

COMMITTED TO TALENT DEVELOPMENT IN COSTA RICA

SUSTAINABILITY
REPORT 2017

SYKES[®]



SYKES®

Comprometerse

Responsabilidad Social Empresarial

Why report sustainably?

GRI 102-45, GRI 102-46, GRI 102-49, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-53, GRI 102-54

This report represents SYKES' commitment towards the country's and the contact center industry's sustainable development, and towards managing the impacts our operations generate in Costa Rica. For the second year, we have created this sustainability report under the GRI standards methodology, presenting our economic, social and environmental performance.

This report was prepared in accordance with the GRI standards comprehensive option, reporting the operations in Costa Rica from January to December 2017, in San Jose and Heredia provinces, where our five sites are located and operate under a free zone system.

The content of this report was defined according to the following criteria: defining the material subjects, stakeholder consultation, focusing the alignment of corporate strategy with sustainability, and a comparison of achievements and key programs

between the current period and 2015 and 2016.

This report is available at www.sykescostarica.com/sustainability

If you have any questions or suggestions regarding this report, you can write to SYKES Costa Rica Social Responsibility Management at: ComprometeRSE@sykes.com.



Costa Rica



Clients: 7



Employees: 4,898



Seats: 4,591

GRI 102-3, GRI 102-4, GRI 102-7



OPENED:
1995



AGENT CAPACITY:
4,591 seats



SIZE:
295,500
SQUARE FEET
27,500
SQUARE METERS



SITE: **4**
(HEREDIA, MORAVIA,
SAN JOSE SOUTH AND
SAN PEDRO)



HOURS OF OPERATION:
24/7



**WE ARE COMMITTED
TO SUSTAINABILITY**

GRI 102-14, GRI 102-27

In our Latin American operations, SYKES contributes with environmental protection and the wellbeing of our employees, their families and the communities around us.

Our sustainable actions range from infrastructure through carbon neutrality, energy and water consumption efficient practices, to programs that make us proud such as English and technical academies. Also, our volunteering programs help schools and communities and protect the environment through reforestation programs.

We thank our employees for their selfless efforts in being part of our programs that promote constant learning. They are change agents in society and honor our recent global purpose:

At SYKES, we help people one caring interaction at the time.

Flora Solera

Senior Vice-President of
Regional Operations | SYKES Latin America



**WE ARE COMMITTED TO
CONTINUOUS IMPROVEMENT**

We are strengthening our social responsibility management system, considering concrete actions in the three dimensions: social, environmental and economic. Our focus is on impact measurement, allowing us to enhance our positive impacts on our employees and the country and mitigate the risks involved in negative impacts.

Developing talent is key for the business' sustainability and it's a part of SYKES Costa Rica's DNA, which is why we not only have made alliances with key entities such as the Public Education Ministry and local universities, but our English and technical academies graduate over 2500 students per year. Over 90% of these students either get a job offer or get promoted.

This focus and investment in improving the skills of the Costa Rican workforce contribute to strengthen the industry and the country's competitiveness.

We are SYKES Costa Rica!

The best place to Work, Learn and Grow.

Alejandro Arciniegas

Vice-President of Operations | SYKES Costa Rica

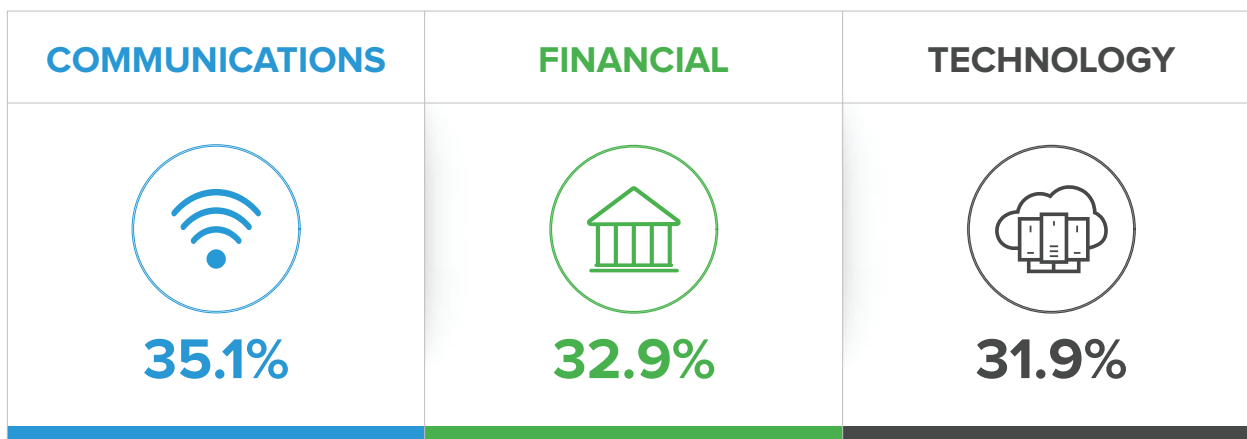
COMPANY PROFILE


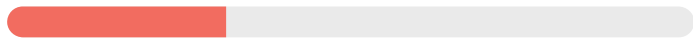

GRI 102-1,




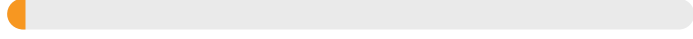
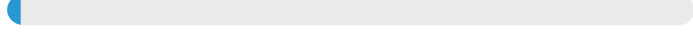
SYKES Enterprises Incorporated was founded in 1979 in the United States of America. Its head office is located in Tampa, Florida. It provides outsourcing solutions to clients worldwide. The corporation is present in all continents, with more than 60,000 employees in 20 countries. In Costa Rica, SYKES Latin America S.A. is part of a regional branch with presence in Mexico, El Salvador, Colombia and Brazil.

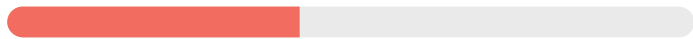

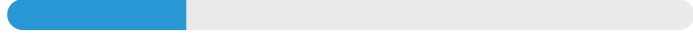
SYKES Costa Rica started its operations on September 1999 with the acquisition of Acer Information Services, a company that offered technical support to clients in the United States and Canada since July 1995.

Since then, it has been a pioneer in the Contact Center Industry in Costa Rica. Working with the main brands in the world, we offer solutions that enhance customer experience, increase retention, maximize each contact point and identify efficiency and cost optimization opportunities.



Languages % of Revenue		
English		67.4%
Spanish		31.9%
Portuguese		0.6%

Region Served % of Revenue		
Offshore US		66.5%
Global		25.3%
Regional		3.5%
Offshore US/Canada		2.7%
Local		2.0%

Contact Type % of Revenue		
Sales		42.6%
Tech Support		31.4%
Customer Service		26.1%

OUR DIRECTORS

GRI 102-23, GRI 102-24



ALEJANDRO ARCINIEGAS

Vice President Operations – Costa Rica



ANGÉLICA DENGO

Director, Account Operations



**DANIELA
ROJAS**

Director, Account Operations



**FERNÁN
VILLALOBOS**

Director, Account Operations



JEFFERSON GRANT

Director, Account Operations



MARTIN JENSEN

Director, Account Operations

GOVERNANCE STRUCTURE

GRI 102-18



SUSTAINABILITY COMMITTEE

GRI 102-20, GRI 102-22

Since 2017, it was determined that the sustainability committee should be divided in three groups, each in charge of managing one of the three main topics: environmental, social and economical. Members include supervisors, managers and directors, who are guided by the Social Responsibility Department, who in turn inform the management team of agreements and advances.

Finance Director

- WFM Manager
- Financial Analyst Supervisor
- Purchasing Supervisor
- Purchasing Coordinator

Corporate Affairs Director

- Labor Relations Manager
- Recruiting Manager
- Compensation & Benefits Supervisor
- Occupational Health and Safety Specialist
- HR Consultant
- Training

ECONOMIC:

SYKES is committed with the clients' businesses and the value chain of its operation.

SOCIAL:

SYKES is involved in the personal and professional growth of its people and it's committed to strengthen the competencies and skills of the communities for a future at SYKES.

SUSTAINABILITY

Social Development



Our Operations



Our People

Mission: Actively contribute to the social, economic and environmental development of our employees and consequently the communities where we operate. SYKES wants to be recognized as sustainability leader.



Our Community

ENVIRONMENTAL

SYKES is committed with the environment implementing and promoting eco-sustainable solutions while improving our profitability model.

Support:

- CSR Manager-Yolanda Tapia
- CSR Specialist-Anthony Nájera

Administration Director

- Building & Security Manager
- Facilities Manager
- Building Coordinators

STAKEHOLDER ENGAGEMENT

GRI 102-21, GRI 102-43, GRI 102-44

Our relationship with stakeholders is based on an open door policy, which allows any stakeholder to show up at our reception to discuss any subject. In these cases, the contact point within the organization is located and a meeting takes place.

Typically, we receive feedback from these channels:

STAKEHOLDER

HOW DO WE LISTEN?



EMPLOYEES

- Open door policy
- Weekly 1-1 sessions
- Global satisfaction survey
- Employee services office
- Ask our VP
- Social media



CLIENTS

- Voice of the Customer (VOC)
- Daily and weekly follow up
- Monthly business reviews
- Quarterly business reviews



SUPPLIERS

- Bidding processes
- Visits and product offerings
- Supplier registering process



PARTNERS AND ALLIES

- Sector chambers
- Working commissions
- Boards of Directors
- Media



GOVERNMENT

- Periodical meetings
- Chambers and NGOs

WHAT HAVE THEY TOLD US?

Employees want to grow and develop in a positive atmosphere. They value having friends at work and worry about their contribution to society and to the environment

Our clients seek world class service with high quality standards and commitment towards their brands

Our suppliers seek to be recognized as allies, fairness in payment system and strictness in our registering process

Our allies recognize us as pioneers and leaders in analysis, initiative management towards the development of the services sector

We share the government's vision to develop the services sector by shaping Costa Rican human talent, to improve the country's competitiveness

WHAT DO WE DO ABOUT IT?

We promote participation in social impact activities and provide options for a balanced and healthy lifestyle. As talent shapers, we offer options to improve language skills and techniques for growth within the company. We promote our "Refer a Friend" program as a first option for applicant seeking

We work in an innovative and continuous improvement culture. We promote active participation in all levels of the company towards the identification of improvement areas and innovative solutions

We have generated forms and tutorials to clarify regulations. We program visits to evaluate practices, we do follow ups and recommendations

Together we seek for initiatives to develop the sector and improve the work forces' skills

We partner with the Ministry of Education (MEP) to develop education in English language and the transfer of technology knowledge

EXTERNAL INITIATIVES AND MEMBERSHIPS

GRI 102-12, GRI 102-13

PUBLIC-PRIVATE PARTNERSHIP WITH THE PUBLIC EDUCATION MINISTRY



The agreement we made with the Public Education Ministry (MEP) has the goal to:

Improve English skills and technical education

- With the implementation of educational trips that promote the “Interactive Radio Program” in single-teacher schools. The program now has multimedia resources, and can be called “Interactive English”, more aligned with the new digital tool.
- With professional practices in the specialization “Executives for service centers”, in professional technical high schools
- With technical internships for tenth and eleventh grade students and professional practices for twelfth grade students in the specialization “Networks”.
- Transferring implemented methodology in the teaching improvement programs, as well as cooperation and implementation of other existing methodologies and programs to improve English skills for SYKES candidates.



PUBLIC-PRIVATE PARTNERSHIP WITH THE MINISTRY OF LABOR AND SOCIAL SECURITY

- **“Empléate” Program:** directed towards people ages 17-24 that neither work or study and are living in unfavorable socioeconomic conditions. It operates through conditioned transfers to support occupational-technical training, according to market needs. The program runs in alliance with organizations and companies from the productive sector as well as public and private education centers.
- **“Mi Primer Empleo” Program:** promotes new employment opportunities for young people, women and people with disabilities, through a State-given economic benefit for companies that enroll and increase their payroll.

STRATEGIC ALLIANCES AND MEMBERSHIPS

- Costa Rican Coalition of Development Initiatives (CINDE)
- Costa Rican Foreign Trade Promoter (Procomer)
- Costa Rican Chamber of Exporters (CADEXCO)
- National Training Institute (INA)
- Business Development Alliance (AED)
- Costa Rican-American Chamber of Commerce (AmCham)
- Omar Dengo Foundation (FOD)
- Don Bosco Salesian Education Center (CDB)
- Costa Rican Chamber of Industries (CICR)



AWARDS, CERTIFICATIONS AND PARTNERSHIPS

EACH YEAR, AS PART OF ITS COMMITMENT WITH CONTINUOUS IMPROVEMENT, SYKES COSTA RICA UNDERGOES DIFFERENT EVALUATION PROCESSES IN ORDER TO SEEK CERTIFICATIONS AND AWARDS.

The Carbon Neutral Certification, achieved in 2014, is an outstanding accomplishment, as SYKES was the first company in the service center industry to obtain it. This positions the company as a leader in innovative and sustainable initiatives that help mitigate environmental impacts. Other achievements include:

2014

- National Award to the Services Exporter – CADEXCO
- Carbon Neutrality Statement – INTECO G35
- Sykes – CTP Cedec Don Bosco Agreement

2015

- Carbon Neutral Re-certification INTECO G35
- Bandera Azul in all our sites
- Excellence Award: Gold Route – Costa Rica Industries Chamber
- SYKES – UTN Agreement
- SYKES – Labor Ministry “Empleate” Agreement
- SYKES – Labor Ministry “Mi Primer Empleo” Agreement



2016

- Excellence Award: Gold Route – Costa Rica Industries Chamber
- Businessman Of The Year Award: Alejandro Arciniegas – El Financiero
- Bandera Azul in all our sites
- Carbon Neutral Re-certification – INTECO G35
- Ranked 3rd Largest Employer of the country
- Gender Equity Stamp – ONU Women and INAMU
- SYKES – Cenfotec Agreement
- SYKES – INA Agreement
- SYKES – Omar Dengo's Foundation Agreement Renewal



2017

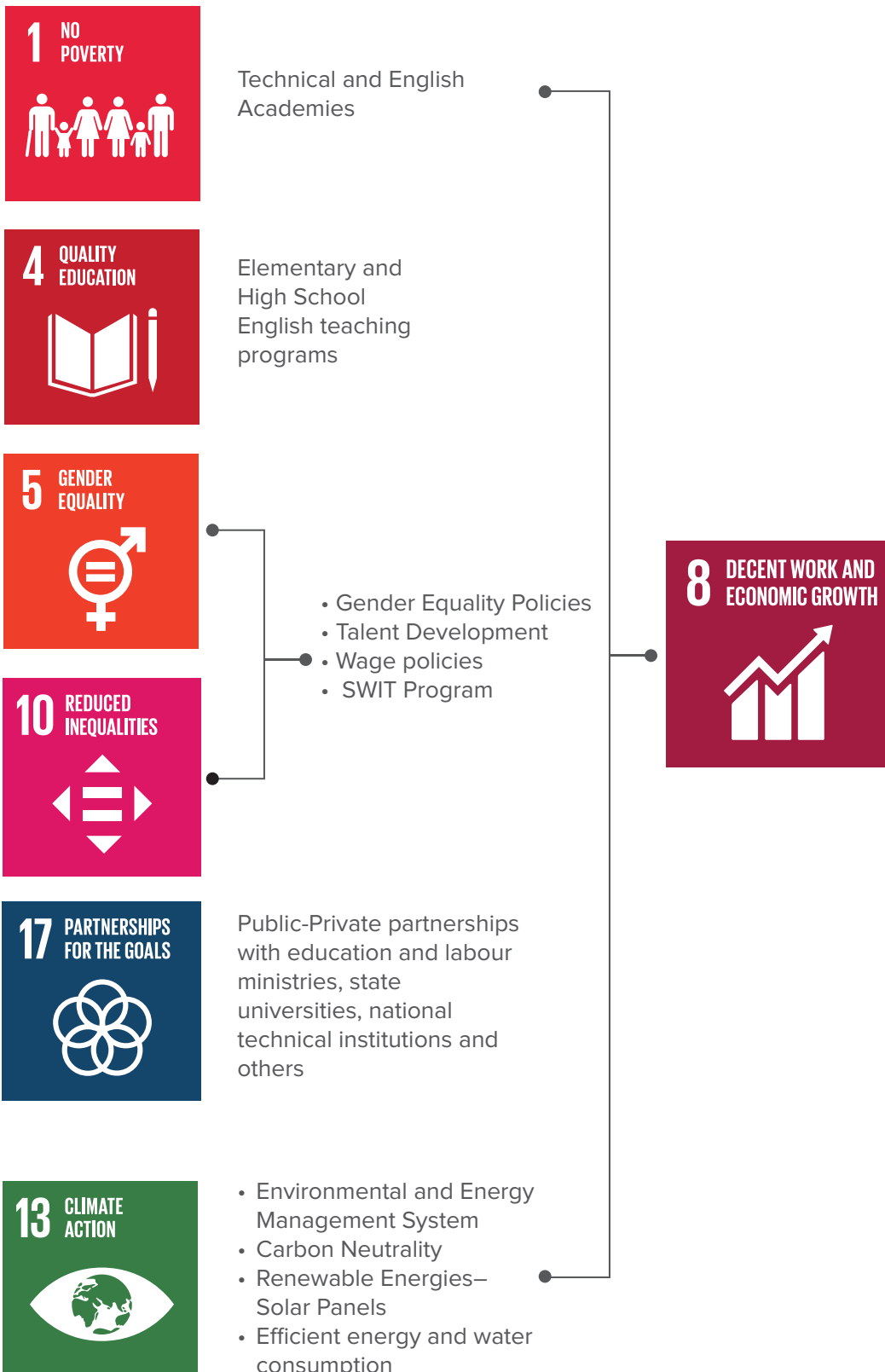
- Honorary mention in the “Social Responsibility in Action” awards of the SWIT– AmCham Program
- Award “Women Leaders in STEM/Technology”: Sindy Campos – Embassy of the United States
- Good Labor Practices towards Gender Equality award - INAMU
- Bandera Azul in all our sites
- SWIT Best Practices, Gender Equality at Work– INAMU
- Carbon Neutral Re-certification – INTECO G35
- Excellence Award: Market & Client Focus – Costa Rica Industries Chamber
- Excellence Award: Human Talent Focus – Costa Rica Industries Chamber
- Corporate Social Responsibility Award: Sykes & Technical Academies – CADEXCO
- 2017 Central American & Caribbean Contact Center Outsourcing Services Company of the Year Award - Frost & Sullivan



