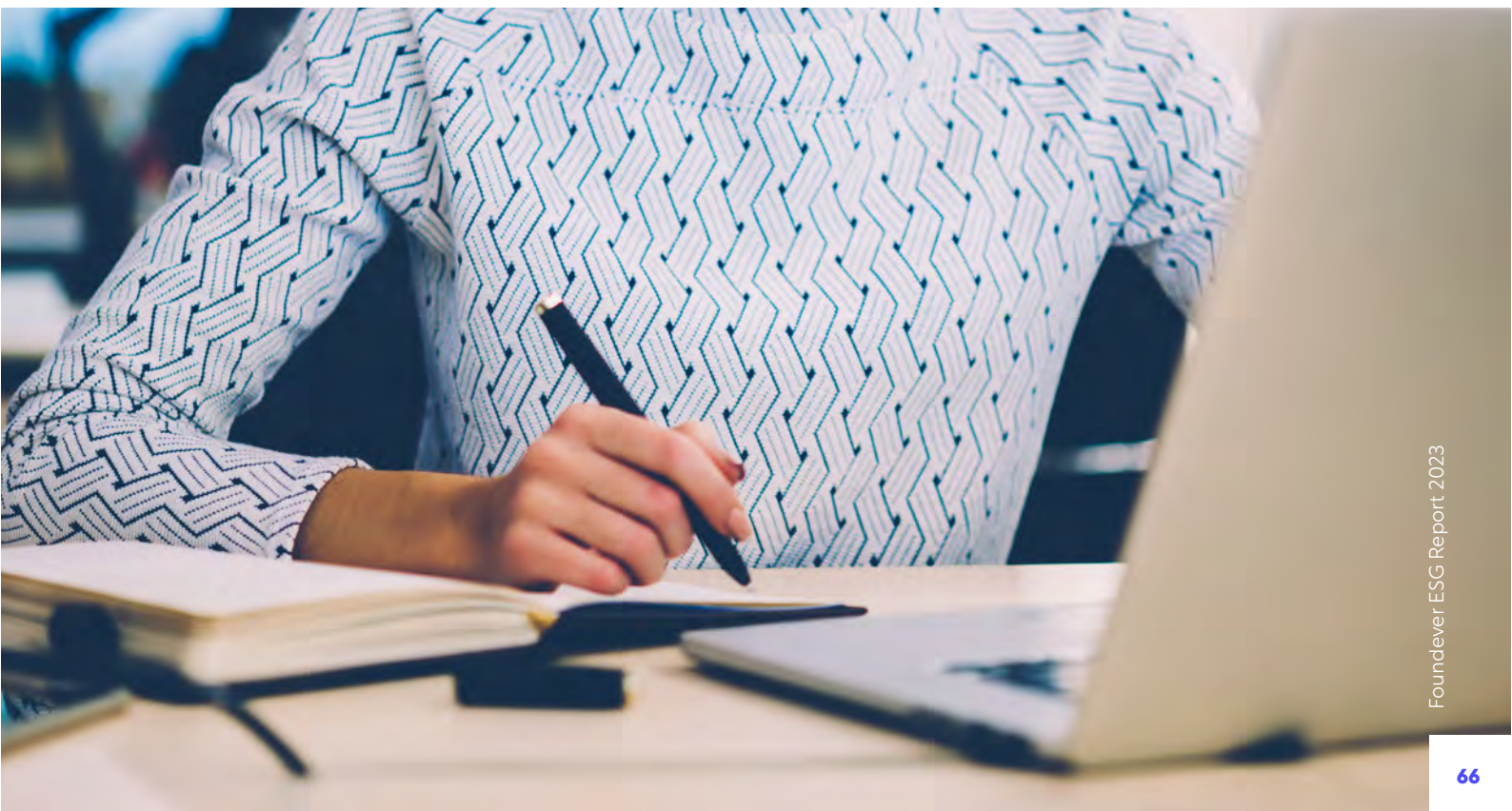
Language academies

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.

	Total students	Graduated students	Students hired
Total	27,116	19,866	11,034





2,553

2022 participants



1,266

2022 graduates



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.

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.



Case study

Tech academy

Business sustainability through gender equity in technology accounts

Our story

Our women in technology program was designed 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.

47%

2022 percentage of women in tech academy

24%

Percentage of women in tech accounts total

1,194

2022 total women enrolled in tech academy

56%

2022 women promoted to tech accounts

Business case

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%.

Key outcomes

- Increased female enrollment by nearly 1000% as the number of students moved from +30 to over 300 women in class each quarter
- Increased female participation in technical accounts as more than 250 women have been promoted, reaching 24% of the +1500 existent jobs in August 2020 to nearly 300 women enrolled each quarter for 2021 and 2022
- External events with young women in local communities to promote STEM (science, technology, engineering and mathematics) development

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.