SUSTAINABLE DEVELOPMENT GOALS



SYKES is committed to sustainability as a way to increase economic growth and ascending social mobility. Our academies and professional growth programs have set the goal to improve English and technical knowledge for better quality employment, contributing to social equality, exports, strengthening of the Business Process Outsourcing (BPO), country competitiveness, wealth in the region and reducing the poverty rate.



OUR MANAGEMENT TEAM

GRI 102-19, GRI 102-22, GRI 102-26, GRI 102-28, GRI 102-48

The management team is the highest body of corporate governance. Its task is to ensure the company’s profitability and sustainability by directing and controlling the operations and support areas according to the business plan. The senior management team meets weekly to monitor the advance of the set goals, and each quarter they are reassessed accordingly.

OUR VALUES

WE HELP PEOPLE, ONE CARING INTERACTION AT A TIME.

OUR STR

Our national strategy is based on two main cores on which our objectives and goals are based on: imperatives and strategic topics given by corporate, and key objectives set by the regional Latin American team.

CORPORATE

Strategic Imperatives

1. Execute on Core Business

2. Drive Digital Transformation

3. Optimize & Prepare Workforce for Today & Future

Strategic Themes

Grow Market Acceleration

Protect Customer Base

Shift Service Value Chain

Unleash the Power of Data & Tech

Create Effortless Support

Elevate Employee Experiences

Inspire Living the Brand

REGIONAL

Grow business profitably and contribute significantly to our clients success and employees wellbeing.

- **Grow** revenue to achieve **25%** of the corporation
- Meet financial **commitments** “financial model”

- Top **valuable** vendor within client’s network

- Be **best in class** in employee engagement within SYKES and the competition

Right now, **85%** of our directors are Costa Rican
and **100%** of them live in the local community.

act as one | answer the challenge | ensure every person matters | make each moment count | serve with thought and heart | create a spirit of trust | be current

STRATEGY

All our key strategies and initiatives are mapped within our materiality matrix. Each of these has a main impact material subject and in some cases, two or three indirect impact subjects. On the other hand, 52% of these key strategies and initiatives are within the scope of the main material subjects or higher impact or risk subjects.

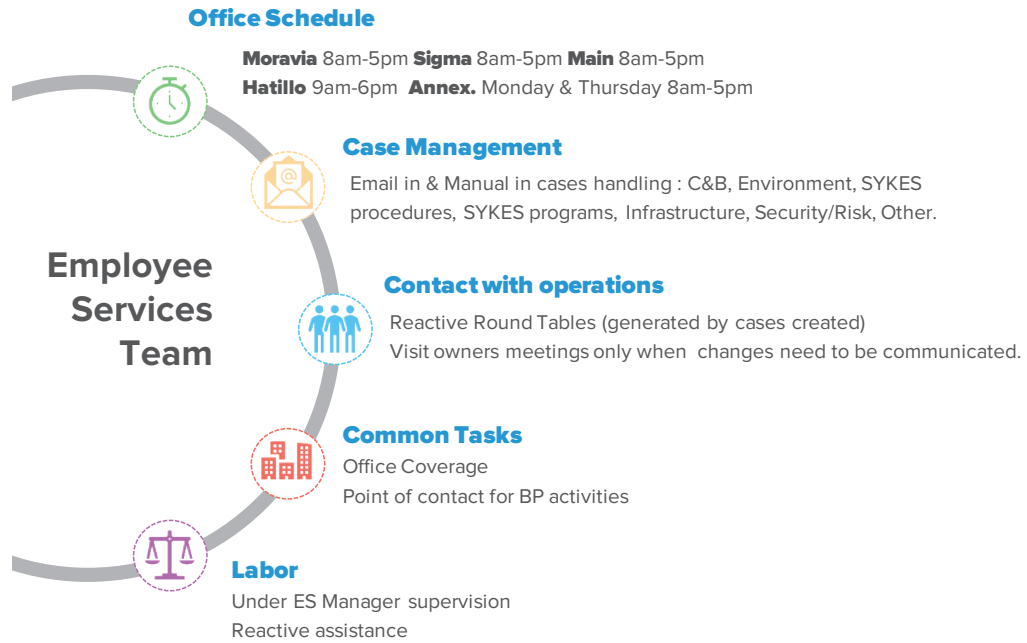
COSTA RICA'S

SYKES Costa Rica will become the role model operation in line with our Corporate Mission & Vision, aligning our 3 strategic imperatives (Execute on Core Business, Drive Digital Transformation, Optimize & Prepare Workforce for Today & Future) to the TBL (Triple Bottom Line), enabling sustainable and profitable growth.

Social	<ul style="list-style-type: none"> • Working Conditions • Occupational Safety & Social Security • Attraction and Talent Retention • Human Rights 	<ol style="list-style-type: none"> 1  CSR Sustainability Alignment (RSE) under the TBL approach. 2  Talent Ecosystem Consolidation (through Talent Acquisition, Retention & Engagement).
Economic	<ul style="list-style-type: none"> • Customer Service & Technical Knowledge • PII Protection • Anticorruption & Ethics • Fair Marketing Practices 	<ol style="list-style-type: none"> 3  Ensure Profitable Growth Achieving Financial Targets by Optimizing Client Portfolio. 4  Organizational Structure & Governance Alignment To Sustainable & Profitable Business Processes.
Environmental	<ul style="list-style-type: none"> • Emissions Control • Solid Waste Management • Energy Consumption 	<ol style="list-style-type: none"> 5  Promote Operational Excellence via Effortless Experience (external & internal) and Science of the Basics Culture Consolidation, enabled by New Technology Platforms & Processes Automation Adoption. 6  Achieve Sustainable Long Term Business Growth enabled by Consolidating The Right Mix (sustain voice to enable back office & technical transactions growth).

MECHANISMS FOR ADVICE AND CONCERNS ABOUT ETHICS

GRI 102-17



ASK ALEJANDRO!

GRI 102-33, GRI 102-34

Internally, any of our employees has the possibility to dialogue with the general manager through SharePoint. Comments about internal procedures, recommendations about operational tools, feedback about leaders, and others have been received through this tool.



STAKEHOLDER PRIORITIZATION

GRI 102-40, GRI 102-42

The sustainability committee had a four-hour session dedicated specifically to stakeholder identification. The committee was divided in groups and each had to come up with a list of stakeholders with whom each department normally interacts with. As a guide, a set of questions was established in order to reach the results. With each group's list, categories of stakeholders were created. Next, the Sustainability Committee validated the list. Each stakeholder was analyzed with the following matrix of interaction and influence criteria. The maximum grade possible for each stakeholder is 12 points and the minimum is 4 points.

OUR STAKEHOLDERS

In order to define each stakeholder’s prioritization value, the following scale was used:

- Very high:** 12 to 11 Points
- High:** 10 to 9 Points
- Medium:** 8 to 6 Points
- Low:** 5 to 4 Points

Stakeholder Interaction and Criticality Priorization Matrix

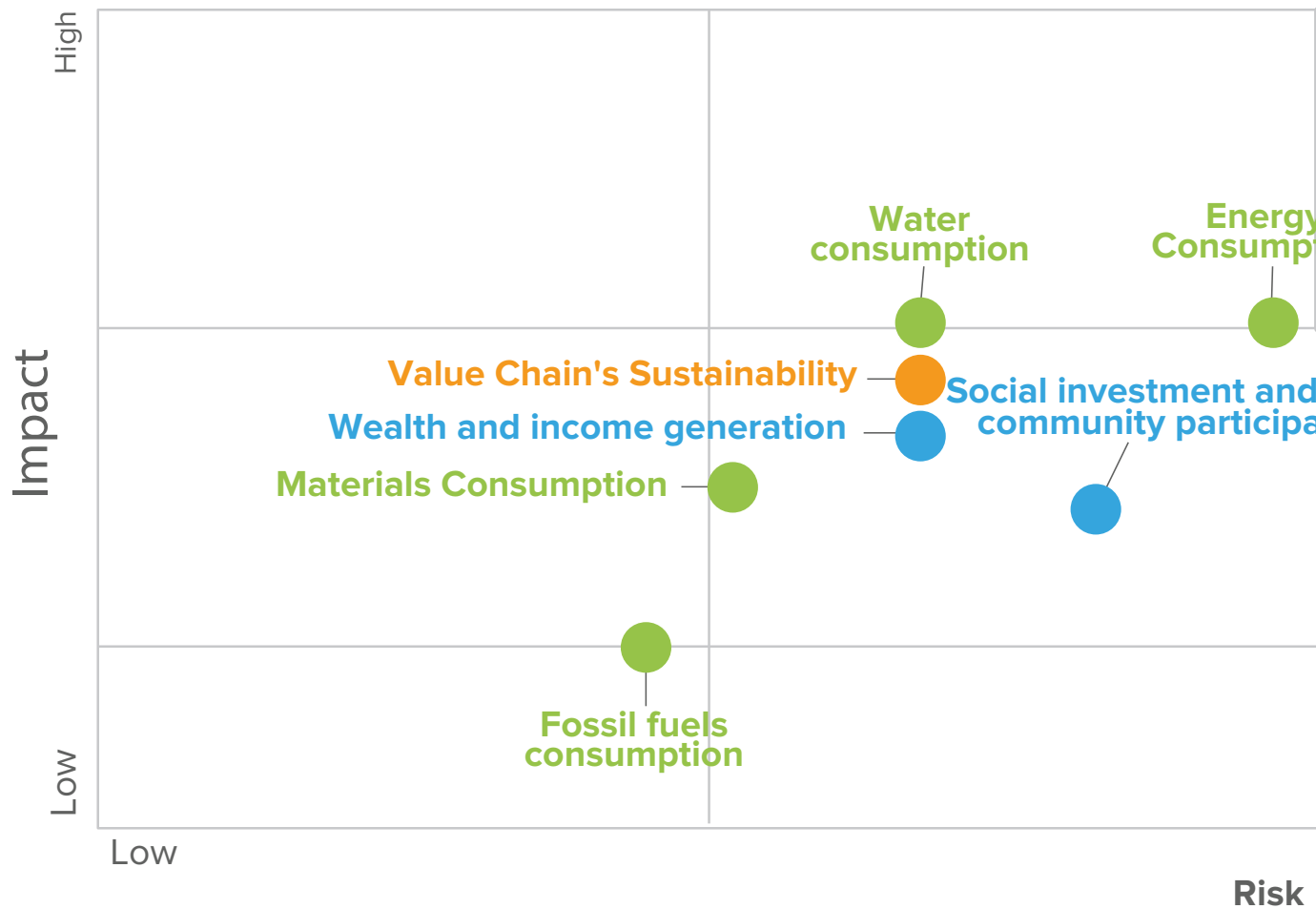
CRITERIA	VALUES			
	1	2	3	4
How much does the company interact with the Stakeholder				
Proximity	Does not interact	Low interaction	Interacts regularly	Not applicable
Consequences of operations over the stakeholder				
Negative effect on the stakeholder	Neutral effect (company is not perceived)	Slightly negative effect (correctable)	Relevant negative effect	Not applicable
Potential risk that the stakeholder affects or stops operations				
Capacity of affecting operations	No capacity of affecting operations	Low capacity of affecting operations	High capacity of affecting operations	Capacity to completely stop operations
Stakeholders with whom the company might have legal or financial liability				
Liability	No liability	There is liability	Not applicable	Not applicable



OUR MATERIAL SUBJECTS

GRI 102-29, GRI 102-31, GRI 102-47

In 2015, a consultation about the company's direct and indirect impacts was made. This was the first step to defining the material subjects on which the company must focus to ensure its sustainability in the country in time.

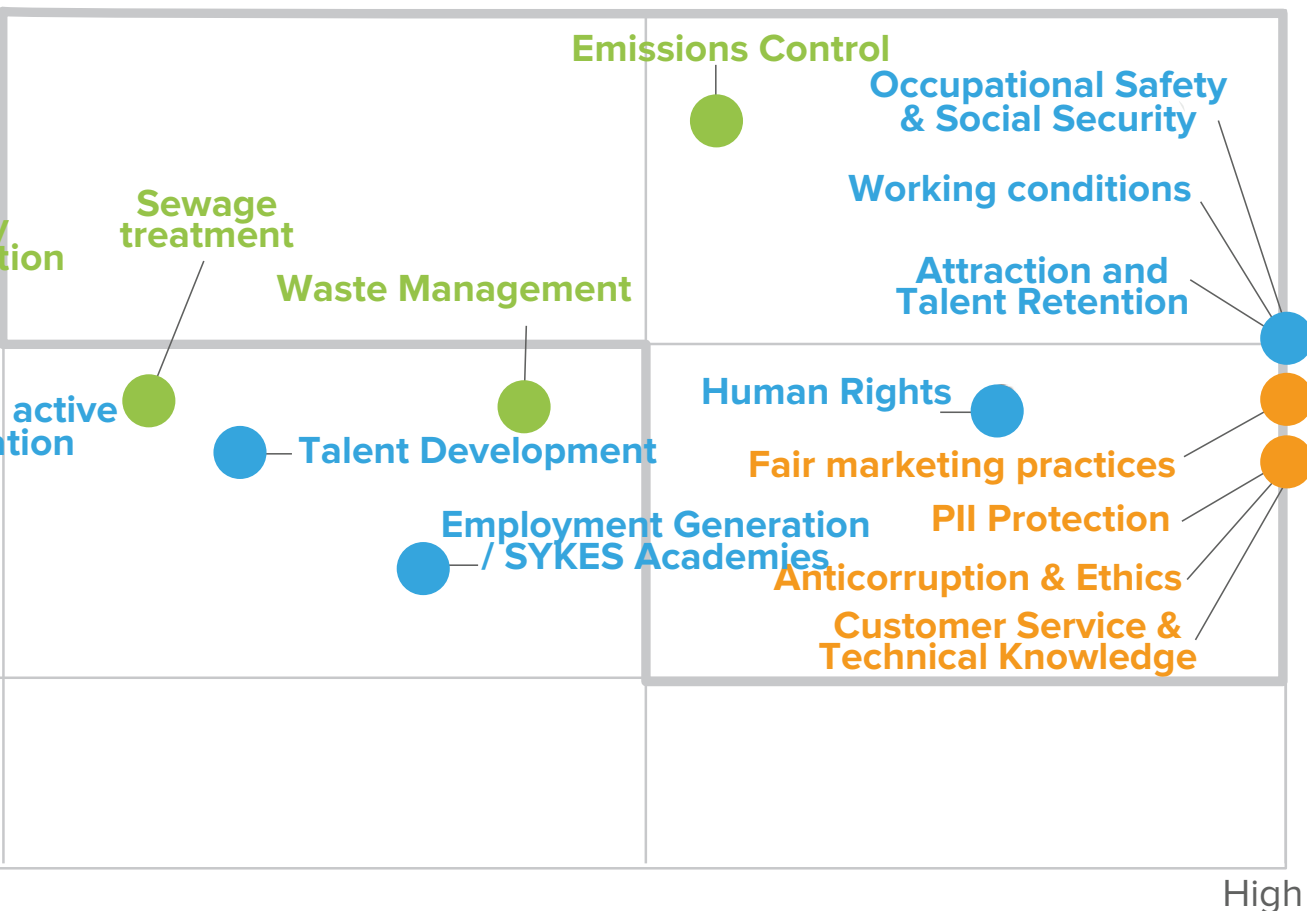


The definition of risks, impacts and material subjects was based on an internal analysis made jointly with consulting organizations that focus on social responsibility and sustainability.

The material subjects are currently integrated in the company’s strategic plan, and are measured by key performance indicators (KPIs). The annual and long-term targets set by the Sustainability Committee follow up on these indicators. The three groups meet each quarter and analyze the current situation, the achievement of last year’s goals and the current year’s priorities. Then, budgets and responsibilities are assigned.

Material subjects accompany annual plans and sessions, and are backed by internal policies, targets, goals, key indicators, people in charge and the necessary resources for its implementation. Our current material subjects are shown next:

Our prioritized material subjects are located in the high risk, high impact quadrants, highlighted in the materiality matrix.



ECONOMIC DIMENSION

GRI 103-1, GRI 103-2, GRI 103-3

We are committed to our clients' profitability and to the value chain of their operations by delivering good practices and excellent services by our Costa Rican human capital.

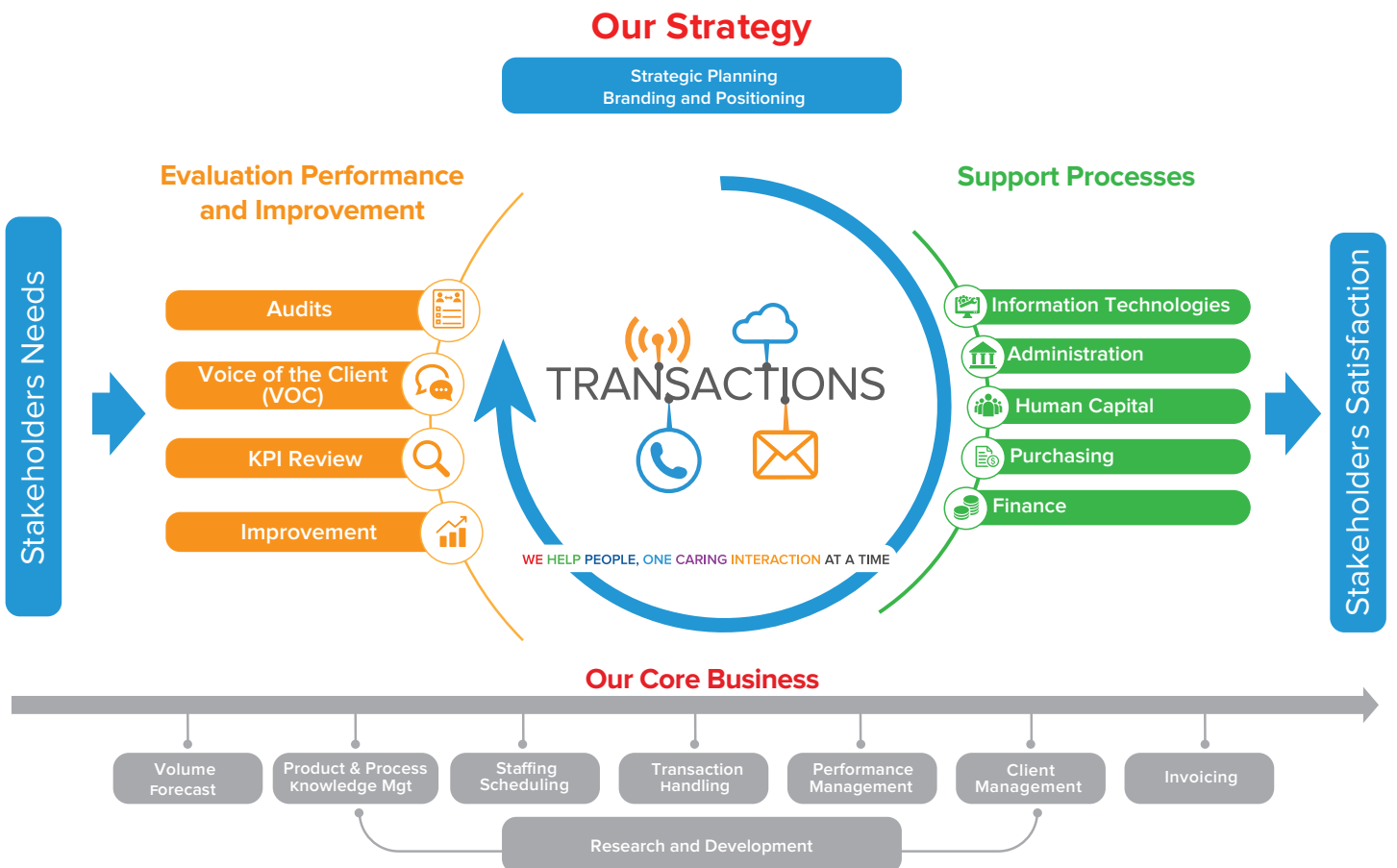
Our strategy is based on our material subjects and the Global Reporting Initiative (GRI) indicators: economic performance, market presence, indirect economic impacts, procurement practices, and anticorruption and fair market practices. Our planning, finance, risk and administrative departments manage these indicators.

Our performance is evaluated through internal and external audits for continuous improvement. Each week our senior management meets to review the indicator's progress, and each quarter they redefine the initiatives or action plans according to the current situation and context.

MATERIAL SUBJECTS

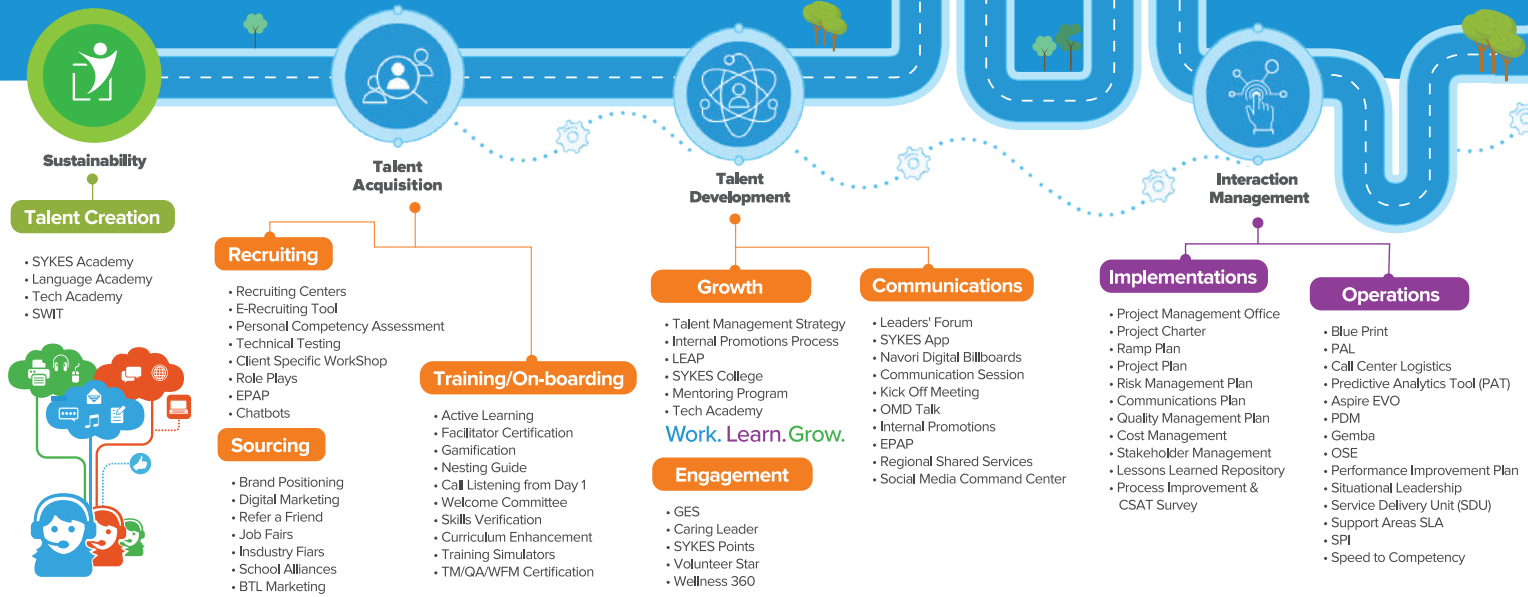
1. Anticorruption & Ethics
2. Value Chain's Sustainability
3. Fair marketing practices
4. Customer Service & Technical Knowledge
5. Data Protection

MACROPROCESS



VALUE CHAIN'S SUSTAINABILITY

GRI 102-9, GRI 102-10



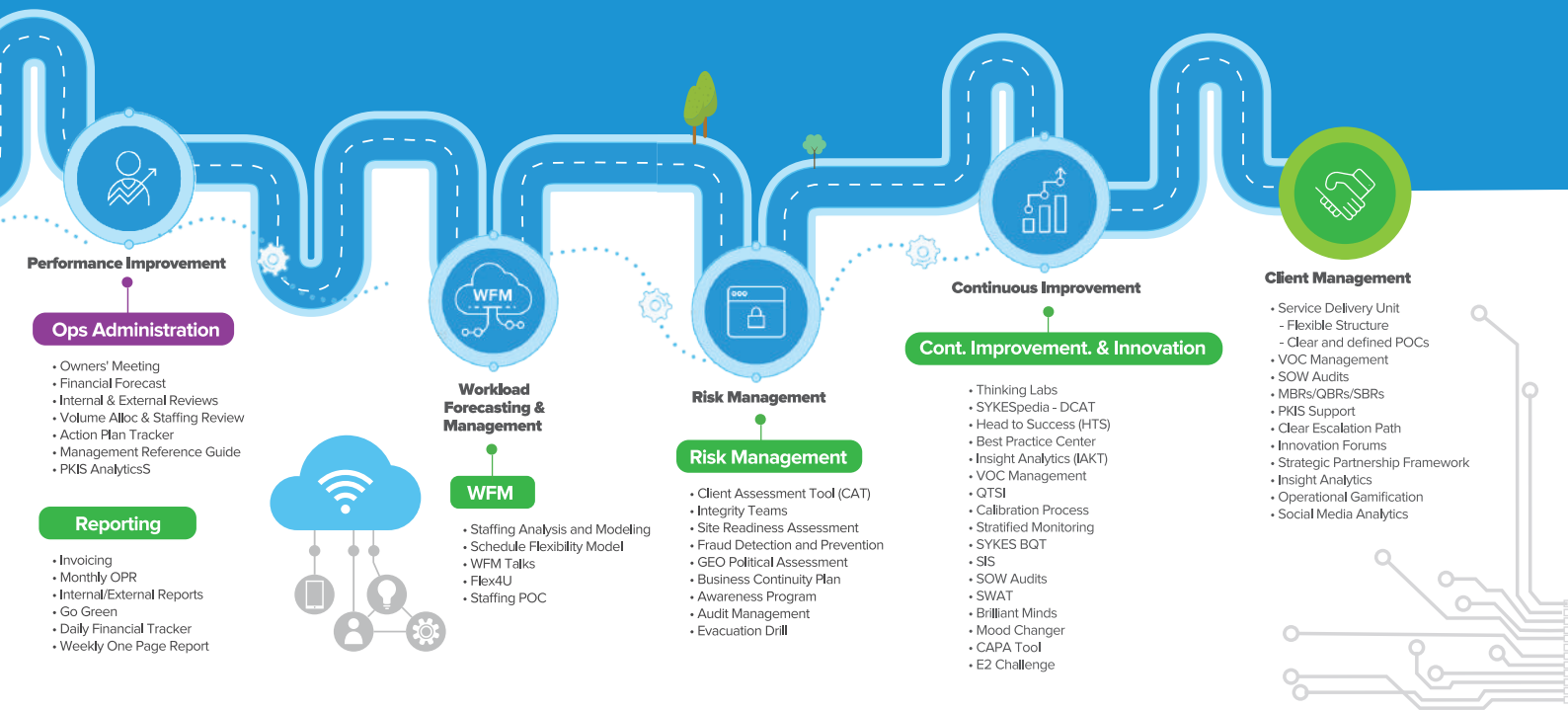
Our value chain is shown on the top part of pages 32 and 33. It is provided by our regional direction, for all of SYKES operations in Latin America.

Previously the materiality matrix reflected the direct and indirect impacts of SYKES' operations. Now, through the value chain it is possible to reflect in detail each of our processes and the impacts generated.

Our operations value chain reflects all the work our staff does to provide services to our clients' needs. Our main resource is human talent, and all our value chain is based on it.

MAPPING OF IMPACTS IN OUR VALUE CHAIN

Dimension	IMPACT Material subject	VALUE CHAIN							
		Client	Talent Acquisition	Talent Development	Transaction handling	Coaching & engagement	Workforce management	Risk management	Continuous improvement
ENVIRONMENTAL	Waste management								
	Sewage treatment								
	Emissions control								
	Water consumption								
	Energy consumption								
	Materials consumption								
	Fossil fuels consumption								
	Climate change action								
ECONOMIC	Anticorruption & Ethics								
	Value Chain's Sustainability								
	Fair marketing practices								
	Customer Service & Technical Knowledge								
	Data protection								
SOCIAL	Human Rights								
	Working conditions								
	Occupational Safety & Social Security								
	Talent Development								
	Social investment and active community participation								
	Employment Generation								
	Wealth and income generation								
Attraction and Talent Retention									



SYKES seeks to manage its value chain sustainably and create shared value with all our stakeholders, which is why we work hand in hand with them in each key process of the chain, managing our impacts and risks.

developing talent in high technology, with the Government in the improvement of English and technical skills, and with chambers and regulatory entities in continuous improvement processes.

Some of our initiatives for the sustainability material subject and value chain are: our work with clients in

MAPPING OF IMPACTS IN OUR STAKEHOLDERS

STAKEHOLDER			VALUE CHAIN							
Category	Stakeholder	Priority	Client	Talent Acquisition	Talent Development	Transaction handling	Coaching & engagement	Workforce management	Risk management	Continuous improvement
Internal Public	Direct Agents	Very high								
Internal Public	Indirect Agents	Very high								
Internal Public	Support Areas	Very high								
Clients	Client Service Accounts	Very high								
Clients	Sales Accounts	Very high								
Clients	Technical Support Accounts	Very high								
Competitors	Other countries	Very high								
Government and Regulatory entities	Audit and evaluator firms	Very high								
Internal Public	Senior Management	High								
Internal Public	Regional Team	High								
Competitors	Cost Centers	High								
Government and Regulatory entities	Ministries	High								
Competitors	Benefit Centers	High								
Government and Regulatory entities	Local governments	High								
Media	Social Media	Medium								
Suppliers	Services	Medium								
Media	Mass and Digital Media	Medium								
Community	Associations and Organizations	Medium								
Suppliers	Technology	Medium								
Media	Influencers	Medium								
Community	Commercial and Residential Neighbors	Medium								
Clients	Potential Clients	Low								
Community	Society	Low								

SUSTAINABLE SUPPLIERS

GRI 308-1, GRI 308-2, GRI 414-1, GRI 414-2

ALL of our registered suppliers filled out an evaluation form in order to be eligible for our value chain. In this evaluation form, information about their social responsibility and environmental practices is requested, as well as a fact sheet about their products and services. Fact sheets must comply with energy saving and environmental protection requirements.

Our sustainable purchasing program takes the next step. The company requires certifications that prove that the product or service complies with environmental standards.