50

environmental actions



205

social actions



+250

community partners



+43,767

volunteer hours



+213.8K

funds donated



17,120

volunteers

Foundever donates 13,000 books for MAX Week 2022

The drive, which took place from October 1-7, 2022, benefits schools, churches, daycare facilities, homeless shelters, libraries and NGOs. The book donation drive took place across 18 Foundever countries, and some of the countries partnered with local NGOs for specific initiatives.

This is an incredibly proud moment for our Foundever team. This year's book donation drive exceeded our expectations and is a true testament to the commitment of our people around the globe to providing a better education for those in need. Education and literacy are very dear to me personally and are reinforced as part of our group's mission and commitment to the communities in which we operate, delivering and extending educational programs for our people and future hires.



Olivier Camino

Founder & Chief Operating Officer





Partnerships

Foundever has 250 collaborative partnerships around the globe.

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.



16

civil society



82

education



37

recruiting and employment



32

government



58

non-profit



13

chambers and strategic allies



12

wellbeing

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.

Good governance starts with good leadership. The quality of those who govern our organization inspires teams to adhere to policies, processes and governance. Anticipating our future organizational risks and planning what we can do today prepares us for tomorrow. Compliance and following the laws and board diversity are top of mind for the actions and decisions we are connecting with today.



■ **Elizabeth Destailleur**
Chief Financial Officer
Governance Executive Sponsor

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

2022 accomplishments

- Established governance structure for governance and other ESG pillars including the identification of an executive sponsor
- Identified a global governance working group champion
- Communicated governance structure
- Completed anti-corruption risk mapping exercise
- ISO 26000 standards
- INTE G35:2012: Costa Rica
- Recertifications in ISO 27001:2013 (multiple countries and operations)
- EcoVadis: France (Gold), U.S. (Bronze), U.K. (Bronze)

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.



Measurable goals and value chain sustainability

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 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 an annual 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.

Procurement

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.



Data privacy and security

Foundever privacy program

Foundever implements a Global Privacy Program to provide a geo-consistent framework designed to promote an ethical, informed, and engaged culture with respect to the data we collect, control and process within the organization.



Records of Processing

A register of all data processing activities by Foundever on its own behalf or on behalf of its clients, across the organization.



Privacy Policy & Notices

Transparency, both internally and externally, as to our collection, use and processing of data.



Global Privacy Training

Globally aligned privacy training to all employees of Foundever who interact with data either on behalf of Foundever or its clients.



Data Subject Rights

A compliance mechanism to allow data subjects to exercise their rights in an efficient and clear manner.



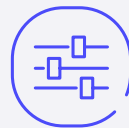
Risk Assessment

Evaluation, identification, and recommendations on mitigation for identified risk in the adoption of new processes, procedures, tools and vendors.



International Data Transfer

Mechanism to allow for the relevant transfer of data across territorial borders.



Data Breach Management

Timely and accurate breach and incident reporting coupled with a process for evaluating, containing and mitigating any resultant risk.



Compliance Monitoring

Monitoring on internal compliance with the Global Privacy Program.



ISO 27001:2013 and ISO

PCI Certification/
Compliance/PCI-DSS v3.x

SOC Type 1 and 2 Certification

HITRUST/HIPAA



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.

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 & 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 every associate; approximately 75,000 hours of training completed in 2022
- Random and recurring fake phishing emails testing associate awareness and adherence to protocols
- Annual reviews by third-party assessors

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.



2022 accomplishments

In 2022, a new department was created at the organization's global level to address specifically the business' ethics-related topics: The Global Corporate Compliance Department is functionally reporting to the Chief Legal Officer and also reports directly to the CEO and the Compliance and Duty of Vigilance Referent designated within the board members. The primary role of the Global Corporate Compliance Department is to support management in defining and implementing an efficient anticorruption program. To do so, the role of the Corporate Compliance Department is to conduct a corruption risk mapping and, based on the resulting risk map, propose mitigation measures that may entail the updated [Anti-corruption Policy](#); the creation or update of any related procedure such as gifts and hospitality; sponsorships, donations and charitable contributions; conflicts of interest; and third-party due diligence process, as well as training of exposed associates around the globe.

Appointment of new team members occurred at the global level and locally to enlarge the network of local compliance officers.

On International Anti-Corruption Day on December 9, the CEO and referent reiterated zero tolerance for corruption through an article published on EverConnect (intranet).

Regular meetings are being organized between the CEO and the head of the Global Corporate Department who was invited to report to the Board Risk & Compliance Committee twice in 2022.

Opportunities and action plans

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 will continue in 2023.



Anti-money laundering (AML)

At Foundever, we understand the importance of preventing and managing the risk of money laundering, terrorist financing, sanctions and embargoes where applicable. As such, we are committed to complying with applicable sanctions imposed by the United Nations, European Union, and U.S. Office of Foreign Asset Control (OFAC), as well as local sanctions of countries in which we operate.

Our AML policy is regularly updated and sets out the appropriate control requirements, including background checks and screening of our stakeholders against sanctions lists before entering into any relationship.

2022 accomplishments

We have updated our global anti-money laundering policy to refine the description of our internal rules to be followed where local laws provide an AML program must be implemented and/or where we have contractual AML obligations to comply with.

Opportunities and action plans

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.



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.



GRI content index

Statement of use	Foundever has reported in accordance with the GRI Standards for the period January 1, 2022, through December 31, 2022.
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	11				
	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	10-12				Foundever is active in the Commercial Services in the activity of Business Process Outsourcing based on GRI Sector Program
	2-7 Employees	45				
	2-8 Workers who are not employees	45				
	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, 18				
	2-13 Delegation of responsibility for managing impacts	6, 18				
	2-14 Role of the highest governance body in sustainability reporting	6, 18				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	82				
	2-16 Communication of critical concerns	82				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	79				
	2-24 Embedding policy commitments	24, 74-77, 79				
	2-25 Processes to remediate negative impacts	16, 79				
	2-26 Mechanisms for seeking advice and raising concerns	82				
	2-27 Compliance with laws and regulations	79				Zero significant confirmed instances of non-compliance cases with laws and regulations and zero monetary fines for instances paid during the reporting period

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-28 Membership associations	70				
	2-29 Approach to stakeholder engagement	26				
	2-30 Collective bargaining agreements	79				Foundever in Germany is the only operation with a trade union. It represents 4% of our total employees.

Economic standards

GRI 3: Material Topics 2021	3-1 Process to determine material topics	16, 21				
	3-2 List of material topics	22-23				

Material topics

GRI 3: Material Topics 2021	3-3 Management of material topics	16, 18, 71-73				
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	28-29				
	201-3 Defined benefit plan obligations and other retirement plans		X	Confidentiality constraints	Plan obligations and other plans are confidential data during reporting period	
	201-4 Financial assistance received from government					
	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 2022 is: 1.1148. Formula= Average countries entry level wage / Average countries minimum wage
	202-2 Proportion of senior management hired from the local community					97% 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	74				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	74				90% of total spent on local suppliers
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28				
	205-2 Communication and training about anti-corruption policies and procedures	79-80				
	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 2022
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	16-21				
	3-2 List of material topics	22-23				
Material topics						
GRI 3: Material Topics 2021	3-3 Management of material topics	16, 18, 29-33				
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	33-34				Energy consumption within the organization in 2022: 393.61 terajoules
	302-2 Energy consumption outside of the organization	33-34				Energy consumption outside of the organization in 2022: 72.02 terajoules
	302-3 Energy intensity	33-34				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	33-34				15% increase of kWh consumed by FTE in 2022 compared to 2021
	302-5 Reductions in energy requirements of products and services	33-34				

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	37-38				
	303-2 Management of water discharge-related impacts	37-38				
	303-3 Water withdrawal	38				
	303-4 Water discharge	38				
	303-5 Water consumption	38				
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	Foundever does not have operations in the habitats of IUCN Red List species	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	40				
	305-2 Energy indirect (Scope 2) GHG emissions	40				
	305-3 Other indirect (Scope 3) GHG emissions	40				
	305-4 GHG emissions intensity	40				
	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	35				
	306-2 Management of significant waste-related impacts	35				
	306-3 Waste generated	36				
	306-4 Waste diverted from disposal	36				
	306-5 Waste directed to disposal	36				
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	16-21				
	3-2 List of material topics	22-23				

Material topics

GRI 3: Material Topics 2021	3-3 Management of material topics	16, 18, 42-44				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	46				

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	60				
	401-3 Parental leave	61				
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	52				
	403-2 Hazard identification, risk assessment, and incident investigation	53				
	403-3 Occupational health services	56-58				
	403-4 Worker participation, consultation, and communication on occupational health and safety	54, 59				
	403-5 Worker training on occupational health and safety	54				
	403-6 Promotion of worker health	56-58				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53				
	403-8 Workers covered by an occupational health and safety management system	52				
	403-9 Work-related injuries	55				
	403-10 Work-related ill health	55				

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	47				
	404-2 Programs for upgrading employee skills and transition assistance programs	47				
	404-3 Percentage of employees receiving regular performance and career development reviews	48				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	45, 64				
	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	62				
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	62				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	74-76				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	74-76				
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	62				
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	70				
	413-2 Operations with significant actual and potential negative impacts on local communities	70				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	74-76				
	414-2 Negative social impacts in the supply chain and actions taken	74-76				
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	52-53				
	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	82				



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