THESE ARE THE MAIN ALLIES SINCE 2015 IN THE SUSTAINABLE PURCHASING PROGRAM:

Empaques Belén	Biodegradable cafeteria food packaging
Alfredo Lizano	Plastic Bags
Dimopael	Plastic Bags
Kimberly Clark	Cleaning Supplies (Toilet Paper, alcohol, napkins, hand soap)
Propagar	Odorant
Afalpi	Office Supplies
Corp. Cek	Soap
Control Natural de Plagas CNP, S.A.	Fumigation
Asocleaning	Cleaning services
Urucosta	Cleaning services
Value Shared	Recycling services

CUSTOMER SERVICE & TECHNICAL KNOWLEDGE

ECONOMIC PERFORMANCE

GRI 201-1, GRI 203-1

Since 2015, SYKES Costa Rica has provided services to the communications, financial services and technology industries.

INCOME

In 2017, total income grew **6.18%**.
The communication industry stands out with a **17.99%** increase.

In 2017, in total, SYKES handled **18.464.680** transactions, including services brought to our clients the following way:

Communications vertical: product and service sales, mobile and complex broadband networks.

Financial services vertical: retail banking, credit cards, insurance / brokerage, consumer loans, loan services.

Technology vertical: consumer electronics, PC and peripherals, software and portals, business technology, cloud-based platform support

OPERATING COSTS

As with income, total direct and indirect operating costs increased by **3.96%**. These costs mainly include: agent wages, indirect agent wages, extra hours, bonuses, transportation, educational refund, medical insurance and others.

ADMINISTRATIVE EXPENSES

Administrative expenses increased by **2.71%**. SYKES Costa Rica considers the following as administrative expenses: support area employees' wages, electricity, water, and technological equipment, among others.

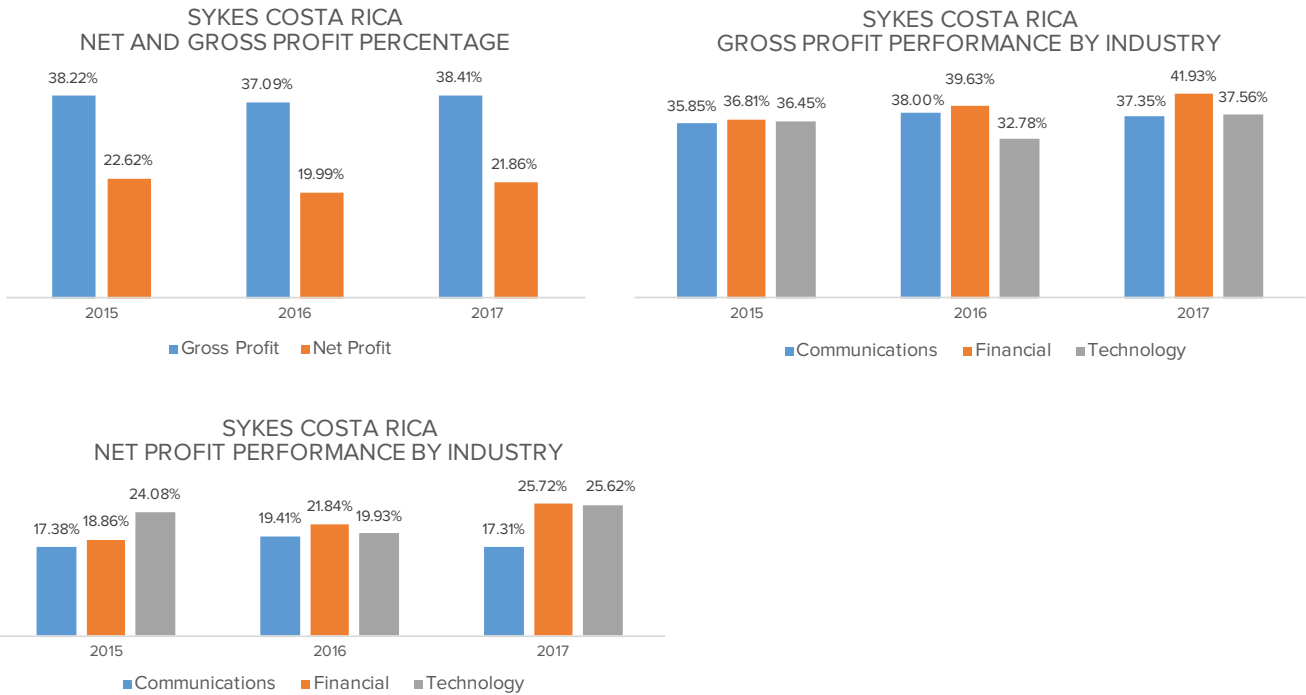
GROSS AND NET PROFIT

Gross Profit increased by 38.41%, according to total income and operating costs, and the net profit, resulting from expenditure of administrative expenses, grew **21.86%**.

SYKES Enterprises, Incorporated reports its financial statements publicly. These can be viewed from the website: www.sykes.com on the Company Investor Relations tab. The main financial indicators are presented below:

SYKES Global Performance Overview In thousands of dollars	2017	2016	2015
Revenue	1,586,008	1,460,037	1,286,340
Operating costs	1,039,790	947,677	836,516
Gross Profit	546,218	512,360	449,824
Administrative Expenses	459,327	420,112	355,560
Net Profit	86,891	92,248	94,264
Gross Profit %	34.44%	35.09%	34.97%
Net Profit %	5.48%	6.32%	7.33%

SYKES Costa Rica, for confidentiality, presents in a relative manner the profits of the local operation and the performance of its three industries served:



Note: The annual report shown on the website www.sykes.com presents the financial results by region, where SYKES Costa Rica belongs to the Americas region for the purposes of the global report. The financial data of Costa Rica are included within the mentioned region, plus the other countries of the region: Brazil, Colombia, El Salvador and Mexico. In this sustainability report, the Americas region is also mentioned as SYKES Latin America.

ANTICORRUPTION & ETHICS

GRI 102-16, GRI 102-25, GRI 205-1, GRI 205-2 GRI 205-3, GRI 418-1

SYKES guarantees knowledge, updates and compliance of the legal framework through its internal policies and procedures aligned with Costa Rican Law, SYKES code of conduct and the universal human rights, which are communicated to all new hires as a part of the induction and training process. Also, one or two internal communications campaigns are made each year.

The company obtains outsourced legal advice through expert lawyers that handle any questions regarding legal matters. They also review the clients' contracts to make sure they comply with all applicable laws as well as providers' contracts, before signing. A contract must be signed when annual billings will exceed \$10,000.00.

The company's ethical behavior is highlighted and strengthened through communication with employees. SYKES has open channels so that employees can share any personal issues. No matter what the subject is, the company is committed to keep employee information strictly confidential.

The following processes guarantee that the company complies with all regulations, laws and ethical practices in each area:

Fiscal: regarding taxes, Price Waterhouse Coopers is the consulting firm that annually revises the income tax calculations in order to make the declaration in the government's taxation agency ("Tributación Directa"). Even though SYKES has a free zone contract and is exempt of paying income taxes, we have decided to make income declarations appropriately.

Financial: SYKES has internal and external auditors to assure compliance with Sarbanes-Oxley regulations, according to U.S. law. Deloitte audits the company at least once a year on this regulation.

Labor: SYKES complies with all guidelines established by law regarding hiring, disciplinary measures, compensation and benefits. All employees are registered in the CCSS (Social Security Institution), and minimum wages and social security costs are covered. The company has internal policies and procedures to handle tardiness, absences, workplace, and sexual or psychological harassment, among others.

Anybody can come to the RRHH department or employee services to inquire about wages or paycheck, work relations, expose harassment issues or any concerns they may have regarding labor aspects. The company offers an atmosphere of

respect and zero tolerance to discrimination.

Also, all leadership areas have daily support and guidance from the work relations department in order to ensure neutrality and respect towards work regulations in every decision that may affect employees.

In the legal area, the company has a contract with BDS Asesores, labor law specialists that cover the following areas: permanent labor advisory for daily inquiries, newsletters regarding any changes in labor laws, handling of work related claims and labor audits about improvements in policies and procedures.

The Ministry of Labor does inspections regularly, and the RRHH department keeps record of the results. There's a commitment to clear any doubts or resolve any gaps that may have been found, in coordination with the work relations department.

Environmental: As part of its environmental commitments, SYKES quantifies its green house gas emissions and removals since 2012. The methodologies proposed by INTE/ISO 14064-1:2006 and WRI and WBCSD's GHG Protocol were used to quantify SYKES' emissions and removals. The coordinator of the Environmental Committee prepares the inventories. The company has an environmental policy and develops its projects

according to the annual Environmental Management Plan. Since 2014 it makes internal and external audits regarding carbon neutrality.

Ethics: SYKES worldwide has a code of ethics that is implemented in every country where it operates. This code of ethics includes topics such as report of fraudulent activities, workplace harassment, promotion of a violence free atmosphere, proper handling of passwords, confidentiality, use of the company’s assets, open door policy, among others. SYKES has a telephone line dedicated exclusively to the report of fraudulent activities.

It is required that every employee during training learns about the corporate code of ethics and the procedure to report fraudulent activities. Then, a recap must be done once a year. To make sure 100% of the workforce has gone through this training, there is an electronic signature within a digital platform. The CSR office is in charge of these procedures.

SYKES’ standards of conduct and ethic code can be found on the website: <https://www.sykes.com/about-us/>

STANDARDS of CONDUCT

LET’S TALK ABOUT IT

 RESPECT |  SECURITY |  SAFETY |  ETHICS

 Equal Opportunity Open Door Policy Positive Workspace	 Passwords PII, PCI Technology Assets	 Global Safety Standards Employee Safety Protocols Ergonomics	 Honesty Leadership Integrity
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If you see or hear something, say something. Your voice matters.
 For more information, please visit: www.sykes.com/about-us

To ensure compliance with the codes of conduct and with internal and operational policies, SYKES performs internal audits through the local and regional risk department, plus the external audits performed by clients on the operations.

External Audits				Internal Audits			
Industries	2015	2016	2017	Industries	2015	2016	2017
Communications		1		Communications	2	1	1
Financial Services	1	3	2	Financial Services	3	2	2
Technology	2	3	2	Technology	4	4	5

DATA PROTECTION

The company has a risk department that protects the data exposed in SYKES' operations. This department is supported by the code of ethics, internal policies on data handling and protection and it works jointly with representatives of each client and each account's leaders.

SYKES was involved in one complaint for client data misuse, same as the cases reported on 2016 and 2015.

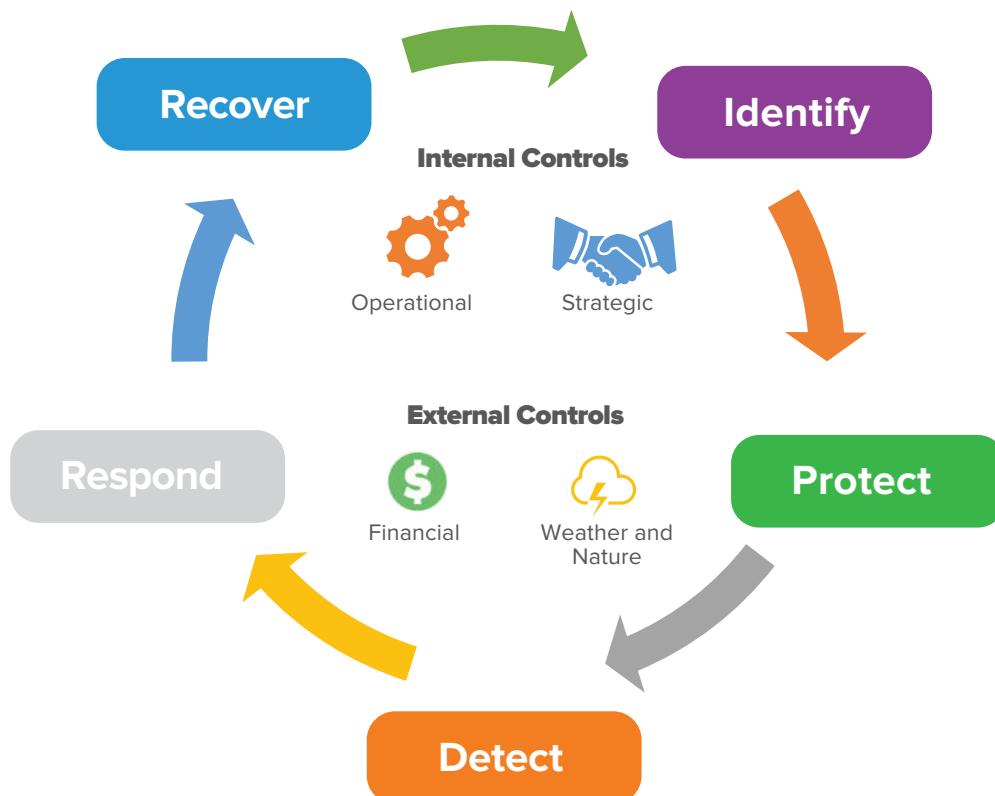
Internally there are two plans and one committee that are part of risk management: disaster plan, plan for business continuity and the emergency committee, which are activated in unforeseen situations.

Operational Risks, disasters and emergencies

2015	2016	2017
Harmful Gas	Natural Disaster	Natural Disaster
Gas Leakage	Power Failure	Telecommunications
		National Power Outage
		Threats to life

RISK MANAGEMENT PROCESS

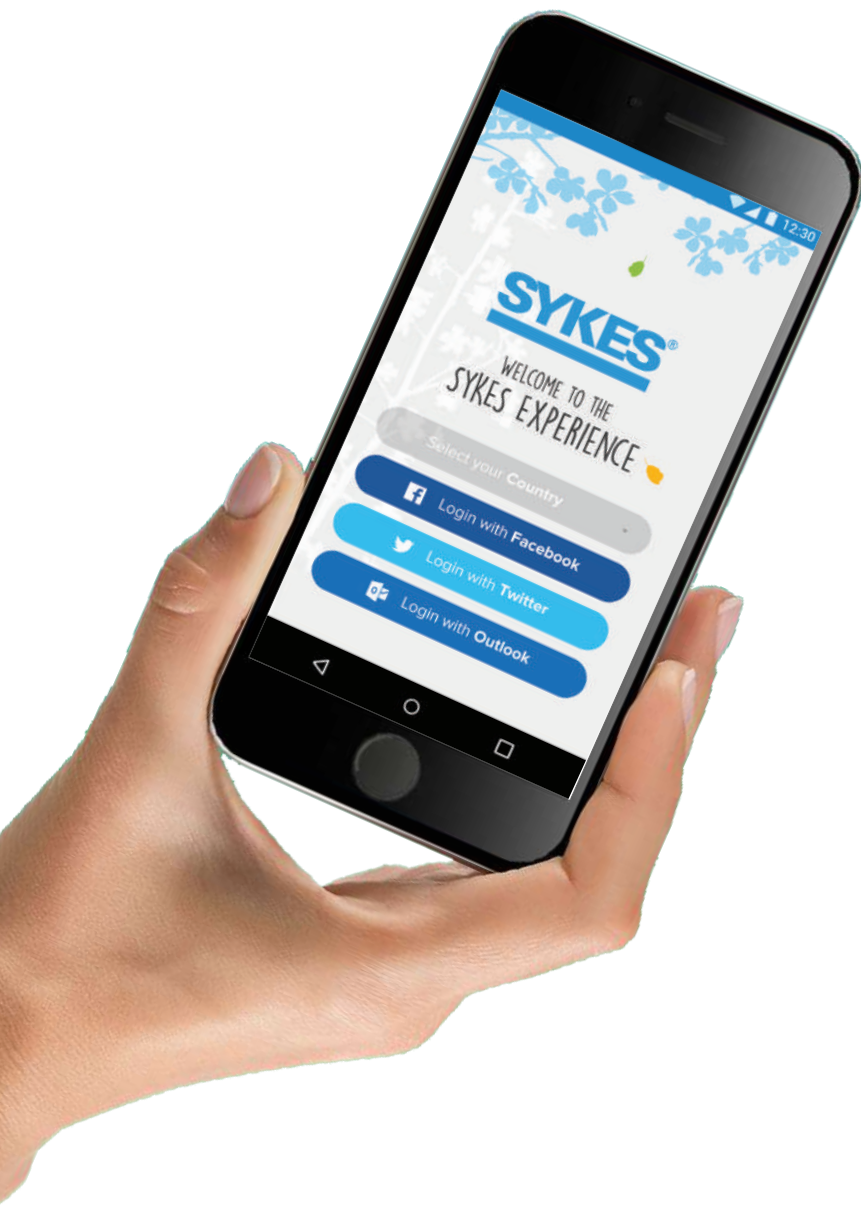
GRI 102-15, GRI 102-30



FAIR MARKETING PRACTICES

Our most important resource is our employees. To attract and retain them, we have a communication strategy that starts by letting them know that we are market leaders in talent development. We also position the value and experience of working at SYKES, how to be a multiplier agent and how to contribute with our community through our social responsibility initiatives. Also as part of the strategy, we execute many events that promote an enjoyable working environment and enhance interpersonal relationships within employees and motivate to achieve better and higher performance levels.

Our talent attraction department uses social media as the main platform to communicate new openings and talk about how it is to work at SYKES. The strategy is multi-channeled, though: we also use billboards, bus advertisements, job fairs and alliances with several government areas and private institutions.



SYKES App

Through our app, which can be downloaded from the App Store and Play Site, our employees and also external people can enter and create a user to see our activity calendar, available vacancies, refer a friend, announcements and daily information about the company, and games with prizes as part of the interaction. The content is strategic according to the company's needs and our stakeholders' interests.

Navori



Inside the operation floors, where the agents are providing services for our customers, there are communication screens called Navori, on which they employees can learn relevant information. This communication tool is used especially in business lines that have restrictions due to quality control and risk control.

SOCIAL DIMENSION

GRI 103-1, GRI 103-2, GRI 103-3

Committed to our people's personal and professional growth, and to strengthening the abilities and skills of communities for a future with SYKES.

Our strategy is based on developing Costa Rica's talent for today and the future. Internally this is achieved through our Employee Value Proposal, composed of five fundamental parts: recognitions, career, significant work, community and affiliation. Externally, it is achieved through our academies, creating income for society and investing in the communities we operate in. Our performance is evaluated through internal and external audits for continuous improvement. Each week our senior management meets to review the indicator's progress, and each quarter they redefine the initiatives or action plans according to the current situation and context.

MATERIAL SUBJECTS

- 6. Human Rights
- 7. Working conditions
- 8. Occupational Safety & Social Security
- 9. Talent Development
- 10. Social investment and active community participation
- 11. Employment Generation / SYKES Academies
- 12. Wealth and income generation
- 13. Attraction and Talent Retention

ATTRACTION AND TALENT RETENTION

GRI 102-8

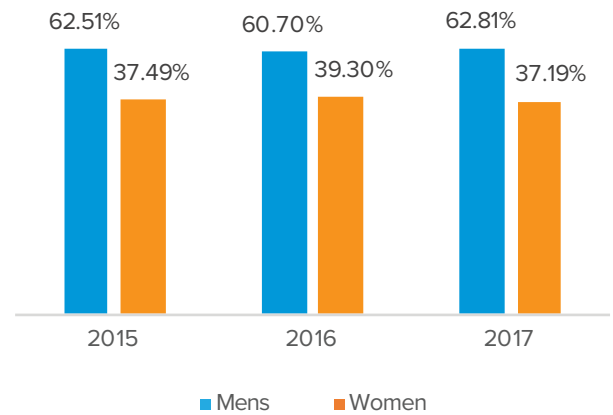
In

**2016 AND 2017
WE WERE ABLE TO EMPLOY
5000 PEOPLE**

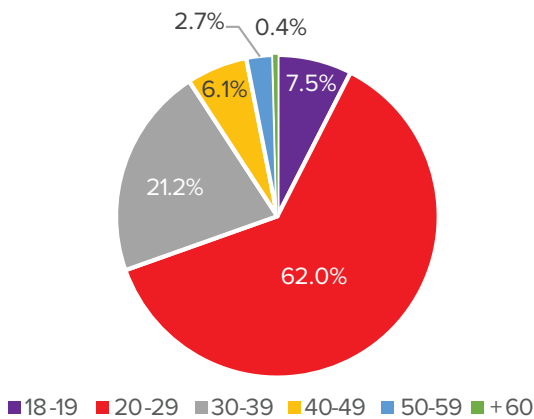
for a few months in the year, during which for turnover and talent market aggressiveness, we had an average of

**4,898 EMPLOYEES
IN THE REPORTING YEAR.**

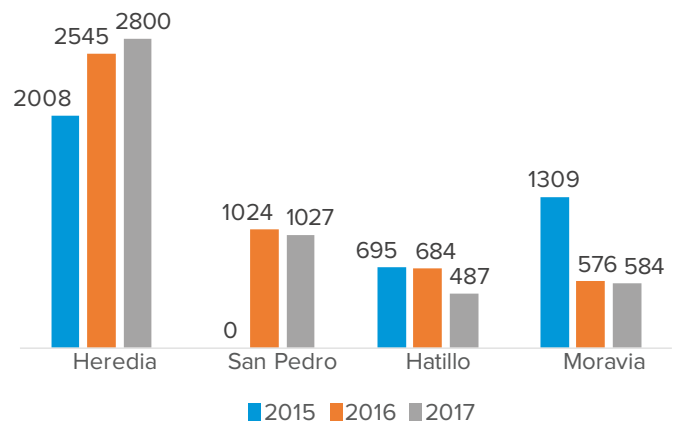
Employees by gender



Employee age range 2017



Employees by location



Fixed Hires, by age and gender

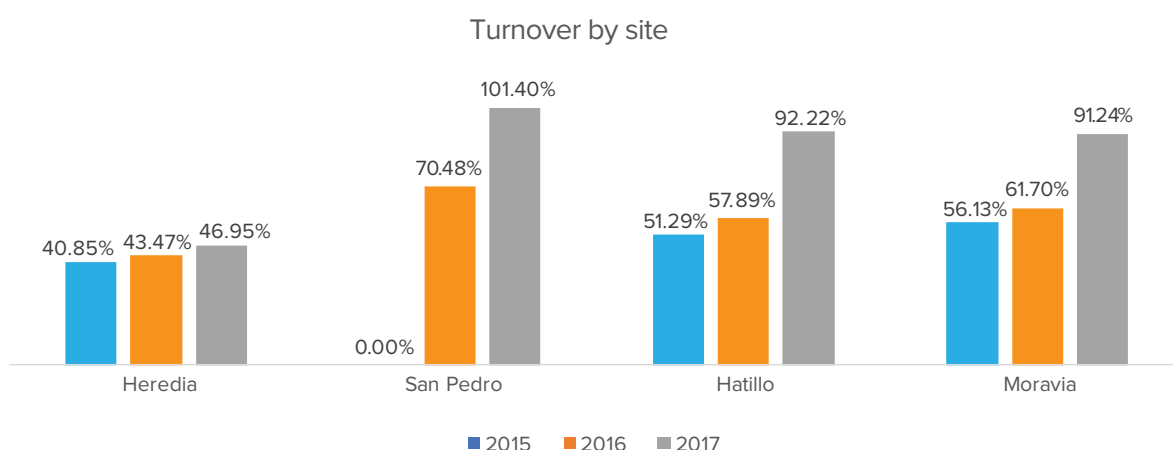
GRI 401-1

Age range	2015		2016		2017	
	Women	Men	Women	Men	Women	Men
18-19	308	422	448	603	588	786
20-29	914	1252	1218	1641	1067	1426
30-39	154	211	258	347	267	357
40-49	54	74	84	113	88	118
50-59	32	44	29	39	37	49
+ 60	4	6	8	11	8	11
Total hires	1467	2009	2044	2754	2056	2748

Employee turnover, by age and gender

GRI 401-1

Age range	2015		2016		2017	
	Women	Men	Women	Men	Women	Men
18-19	33	43	51	71	99	116
20-29	583	774	699	977	1150	1348
30-39	139	185	174	244	189	221
40-49	37	48	40	55	64	74
50-59	17	23	12	17	23	28
+ 60	1	2	5	6	6	7
Total turnover	810	1075	980	1371	1531	1794
Total employees	1504	2508	1898	2931	1739	2937
Average turnover by gender	53.86%	42.86%	51.63%	46.78%	88.04%	61.08%



Women in Leadership Roles

2015	2016	2017
102	124	133

Women in Technology

RoI	2015	2016	2017
Direct Agents	87	93	109
Indirect Agents	17	18	24

WORKING CONDITIONS

Salary injection into the national economy

GRI 201-1, GRI 201-3

Thanks to SYKES Operations and the employment it generated to almost 5000 people, in 2017 our employees received ₡33,427,270,965 in gross salary. Additionally, ₡ 1,540,795,674 correspond to extra hours.

As part of the Worker's Protection Law, No 7983, SYKES Costa Rica contributed 26.33% over gross salaries of social employee contribution, destined to: public institutions, labor capitalization funds, disability pensions, state and supplementary pensions, and other duties. Additionally, the Law requires that the employees contribute a percentage of their salary to these purposes. For 2015, 2016 and part of 2017, they contributed with 9.34%. From July 2017, an increase of 0.5% was approved until December 2018, so the employee's contribution was 9.84%.

Contribution	Year 2015	Year 2016	Year 2017
Net annual salaries	₡ 20,931,427,308	₡ 32,349,326,642	₡ 34,968,066,639
Employer Social Contribution 26.33%	₡ 5,511,244,810	₡ 8,517,577,705	₡ 9,207,091,94
Asociacion solidarista" contribution 2%	₡ 144,470,107	₡ 190,731,509	₡ 112,519,229
Employee contribution 9.34%-9.84%	-₡ 1,954,995,594	-₡ 3,021,348,909	-₡ 3,350,998,753

Standard Starting Salary vs Local Minimum Wage Ratio

GRI 202-1, GRI 202-2, GRI 405-2



Industry	Year	Currency	Minimum wage categories, according to MTSS	Starting salary at SYKES / country minimum wage
Communications	2016	Colones	High School Graduate	2.27
	2017	Colones	High School Graduate	2.24-2.35
Financial Services	2016	Colones	High School Graduate	2.27
	2017	Colones	High School Graduate	2.35
Technology	2016	Colones	High School Graduate – University, bachelor's degree	1.89-3.01
	2017	Colones	High School Graduate - University, bachelor's degree	1.86-4.20

Note: For confidentiality reasons, the company's starting salaries are not published. The minimum wages published by the Labor Ministry (MTTS) were used as a basis. Both in this institution and in SYKES, salaries are defined by position, not by gender. All our top managers were hired within the local community.

EMPLOYEE COMPENSATION AND BENEFITS

401-2

Medical insurance and tuition reimbursement



Indicator		2015	2016	2017
Life and medical insurance	Employees with life insurance	100%	100%	100%
	Employees with medical insurance	413	704	715
	Monetary value of all policies paid	\$248,751	\$340,261	\$316,593
Tuition reimbursement	Number of employees that used this benefit	No data	1245	2247
	Monetary value of all reimbursements \$	No data	\$201,070	\$397,775

In-house Cafeteria



Each of our sites has a subsidized cafeteria offering our employees breakfast and lunch at affordable prices. The cafeteria department works on nutritional aspects, waste management, cost and revenue control, and quality standards. **IN 2017, 40%** of our employees had lunch more than twice a week at the cafeteria.

Menu	2015		Menu	2016		Menu	2017		
	Market Price	SYKES Price		Market Price	SYKES Price		Market Price	SYKES Price	Savings
Combo 1	2,000	1,600	Combo 1	2,200	1,600	Vegetarian Combo	2,500	1,600.	900
Combo 2	2,700	2,100	Combo 2	2,900	1,600	Protein Combo	3,000	1,600	1400
Combo 3	2,400	1,600	Combo 3	2,600	1,600	Chef Specialty	4,500	2,500	2000
						Fast Food Combo	3,500	2,750	750

Note: Prices are in colones and refer to a lunch combo

Employee Transportation

Our transportations department mobilizes over **2700 PEOPLE ANNUALLY** in over **360,000 TRIPS** from the sites to each employee's house. This benefit is offered to people that come in or get out of work between 10:00 pm and 5:00 am.



Site	Detail	2015	2016	2017
Hatillo	Cost	₡ 158,064,000	₡ 128,451,395	₡ 98,229,995
	People	487	454	385
	Trips	79.009	63.724	50.711
Heredia	Cost	₡ 326,168,680	₡ 279,790,772	₡ 261,663,575
	People	2403	1674	1512
	Trips	335.763	259.709	203.507
Moravia	Cost	₡ 131,093,396	₡ 133,540,880	₡ 80,275,795
	People	445	474	319
	Trips	60.124	63.991	44.330
San Pedro	Cost	₡ -	₡ 67,446,835	₡ 133,155,004
	People	0	247	527
	Trips	0	30.965	69.070

Parental Leave

GRI 401-3

Costa Rican law indicates that all employees have the right to take parental leave. Women's maternal leave starts on the eighth month of pregnancy and ends three months after the baby is born, unless the period is extended by medical orders. At SYKES, men have two days paternal leave.



Gender	2015	2016	2017
Men	17	35	49
Women	53	62	49
Total parental leaves	70	97	98
Employee return after parental leave			
Gender	2015	2016	2017
Men	17	35	49
Women	40	32	13
Men	100%	100%	100%
Women	75,5%	51,6%	26,5%

OCCUPATIONAL SAFETY & SOCIAL SECURITY

GRI 403-1

SYKES Brigade

Heredia-Main Building:

9 BRIGADE MEMBERS

Heredia- Annex Building:

6 BRIGADE MEMBERS

San Pedro:

6 BRIGADE MEMBERS

Moravia:

1 BRIGADE MEMBER

Hatillo:

5 BRIGADE MEMBERS

Brigade Hours Training

50 in 2017

40 in 2016



Accident Rate

GRI 403-2

Detail	2015	2016	2017
Most common sick leave causes	No data	No data	Upper airways infection: 824 days Irritable bowel syndrome: 240 days Back pain: 84 days
Lost days rate	9.39	2.05	5.04
Sick Leave days, by gender	No data	No data	Women: 1019 days Men: 821 days
Sick Leave days, by site	Heredia 595 days San Pedro N/A Hatillo 1,654 days Moravia 1,180 days	Heredia 336 days San Pedro 96 days Hatillo 179 days Moravia 139 days	Heredia 366 days San Pedro 764 days Hatillo 359 days Moravia 351 days
Absenteeism rate	5.23%	5.05%	5.62%
Fatalities	No deaths reported for this period		

Claim Ratio

Detail	2015	2016	2017
Use of medical insurance	49	71	53
	1.11%	0.16%	0.10%
Internal Health Prevention Fairs	2	1	3
Medical insurance coverage	413	704	715
	9.82%	13.94%	13.65%

Health and Security

GRI 403-4

Two health fairs per year are held in each of our sites. In these fairs, several health care providers are called in to offer our employees services such as: mammograms, blood tests, medical check-ups, ophthalmology, odontology and others. The compensation and benefits department arranges discounts on the medical exams of around

50% for our employees. Also, ASOSYKES offers financing at preferential interest rates.

Employee Services Cases

Our employees can visit our employee services office for any inquiries or concerns. Currently, employees come for tuition reimbursements, SYKES points, recognitions, and others. These offices are the contact point in case any situation emerges. Confidential cases can be opened if the person so desires.

Detail	2015	2016	2017
Compensation and benefits	66.31%	58.74%	45.52%
Organizational climate	5.02%	8.21%	13.90%
Inquiries or information	23.30%	21.02%	23.96%
Internal procedures	4.30%	9.06%	14.29%
Internal programs	1.08%	2.97%	2.34%
Total	100%	100%	100%

HUMAN RIGHTS

: GRI 412-2

SYKES promotes diversity and good practices, thus guaranteeing respect for human rights within the organization. Knowledge, update and compliance by our employees and especially our leaders are based on our policies, procedures and internal training, and are aligned with Costa Rican Law and international commitments.

Our standards of conduct, anti discrimination, moral and psychological

harrasment policies are communicated to 100% of new hires as part of the induction and training process. Also, one or two internal campaigns are held each year.

Investigating Commission

Internally, our work relations' department or employee services are in charge of managing cases of discrimination, harrasment or conflict between employees, among others. Additionally, we have an investigating commission (that includes our supplier BDS) that along with Human

Capital Management takes care of disciplinary measures.

The most common causes for disciplinary actions are:

1. Procedure infringement
2. Absences
3. Tardiness

Freedom of Association

GRI 407-1

ASOSYKES is the employees' "Asociacion Solidarista". In 2017, **74%** of our employees were affiliated. This adds an employer contribution of

₡112,519,229



ASOSYKES

	2015	2016	2017
Affiliated employees	3,076	3,817	3,459
Percentage	76.7%	79.0%	74.0%

WEALTH AND INCOME GENERATION

Local Provider Expenditure Ratio

GRI 204-1

SYKES seeks to further contribute to the Costa Rican economy through its local purchasing practices of products and services. This resulted in

96.17%

of local purchases.

Local contribution	Year 2015	Year 2016	Year 2017
Local purchases amount in colones	₡ 7,579,042,725.15	₡ 8,608,592,601.31	₡ 10,108,502,902.74
Local purchases amount in dollars	\$ 9,413,090	\$ 12,603,728	\$ 13,428,099

Foreign contribution	Year 2015	Year 2016	Year 2017
Foreign purchases amount in colones	₡ 90,743,423	₡ 113,213,520	₡ 116,969,553
Foreign purchases amount in dollars	\$ 554,725	\$ 2,459,036	\$ 1,035,906

Infrastructure investments

GRI 203-1, GRI 203-2

Buildings rented to local suppliers

Site	Supplier	m ²
Main	Improsa Fondo de Inversión Gibraltar, S.A.	8,105.5
Annex	Improsa Fondo de Inversión Gibraltar, S.A.	4,000
Hatillo	Condominios de Comercio, S.A.	4,565
Moravia	Ramsgate	6,661
San Pedro	Plataforma Mercantil, S.A.	6,070

Expenses in buildings rented to local suppliers

Año	Edificio principal y Anexo	Hatillo	Moravia	San Pedro
2015	\$ 1,966,723	\$ 792,413	\$ 266,958	\$ 145,680
2016	\$ 1,982,308	\$ 832,348	\$ 274,966	\$ 1,165,440
2017	\$ 2,000,685	\$ 840,671	\$ 288,823	\$ 1,175,921

Investment on rented building improvements

Site	Year	Infrastructure Improvements	Amount
Annex	2015	CCTV Parking	\$ 20,000
Main Building	2015	Chiller Change	Paid by owner
Main Building	2015	CCTV Parking	15,000
Total			\$ 35,000

Site	Year	Infrastructure Improvements	Amount
Annex	2016	Roof replacement	Paid by owner
Annex	2016	Break Room	\$ 10,000
Hatillo	2016	Payroll improvements	\$ 15,000
Main Building	2016	Improvements in recruitment area Admin Block	\$ 12,000
Main Building	2016	Audios in Accounts	\$ 20,000
Main Building	2016	Improvements in Block A	\$ 30,000
Main Building	2016	New Training Rooms	\$ 100,000
Main Building	2016	Solar Panels Stage 2	\$ 150,000
Moravia	2016	Audio in Moravia	\$ 6,000
Moravia	2016	Exterior pergola in Moravia	\$ 40,000
Moravia	2016	Irrigation System	\$ 20,000
Moravia	2016	AC unit exchange in Block A	Paid by owner
San Pedro	2016	Start of new building in San Pedro	\$ 5,000,000
Total			\$ 5,403,000

Site	Year	Infrastructure Improvements	Amount
Main Building	2017	Building Management System Implementation	\$ 70,000
Annex	2017	Floor 1 renewal	\$ 600,000
Annex	2017	Elevator renewal	Paid by owner
Annex	2017	Cafeteria Expansion	\$ 5,000
Annex	2017	New Cisco Lab	\$ 36,000
Annex	2017	AC replacement in Floors 1 and 2	Paid by owner
Annex	2017	Elevator renewal	Paid by owner
Main Building	2017	A/C replacement in Isla Coco Room	\$ 12,000
Main Building	2017	Additional water pump Instalation	\$ 4,000
Main Building	2017	AC replacement in Block A and ductwork improvement	Paid by owner
Main Building	2017	Improvement in UPS System	\$ 80,000
Moravia	2017	Entry Barriers instalation	\$ 7,000
San Pedro	2017	Blinds	\$ 25,000
All sites	2017	98% LED Illumination achieved in all sites	\$ 50,000
Total			\$ 889,000

EMPLOYMENT GENERATION

Financial Assistance from the government

GRI 201-4

“Mi Primer Empleo” (“My First Job”)

Under “*Mi Primer Empleo*” partnership, the Labor Ministry pays an incentive of ₡ 1,456,000 for each person we hire that has never worked before that is from a marginal area and stays with us for at least 12 months.

2016:
20 YOUNG PEOPLE
HIRED AND
₡22,000,000
IN INCENTIVES

2017:
14 YOUNG PEOPLE
HIRED AND
₡17,000,000
IN INCENTIVES

Tech Academy

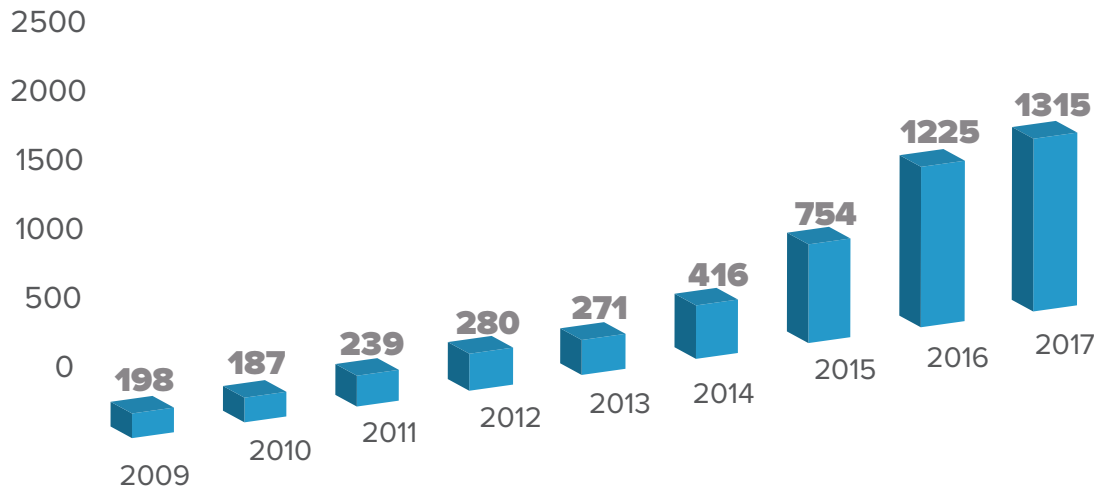


SYKES Tech Academy was designed to develop specialists in qualified networks in the local market. The purpose is to create an internal group of technology specialists that can develop a professional career path in this area. The goal is to achieve the Cisco Certified Networking Associated certification in a high percentage of participants.

For 13 years, SYKES has partnered with the Omar Dengo Foundation (FOD), a Cisco associate, to carry out Cisco technical programs. FOD, a non-profit private entity, is a leader in human development opportunity creation that uses innovative learning processes and digital technologies.

SYKES and FOD work together with programs targeted at employees that depend on knowledge and experience to use network technology, thus achieving new levels of understanding and productivity.

Total of students per year

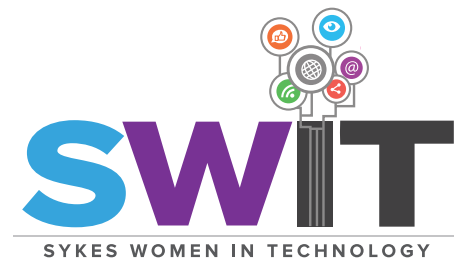


Hiring Contribution

	New Hire	Promoted	Total
2015	67	55 (45%)	122
2016	188	95 (34%)	283
2017	140	113 (45%)	253
Total	395	263 (40%)	658

SYKES Women In Technology

SWIT (SYKES Women In Technology) is a gender equality program launched in 2016 that develops talent in technology accounts.



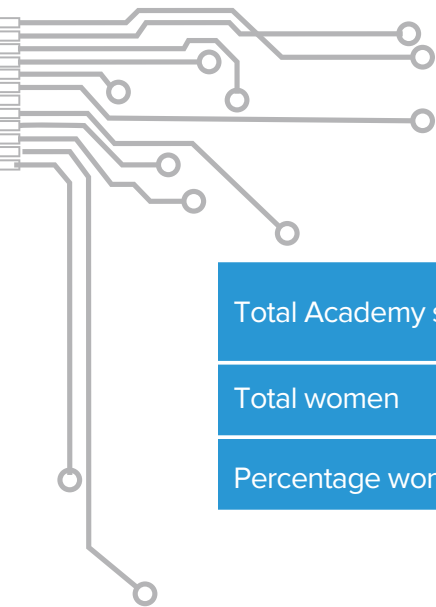
Strategic goals

Equality: promote and facilitate gender equality in technical accounts, where female participation is traditionally low, and empower them to learn more about the possibilities of high technology.

Retention: motivate and promote technology as a solid option to grow professionally within the organization.

Sustainability: strengthen the social development dimension by attracting highly trained women in technology.

Target: Triple women's participation in technical accounts, from the current 13.5% to 40% by 2021.



	Jan 2016	Jun 2016	Jan 2017	Jun 2017
Total Academy students	261	321	349	493
Total women	71	86	96	214
Percentage women	27%	27%	28%	43%



Promoted per year

Women promotions to Tech Accounts

2015	2016	2017
7	8	27



SYKES Academy

It's a non-profit intensive English course that runs since 2007. It offers training for people that want to apply for a job at SYKES but need to improve their English skills in order to be eligible. It's designed exclusively for applicants that have an intermediate to good English level (74%-84%, or B1 to B2 on the scale of the Common European Framework of Language Reference).

This academy helps students achieve an 85%, the minimum grade required to get a job offer at SYKES. Classes are held Monday through Friday, 4 hours per day for 3 to 8 weeks, depending on the student's level.

This academy is executed in Latin America, where operations run in English as a second language, as a way to improve the applicant's English level. SYKES Academy's local goal is to contribute with 30% of monthly hiring.



Trends and recognitions

# of groups delivered	1,046
# of students	9,130
# of graduated students	6,516
Success Rate	79%

Awards:



Winner of the 2009 Community Contribution Award
Winner of the 2017 Cadexco Social Responsibility Award

TALENT DEVELOPMENT

GRI 404-1, GRI 404-2

We've trained our employees for personal and professional growth.

7.782 HOURS IN 2017.

Our LEAP program (Leadership Evaluation and Advancement Program) aims to improve knowledge and equip our people with the necessary skills to develop

talent as a way to grow within the company. LEAP also seeks to establish a group of candidates for future internal promotions by career and based on forecasted growth or new positions within accounts.

Indicator	2015		2016		2017	
	Women	Men	Women	Men	Women	Men
Number of internal promotions	146	299	238	372	173	308
Number of employees trained in LEAP	72	103	238	234	80	85
LEAP training hours	1,746	2,724	3,619	4,600	1,310	977

Our goal is to train our employees to maintain high rates of internal promotions as part of the growth they seek within the organization:

Indicator	2015		2016		2017	
	Women	Men	Women	Men	Women	Men
External hires	NA	NA	3	3	15	9
Internal promotion rate	3.1%	6.39%	5%	7.9%	3.6%	6.5%
External hire rate	NA	NA	1.2%	0.80%	4%	2.9%

Extracurricular courses for improvement and teaching of **English, Portuguese** and **Japanese** languages.

698 STUDENT
student employees in 2017

433 STUDENT
employees in 2016

306 STUDENT
employees in 2015



PERFORMANCE APPRAISAL

GRI 404-3

Each direct leader assigns monthly performance goals to their direct and indirect agents. Both parties sign the goals in our virtual platform. Each goal is given a different weight, until reaching 100%. On the other hand, support area employees are assigned goals biannually, under the same procedure.

At the end of each month or semester, goals are evaluated on a scale of 1 to 4, determining if the goal hasn't started, had issues, is underway or has met expectations. This evaluation has a maximum score of 4 points, and it's taken into consideration for pay raises, internal promotions and recognitions.

3.33
women's average
performance 2017

3.25
men's average
performance 2017

3.38
women's average
performance 2016

3.25
men's average
performance 2016

3.34
women's average
performance 2015

3.28
men's average
performance 2015

LEADERSHIP POSITIONS

GRI 405-1

Team managers, supervisors, account managers and directors compose leadership positions within the company in operations. Support areas are composed of coordinators, supervisors, managers and directors.

Gender	2015	2016	2017
Male	65.07%	60.88%	59.27%
Female	34.93%	39.12%	40.73%
Total	100%	100%	100%

Age	2015	2016	2017
18-19	0.00%	0.00%	0.00%
20-29	36.64%	36.64%	36.00%
30-39	45.21%	45.21%	40.00%
40-49	13.01%	13.01%	17.09%
50-59	4.79%	4.79%	6.91%
+ 60	0.34%	0.34%	0.00%
Total	100%	100%	100%

SOCIAL INVESTMENT AND ACTIVE COMMUNITY PARTICIPATION

Results of the MEP-SYKES public-private partnership

GRI 413-1, GRI 413-2

At the beginning of each year, SYKES reports the results, according to the agreement signed with the Public Education Ministry. These are a few of our contributions to technical education and improvement of English skills:



Partnership goals, work plan or educational action	Actions executed in 2017	Beneficiaries	Results
Evaluation of students in CTPs (Technical Professional Schools) to assign professional practices	Support and coordination of DETCE English and computer advisors	Over 20 CTPs in the GAM (metropolitan area)	263 students evaluated in the Service Center Executive specialization 85 students evaluated in technical specialties: networks, computer science, software development
Admission of evaluated students to SYKES academies	Students admitted to the English or Tech Academy to improve English or technical levels, and compete for a professional practice spot	81 Students	60 students admitted in the Service Center Executive specialization 19 students admitted in CCNA module 5 in technical specializations: networks, computer science, software development
Admit, graduate and hire students that make their professional practice at SYKES	3, 5 or 8 weeks at the English Academy combined with several weeks of training with client products.	62 students	47 students from the Service Center Executive specialization hired 15 students in technical specializations: networks, computer science, software development, hired

Partnership goals, work plan or educational action	Actions executed in 2017	Beneficiaries	Results
Improve or expand knowledge of teachers in technical specializations	Seminar/Workshop of Linux environment. 4 days, 32 hours	CTPs technical specializations teachers: networks, computer science, software development	100 teachers
Improve English level for the networks specialization students	Take a 3 week course during vacation time	20 students	15 of them moved on to the next round after evaluation
Expose students to the real professional world in high technology areas and client services areas	One week internships	Students from the Service Center Executive specialization and from technical specializations: networks, computer science, software development	Tenth grade students: 274 Eleventh grade students: 196

Partnership goals, work plan or educational action	Actions executed in 2017	Beneficiaries	Results
Establish the first Cisco Academy in a non-technical high school	Train and certify technology teachers in Cisco's CCNA	Liceo de Costa Rica	3 teachers
Promote inclusion of women in technology		Women students of 3rd cycle in academic schools and of 4th cycle in CTPs	250 students (26 CTPs + 28 Academic), gathered in FOD in July and August, plus 500 students from the Colegio Superior de Señoritas in November
Delivery of "English Interactive" Software	Lectures, seminars, workshops	Single-teacher schools	We delivered over 1300 installer discs in all regions and schools

Partnership goals, work plan or educational action	Actions executed in 2017	Beneficiaries	Results
Promote the importance and development of Internet solutions to common problems, Basic Programming	First Hackaton for CTPs in the country	CTPs	10 Regions in the country 8 Finalist Schools
Volunteer work to follow up on the use of Interactive English software	Logistics and visits to selected single-teacher schools by the corresponding adviser	Students of single-teacher schools	-100 school visits -12 regions. -1169 students reached -244 corporate volunteers -2304 volunteering hours
Donation of equipment and cubicles	Provide schools or high schools with appropriate equipment to learn English and/or transfer of technology knowledge.	Liceo de Costa Rica and single-teacher schools	LCR: 100 complete computers, 100 cubicles and 100 ergonomical chairs Single-teacher schools: 20 complete computers

BUDGET AND INVESTMENT 2017

Summer Camp \$7,000	Evaluation of candidates and professional practices \$10,000	Interactive English Volunteering \$20,000
Internships \$5,000	Delivery of Interactive English Books Software \$60,000	Hackaton \$10,000
	Linux Seminar \$15,000	









“Vivir la integración” Program (Live Integration)

Since the end of 2013, SYKES actively contributes with “Vivir la integración” program, of the United Nations High Commissioner for Refugees (UNHCR, or ACNUR in Spanish), which promotes training and employability to refugees. Thanks to this effort, we have evaluated over 250 candidates and achieved 50 new hires. On 2017, with honor we received the seal “Vivir la Integración” from the Costa Rican Presidency.

Social Involvement

SYKES has the goal to contribute with over 5,500 hours of volunteering and participation from 25% of employees. Our focus is integrated with the company’s core business, based on education and promotion of the English language and technical development.

SOCIAL DIMENSION

-  **1007** Volunteers
-  **5282** hours
-  **36** activities
-  **2** donations of schools supplies and uniforms
1500 backpacks
-  **2** blood donation campaigns: **218 LITERS**
-  **13** educational tours to single-teacher schools,
impacting **100** 100 schools and **1169** students

Our employees worked together with the Education Ministry to motivate rural school students to learn English as means of personal development and for growth opportunities.



ENVIRONMENTAL DIMENSION

 **238** Volunteers

 **1373** hours

 **9** activities

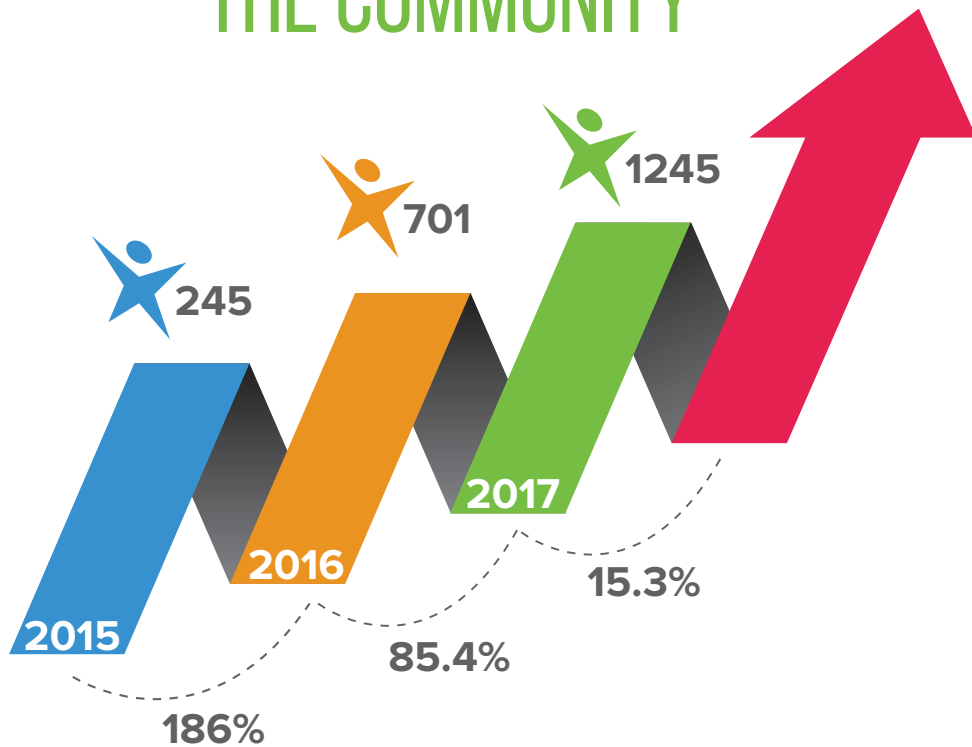
 **2** organic vegetable gardens

 **1** green classroom

SYKES promotes green practices, especially in schools, and it works with municipalities in reforestation and cleaning programs.



OUR COMMITMENT TO THE COMMUNITY



WELLNESS 360

SYKES aims for its employees to achieve work-life balance. Our 360 program offers employees, free of charge: fitness programs, zumba and strong, in house nutritionist consultation, cycling team, movie club, art classes and bicycles as means of sustainable mobility. Entrepreneurs and civil society organizations carry out these activities with the purpose of promoting growth.



<p>Nutrition Program 364 appointments</p>	<p>Physical Conditioning & Running Club 232 hours</p>	<p>Art and Photography 31 sessions</p>
<p>Sustainable Mobility 6642 trips</p>	<p>Zumba & Strong 113 hours</p>	<p>11 Movie Club</p>

ENVIRONMENTAL DIMENSION

GRI 103-1, GRI 103-2, GRI 103-3

Committed to improving our corporate environmental performance, SYKES makes an annual environmental plan to manage the business' most important impacts towards society and its stakeholders.

Our strategy is based on our material subjects and the Global Reporting Initiative (GRI) indicators: material management, waste and effluents, energy, water, emissions management and supplier environmental evaluation. These indicators are managed through local and international standards: Carbon Neutrality Certification (ISO 14064), Bandera Azul (Costa Rican Government), Energy Management System (ISO 50001) and Environmental Management (ISO 14001). Our performance is evaluated through internal and external audits for continuous improvement. Each week our senior management meets to review the indicator's progress, and each quarter they redefine the initiatives or action plans according to the current situation and context.

MATERIAL SUBJECTS

- 14. Waste Management
- 15. Sewage treatment
- 16. Emissions Control
- 17. Water consumption
- 18. Energy Consumption
- 19. Materials Consumption
- 20. Fossil fuels consumption
- 21. Climate Change Action

SYKES COSTA RICA'S ENVIRONMENTAL STRATEGY



MATERIALS CONSUMPTION

GRI 301-1

SYKES manages the materials used in its operations, even though these aren't used as inputs for the final service, as well as its packaging and wrapping materials.

The most important materials used, which are kept in record are: paper reams (renewable material) and plastic bags (renewable material). It should be noted that SYKES does not use non-renewable materials.

Paper reams: SYKES has a monthly indicator for paper reams used in each of its sites, in order to achieve the annual reduction goal. These are our yearly results:

Real consumption

Year	Commitment	Consumption
2012	2,376	1,508
2013	2,281	1,505
2014	2,195	1,647
2015	2,183	1,415
2016	2,075	1,800
2017	1,658	1,692

SYKES has sought and implemented initiatives that aim to reduce the use of reams of paper per capita, plus only reams made from sugar cane are purchased.

Plastic Bags: SYKES uses almost only biodegradable plastic bags for waste collection in its five sites. In 2016,

13,887 KILOS were used, and in 2017, **15,951 KILOS** were used.

Overview of materials used in 2017

The total amount of renewable materials used in 2017 were:

1,692 PAPER REAMS.
15,951 KILOS OF PLASTIC BAGS.

MATERIALS THAT WERE RECYCLED

GRI 301-2, GRI 301-3

Recyclable materials such as cardboard, paper, plastic and cans used in our operations were quantified together.

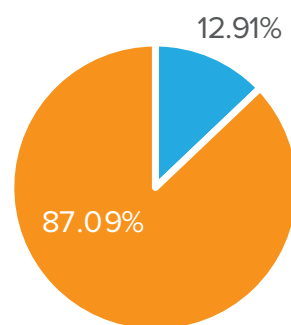
Recoverable Waste

	2015 (kg)	2016 (kg)	2017 (kg)
Main and Annex	10,910.59	8,225.07	6,228.1
Moravia	2,668.47	3,638.63	1,343.9
San Pedro	0	3,862.51	3,512.8
Hatillo	2,915.31	6,499	5,053.4
Annual Total	16,494.37	22,225.21	16,138.2

Non-recoverable Waste

	2015 (kg)	2016 (kg)	2017 (kg)
Main and Annex	53,995.23	51,433.11	46,012.25
Moravia	9,795.69	20,851.85	3,110.22
San Pedro	0	10,478.27	45,728.99
Hatillo	16,165.12	21,462.47	14,046.7
Annual Total	79,956.04	104,225.7	108,898.2

Comparison between recoverable and non-recoverable waste 2017



■ Valorisable and recycled ■ Unvaluable

ENERGY CONSUMPTION

GRI 302-1

The following sources of energy consumption were identified:

1. Energy consumption in buildings from the public energy services
2. Energy consumption from photovoltaic systems in buildings
3. Diesel consumption in back up generators, when public energy is not available
4. Diesel and gasoline in company's vehicles
5. LPG gas in kitchen equipment for food preparation

Energy Consumption from non-renewable sources

Non-renewable sources	Consumption Terajoule (TJ)			
	2015	2016	2017	Impact 2017 vs 2016
Diesel for generators	0.1760	0.2342	0.1934	-0.0408
Diesel for vehicles	0.1139	0.1591	0.1217	-0.0374
Gasoline for vehicles	0.0635	0.0286	0.0445	0.0159
Total	0.3534	0.4219	0.3596	-0.0623

Energy Consumption from renewable sources

Renewable sources	Consumption Terajoule (TJ)			
	2015	2016	2017	Impact 2017 vs 2016
Solar Energy	0.2997	0.7070	0.9841	0.2771
Electricity	30,007	29,730	28,083	-1,647
Total	30,305	30,437	29,067	-1,370

Total energy consumption

Sources	Consumption Terajoule (TJ)			
	2015	2016	2017	Reduction 2017 vs 2016
Non-renewables	0.3534	0.4219	0.3596	-0.0623
Renewables	30,305	30,437	29,067	-1,370
Total	30,658	30,859	29,426	-1,432

Energy Intensity

GRI 302-3

Since the beginning of its operations, SYKES has consumed considerable amounts of energy. Its main sources of consumption are air conditioning, lighting and the computers used in the operation, which are powered and protected by UPS.



Energy consumption reduction

GRI 302-4

SYKES reduced its total energy consumption in 2017 in comparison to 2016, considering that in 2016 a new site was opened, which implied an expansion of 1000 people working in the company. For this reason, comparisons were measured in terms of consumption per capita for 2016 vs 2017.

Energy Consumption Impact			
	2015	2016	2017
Energy Consumption	30.6588	30.8590	29.4266
Total employees	4012	5049	4898
Per capita consumption	0.00760	0.00610	0.00600
Reduction	-0.00009 per capita		

WATER CONSUMPTION

GRI 303-1, GRI 303-2, GRI 303-3

The main source of water comes from the municipal system, so actual consumption is taken from the monthly bills.

According to monthly billing records, water consumption increased in 2017 in comparison to 2016, both in absolute terms and per capita.

Water consumption, according to local government billings (m ³)						
Year	Annex	Hatillo	Moravia	Main	San Pedro	Total
2015	14980	10605	8219	20334		54138
2016	14996	8582	10486	17196	2608	53868
2017	13553	9216	7254	19272	4955	54250
Impact 2017 vrs 2016	-1443	634	-3232	2076	2347	382

Year	Annual m ³	Average employees in year	Water consumption / number of employees
2015	54,138	4012	13.49
2016	53,868	5049	10.67
2017	54,250	4898	11.08
Increase		0.41 m ³ per capita	

At SYKES, water use is related to three main aspects:

1. KITCHENS
2. BATHROOMS AND LAVATORIES
3. GENERAL CONSUMPTION IN WATER DISPENSERS

Over time, we've implemented water optimization tools that help reuse, control and follow up on its use, helping us determine the best possible use of this resource.

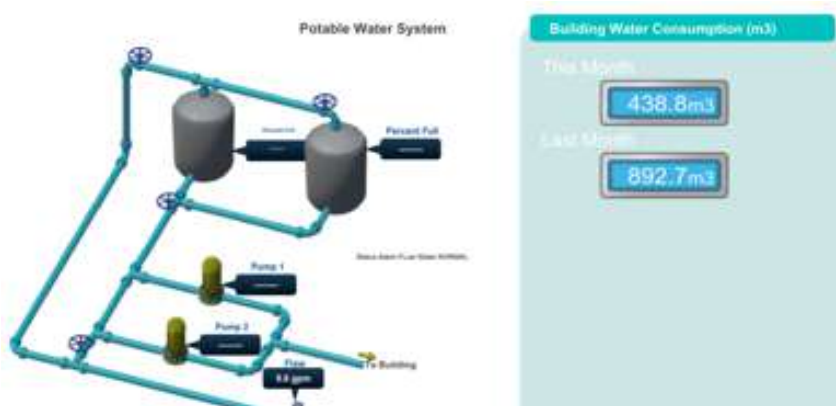
Water leakages and automatic control

Leakages are a key part in water losses, since they are normally discovered a few days after they happen, if there are no controls. For this reason, weekly controls were implemented in order to better

monitor its use, nonetheless, it was decided that effective water control lies in constant and automatic monitoring.

In 2016, a pilot program was implemented in one of the sites to control and monitor water use. It generates daily curves that help estimate daily and hourly consumption. During 2017, the system was implemented in the other sites, integrating an additional automatic report system and an alarm system that warns about unusual readings caused either by sudden leakages or events in the pump systems.

Stage 1. Automatic water monitoring in Hatillo.



Rainwater harvesting system

Harvested Water Project

Detail	2015	2016	2017
Harvested rain water	2,419m ³	2,376m ³	2,460m ³

SEWAGE TREATMENT

Water discharge, according to quality and destination

GRI 306-1

Discharged water is not reused by another organization, and the report does not include the amount of rainwater collected. At the moment we extract water from grease traps through a specialized truck that removes these types of residues, only in our Main Building.

Water discharge, by building

Detail	Annex	Main	Hatillo	Moravia	San Pedro
Supplier	Empresa de servicios públicos de Heredia	Empresa de servicios públicos de Heredia	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados
Origin	Pozo Malinches Water Treatment Plant	Pozo Malinches Water Treatment Plant	Tres Rios and Puente Mulas Water Treatment Plant	Los Sitios de Moravia and Guadalupe Treatment Plants	Tres Rios Water Treatment Plant
Type of water	Ordinary	Ordinary	Ordinary	Ordinary	Ordinary
Treatment method	Treatment Plant	Treatment Plant	None	None	None
Destination	Treatment Plant	Treatment Plant	Municipal Sewer System	Municipal Sewer System	Municipal Sewer System
Destination River	Burío River	Burío River	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers
Quality	Treated, non potable water	Treated, non potable water	Untreated water	Untreated water	Untreated water
Amount (m³/year)	13,553	19,272	9,216	7,254	4,955

EMISSIONS CONTROL

GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5

The path towards carbon neutrality has helped SYKES restate its initiatives and execute projects focused on reduction and compensation in order mitigate the CO2 footprint. There is a sustained commitment to include and motivate more employees to contribute with ideas obtained in courses and training programs. The Environmental Committee is in charge of monitoring the GHG (Green House Gas) inventory and of implementing the yearly environmental management plans.

The first CO2 measurement (in 2011) was 1,275 tons. The 2016 vs 2017 results by scope and intensity, are shown in the following table:

GHG Emissions by scope and intensity 2017 vs 2016

Site	Scope I				Scope II				Scope III				Total CO ² tons				Emission intensity (ton CO ² /per capita)		
	2015	2016	2017	Reduction 2017 vrs 2016	2015	2016	2017	Reduction 2017 vrs 2016	2015	2016	2017	Reduction 2017 vrs 2016	2015	2016	2017	Reduction 2017 vrs 2016	2015	2016	2017
Main Building	445.63	108.3	88.18	-20.12	484.76	181.62	159.18	-22.44	130.89	117.38	74.42	-42.96	1061.28	407.3	321.78	-85.52	0.52	0.21	0.066
Annex	131.79	28.53	9.61	-18.92	232.41	124.94	104.08	-20.86	0	0.00	0.00	0.00	364.2	153.47	113.69	-39.78	0.74	0.26	0.023
Moravia	39.54	49.94	31.05	-18.89	114.44	54.85	51.16	-3.69	0	0.00	0.00	0.00	153.98	104.79	82.22	-22.57	0.16	0.15	0.017
Hatillo	36.84	31.25	29.71	-1.54	143.61	66.49	59.73	-6.76	0	0.00	0.00	0.00	180.45	97.74	89.44	-8.30	0.43	0.13	0.018
San Pedro		0	14.06	14.06		32.09	60.35	28.26		0	0.00	0.00	0	32.09	74.41	42.32		0.03	0.015
Total	653.8	218.02	172.62	-45.40	975.22	459.99	434.50	-25.49	130.89	117.38	74.42	-42.96	1759.91	795.39	681.54	-113.85	0.49	0.22	0.14

GHG Emission Reduction, 2017 vs 2016

Total Emissions	
2017	2016
681.54 ton CO ² e	795.39 ton CO ² e
Reduction of -113.85 ton CO ² e - 16.71% improvement	

GHG Emissions by gas type and scope, 2017, 2016 and 2015

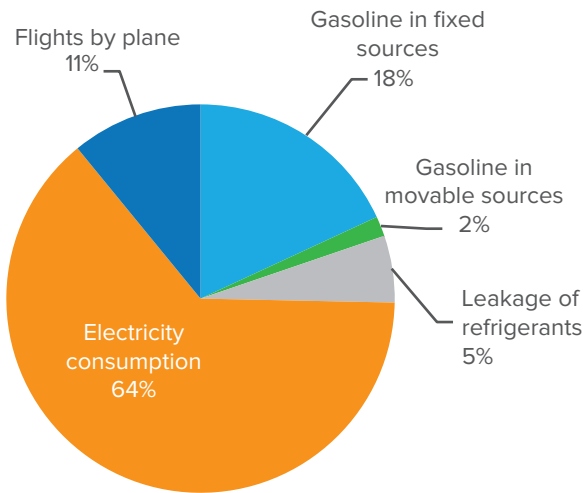
Scope	2017					2016					2015						
	Absolut GHG Emissions (tCO ₂ e)					Absolut GHG Emissions (tCO ₂ e)					Absolut GHG Emissions (tCO ₂ e)						
	CO ₂	CH ₄	N ₂ O	HFCs	TOTAL	CO ₂	CH ₄	N ₂ O	HFCs	TOTAL	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	TOTAL	
Scope I	134.09	0.24	0.38	37.92	172.62	134.7	0.24	0.38	82.7	218.02	142.27	0.25	0.48	352.08	158.72	653.8	
Scope II	434.50	0.00	0.00	0.00	434.5	459.99	0	0	0	459.99	975.22	0	0	0	0	975.22	
Scope III	73.95	0.10	0.37	0.00	74.418	116.63	0.14	0.61	0	117.38	130.22	0.01	0.66	0	0	130.89	
Total	642.5	0.341	0.744	263	37.92	681.5	711.3	0.38	0.99	82.7	795.4	1248	0.26	1.14	352.1	158.7	1760
Total annual	681.54					795.39					1759.91						

Reduction: -113.85 ton CO₂e

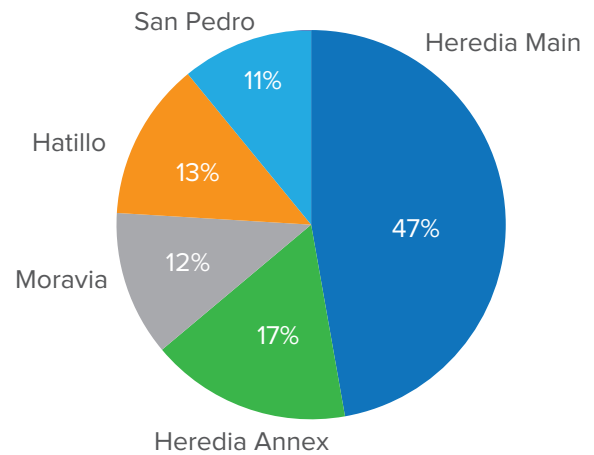
Direct GHG Emissions

Electricity is the main source of emissions, which is why SYKES' focus is to reduce its energy consumption. The company decided to generate clean energy and installed 253 solar panels, which equates to 650m2 and enough monthly energy to supply 1100 houses. Other measures that were implemented to reduce GHG emissions were: replacement of old lights to LED lights, efficient air conditioning equipment, programmed shut down of computer equipment and movement sensors, taking into account that in March 2016, new operations were started in San Pedro with around 700 new employees.

Distribution of CO₂e emissions in SYKES Costa Rica, by emission source (year 2017)



Distribution of CO₂e emissions in SYKES Costa Rica, by building (year 2017)



The main sources of GHG emissions at SYKES Costa Rica are detailed in the following chart. The methodology used to quantify emissions and reductions were the ones proposed by INTE/ISO 14064-1_2006 and INTE 12-01-06:2011. Direct and indirect GHG emissions were calculated through the emission factors. The factors were

taken from the Instituto Meteorológico Nacional (IMN), GHG Protocol and No Kyoto "R22". In some cases where factors were unavailable from the IMN, other reliable sources were used such as DefraCarbon-Factors.

GHG Emissions, detailed by scope

Scope 1	<p>Scope 1 Direct Emissions from fossil fuels, from stationary sources</p> <ul style="list-style-type: none"> - Diesel for back up generators - GLP gas for kitchen use <p>Direct Emissions from fossil fuels, from mobile sources</p> <ul style="list-style-type: none"> - Refilling of extinguishers - Lubricants <p>Air conditioning and refrigerant leakages</p>
Scope 2	Indirect Emissions from consumption of electrical energy
Scope 3	Indirect Emissions from air travel from work related activities

WASTE MANAGEMENT

GRI 306-2

SYKES Costa Rica has daily waste control. All waste data is registered in a log and in the internal SharePoint. The only hazardous waste is generated by the doctor's office, so we have partnered with companies such as MEDICLEAN to treat this type of waste. We have also partnered with other recycling providers to treat other kinds of materials. These companies are authorized to treat these materials and emit certifications to prove that waste is processed appropriately.

Site	Heredia	Hatillo	Moravia	San Pedro	Total
Reuse (kg)	35.00				35.00
Recycling (kg)	6,228.10	5,053.40	1,343.90	3,512.80	16,138.20
Non recuperables (kg)	46,012.25	14,046.70	3,110.22	45,728.99	108,898.16
Recuperation (kg)					-
Incineration (burning) (m³)					-
Deep Well Injection (kg)	32,825.00	9,216.00	7,254.00	4,955.00	54,250.00
Dumpsite (kg)					-
In-site storage (kg)					-
Others (infirmary)* (kg)	135.42	52.71	52.71	52.71	293.55
Total	85,235.77	28,368.81	11,760.83	54,249.50	179,614.91

*Only hazardous waste that SYKES

In all buildings, we have separate and labeled bins for recyclable materials. The cleaning personnel collect and identify it and take it to the recycling center, where it is weighted, registered in a log and put in an appropriate container. These materials are picked up at least twice a week by Ecological Services, which sends a monthly report of recycled materials.

Local municipalities pick up waste that goes injected in deep wells, or in Global Park's case, WPP Reciclaje and Recolección de Desechos Comerciales pick it up.

CLIMATE CHANGE ACTION

Economic performance

GRI 201-2

Committed to continuous improvement and impact management, we have generated climate change adaptation initiatives and efficient use of natural resources.

Solar Panel Plant at SYKES Main Building

Renewable Energy Investment – Solar Panel Plant			
Detail	Stage 1: 2015	Stage 2: 2016	2017
Investment	\$135,962	\$ 132,455	There was none
Power	76 kWp	100 kWp	Not applicable
Amount	4 inverters, 256 panels	5 inverters, 320 panels	Not applicable
ROI	8.5 years	6 years	Not applicable

Renewable Energy Generation – Solar Panel Plant			
Detail	2015	2016	2017
Total Power	76 kWp	176 kWp	176 Kwp
Solar Energy Generation	82,967 kWh	196,386 kWh	273,373 kWh
Monetary Savings	\$ 16,978	\$ 22,707	\$ 36,406

LED Luminary installation in SYKES Costa Rica's five sites

Investment on efficient energies- LED Luminaries	
Detail	2017
Investment	\$ 19,280
Scope	Five sites' interiors
Amount	100% of LED lighting
ROI	1.3 years
Monetary Savings	\$ 14,465

A Building Management System (BMS) was implemented. It is an intelligent system that monitors energy and water consumption and controls air conditioning.

Investment in Building Management System			
Detail	Stage 1: 2015	Stage 2: 2016	Stage 3: 2017
Investment	\$0	\$45,188	\$ 19,021
Estimated Savings			\$ 31,000

SYKES contribution in efficient energy use

Efficient Energy Initiatives Savings		
Detail	2016	2017
Energy savings	465,602 kWh	402,485 kWh
Monetary savings	\$ 52,342	\$ 63,188

GRI STANDARD 2016	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
	102-1	Name of the organization	8	
	102-2	Activities, brands, products, and services	8	
	102-3	Location of headquarters	3	
	102-4	Location of operations	3	
	102-5	Ownership and legal form	8	
	102-6	Markets served	9	
	102-7	Scale of the organization	3	
	102-8	Information on employees and other workers	42-43	
	102-9	Supply chain	32-33	
	102-10	Significant changes to the organization and its supply	32-33	
	102-11	Precautionary Principle or approach	77	Internal policies approved by our directors according to our commitments and national law
	102-12	External initiatives	18-23	
	102-13	Membership of associations	18-23	
	102-14	Statement from senior decision-maker	4-7	
	102-15	Key impacts, risks, and opportunities	39	
	102-16	Values, principles, standards, and norms of behavior	37-38	
	102-17	Mechanisms for advice and concerns about ethics	26	
	102-18	Governance structure	14	
	102-19	Delegating authority	24	
	102-20	Executive-level responsibility for economic, environmental, and social topics	14	
	102-21	Consulting stakeholders on economic, environmental, and social topics	16	
	102-22	Composition of the highest governance body and its committees	14 y 24	
	102-23	Chair of the highest governance body	10	
	102-24	Nominating and selecting the highest governance	10	
	102-25	Conflicts of interest	37-38	
	102-26	Role of highest governance body in setting purpose, values, and strategy	24	
	102-27	Collective knowledge of highest governance body	4-7	
	102-28	Evaluating the highest governance body's	24	
	102-29	Identifying and managing economic, environmental, and social impacts	28	
	102-30	Effectiveness of risk management processes	39	
	102-31	Review of economic, environmental, and social topics	28	
	102-32	Highest governance body's role in sustainability reporting		The sustainability Committee and General Manager give their last comments and approval before publishing the report
	102-33	Communicating critical concerns	26	
	102-34	Nature and total number of critical concerns	26	
	102-35	Remuneration policies		Omission: confidential information
	102-36	Process for determining remuneration		Omission: confidential information
	102-37	Stakeholders' involvement in remuneration		Omission: stakeholders are not involved in remuneration policies
	102-38	Annual total compensation ratio		Omission: confidential information
	102-39	Percentage increase in annual total compensation		Omission: confidential information
	102-40	List of stakeholder groups	26	
	102-41	Collective bargaining agreements		Currently SYKES Costa Rica does not have a union, but it does have an "Asociación"
	102-42	Identifying and selecting stakeholders	26	
	102-43	Approach to stakeholder engagement	16	
	102-44	Key topics and concerns raised	16	
	102-45	Entities included in the consolidated financial	2	
	102-46	Defining report content and topic Boundaries	2	
	102-47	List of material topics	28	
	102-48	Restatements of information	24	
	102-49	Changes in reporting	2	
	102-50	Reporting period	2	
	102-51	Date of most recent report	2	
	102-52	Reporting cycle	2	
	102-53	Contact point for questions regarding the report	2	
	102-54	Claims of reporting in accordance with the GRI	2	
	102-55	GRI content index	76-77	
	102-56	External assurance		Omission: currently the report is not verified externally

GRI 102: General Disclosures

THEMATIC STANDARDS

ECONOMIC INDICATORS

RI STANDARD 2016	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
Management Approach	103-1	Explanation of the material topic and its Boundary	31	
	103-2	The management approach and its components	31	
	103-3	Evaluation of the management approach	31	The economic goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
Economic Performance	201-1	Direct economic value generated and distributed	35-36 y 44	
	201-2	Financial implications and other risks and opportunities due to climate change	73-74	
	201-3	Defined benefit plan obligations and other retirement	44	
	201-4	Financial assistance received from government	52	
Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	44	
	202-2	Proportion of senior management hired from the local community	44	
Indirect Economic	203-1	Infrastructure investments and services supported	50 y 51	
	203-2	Significant indirect economic impacts	50 y 51	
Procurement Practices	204-1	Proportion of spending on local suppliers	49	
Anti-corruption	205-1	Operations assessed for risks related to corruption	37	
	205-2	Communication and training about anti-corruption policies and procedures	37	
	205-3	Confirmed incidents of corruption and actions taken	37	
Anti-competitive	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	There were no legal actions in this reporting period

ENVIRONMENTAL INDICATORS

RI STANDARD 2016	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
Management	103-1	Explanation of the material topic and its Boundary	63-64	
	103-2	The management approach and its components	63-64	
	103-3	Evaluation of the management approach	63-64	Environmental goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
Materials	301-1	Materials used by weight or volume	65	
	301-2	Recycled input materials used	66	
	301-3	Reclaimed products and their packaging materials	66	SYKES does not have any packaging processes
Energy	302-1	Energy consumption within the organization	67	
	302-2	Energy consumption outside of the organization	67	
	302-3	Energy intensity	68	
	302-4	Reduction of energy consumption	68	
	302-5	Reductions in energy requirements of products and services	-	No cases were reported in this period
Water	303-1	Water withdrawal by source	68-69	
	303-2	Water sources significantly affected by withdrawal of water	68-69	
	303-3	Water recycled and reused	68-69	
Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	SYKES does not own, rent or manage any operation centers located next or in protected areas or in high diversity areas outside of protected areas
	304-2	Significant impacts of activities, products, and services on biodiversity		SYKES does not report any significant impact in 2016
	304-3	Habitats protected or restored		Omission: not applicable
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Omission: not applicable
Emissions	305-1	Direct (Scope 1) GHG emissions	70-72	
	305-2	Energy indirect (Scope 2) GHG emissions	70-72	
	305-3	Other indirect (Scope 3) GHG emissions	70-72	
	305-4	GHG emissions intensity	70-72	
	305-5	Reduction of GHG emissions	70-72	
	305-6	Emissions of ozone-depleting substances (ODS)		SYKES did not have emissions of this kind
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		SYKES did not have emissions of this kind
Effluents and Waste	306-1	Water discharge by quality and destination	70	
	306-2	Waste by type and disposal method	73	
	306-3	Significant spills		SYKES did not have any significant
	306-4	Transport of hazardous waste		SYKES did not transport any hazardous waste
	306-5	Water bodies affected by water discharges and/or runoff		SYKES did not affect any water body by discharge or runoff
Environmental	307-1	Non-compliance with environmental laws and regulations		SYKES did not have any non-compliance with environmental laws and regulations
Supplier	308-1	New suppliers that were screened using environmental criteria	34	
Environmental Assessment	308-2	Negative environmental impacts in the supply chain and actions taken	34	

SOCIAL INDICATORS

GRI STANDARD 2016	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	41 y 42	
	103-2	The management approach and its components	41 y 42	
	103-3	Evaluation of the management approach	41 y 42	Social goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 401: Employment	401-1	New employee hires and employee turnover	43	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	45	
	401-3	Parental leave	46	
GRI 402: Labor/Management Relations	402-1	Minimum notice periods regarding operational changes		Company policies establish a 4 week
GRI 403: Occupational Health and Safety	403-1	Workers representation in formal joint management–worker health and safety committees	47	
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	47	
	403-3	Workers with high incidence or high risk of diseases related to their occupation		Omission: not applicable
	403-4	Health and safety topics covered in formal agreements with trade unions	48	
GRI 404: Training and Education	404-1	Average hours of training per year per employee	55 y 56	
	404-2	Programs for upgrading employee skills and transition assistance programs	55 y 56	
	404-3	Percentage of employees receiving regular performance and career development reviews	56	
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	57	
	405-2	Ratio of basic salary and remuneration of women to men	44	
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken		There were no discrimination incidents in this period
GRI 407: Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	49	
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor		No cases of child labor were recorded in operations or suppliers
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		No cases of forced labor were recorded in operations or suppliers
GRI 410: Security Practices	410-1	Security personnel trained in human rights policies or		No security personnel trained
GRI 411: Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples		No cases of human rights violations involving indigenous people were recorded
GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments		No site has been subject of human rights reviews
	412-2	Employee training on human rights policies or procedures	48	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		No contracts or investment agreements were reported on this period
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	57-62	
	413-2	Operations with significant actual and potential negative impacts on local communities	57-62	
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	34	
	414-2	Negative social impacts in the supply chain and actions taken	34	
GRI 415: Public Policy	415-1	Political contributions		There was no support to political parties or representatives on this period
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories		
	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 on the reporting period
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling		Omission: SYKES does not have packaging processes
	417-2	Incidents of non-compliance concerning product and service information and labeling		Omission: SYKES does not have packaging processes
	417-3	Incidents of non-compliance concerning marketing communications		Omission: SYKES does not have packaging processes
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	37	
GRI 419: Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area		On this period, there was a paid fine of €1,834,976 for delayed payment to CCSS

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