



# Foundever<sup>®</sup> ESG Report

Issue date: June 2025

Create connection. Value conversation.



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# Scope of report

This “Foundever® ESG (environmental, social and governance) Report” covers the period January 1, 2024 through December 31, 2024 unless otherwise noted. The frequency of reporting is annually, and no restatements of information were needed for this report. The terms “Foundever,” “company,” “we,” “us” or “our” in this report refer to Foundever S.A. and its subsidiaries, on a consolidated basis, unless we state differently, or the context implies otherwise.

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

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

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

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

## ESG contacts

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

**Email:** [Sustainability@foundever.com](mailto:Sustainability@foundever.com)

**Website:** [foundever.com/about/esg/](https://foundever.com/about/esg/)

**Social media:** [Facebook](#), [LinkedIn](#), [X](#), [Instagram](#)

**Publication date:** June 16, 2025





# Letter from the President & CEO

Dear valued stakeholders,

The team and I are excited to share our latest ESG report with you, which highlights the strides we've made this past year and our ongoing commitment to responsible business practices. We want to continue to keep you in the loop about our efforts, so we plan to publish this report annually as a resource designed for everyone interested in our journey.

As we all know, meaningful climate action is a team effort—it's something we need both governments and businesses to commit to wholeheartedly. We're stepping up our strategy in response to the urgent climate challenges we face by investing in a diverse mix of initiatives, technologies and strategies to help us move toward a net zero future.

We're so glad to also be partnering with our clients on their journeys toward net zero emissions. By working together, we're enhancing our relationships and building sustainable sourcing practices with our third-party vendors. Further, we remain committed to supporting the United Nations (UN) Global Compact's principles on human rights, environmental care, anti-corruption and labor practices.

In 2024, Foundever completed the Double Materiality Assessment as part of the European Corporate Sustainability Reporting Directive (CSRD), and we've detailed our findings in this report. As we roll out this directive, we want to make sure we're starting 2025 with a solid and clear foundation. It's an exciting time for us to make informed decisions and implement changes that everyone understands and can rally around. We're dedicated to contributing to a low-carbon society and supporting the goals of the Paris Agreement.

Our innovative approach will launch us into a new era of business success, value and impact. We're on a mission to weave sustainability into every aspect of our operations and develop this



strategy together with you—our stakeholders. We are taking bold steps to assist our clients on their sustainability journeys while working closely with partners around the world. By collaborating, we will measure and achieve meaningful outcomes in all areas of ESG. We've set ambitious, industry-leading sustainability goals that emphasize climate action, net zero emissions and the UN Sustainable Development Goals.

Maintaining high professional and ethical standards is absolutely essential for us, and we're always refining our practices to adhere to these standards. Creating real, lasting change requires teamwork and collaboration, from generating ideas to delivering impactful results. We empower leaders to take action and enhance their ability to create transformative impact over time. Serving our clients and communities in this way is an honor and a responsibility we take seriously.

While we know challenges are ahead, I'm optimistic about our future. We have a clear path to renewed growth and better profitability. Our role as trusted partners will only strengthen as we help navigate the evolving customer experience landscape together. I want to extend a heartfelt thank you to our team for their energy, commitment and compassion in driving our promises forward at every level of Foundever.

We invite you to join us on this vital journey—together with all our stakeholders, the choices we make today will undoubtedly shape a brighter tomorrow.

Warm regards,

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

**We've set ambitious, industry-leading sustainability goals that emphasize climate action, net zero emissions and the UN Sustainable Development Goals.**



# Corporate governance

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

## Board of directors

Foundever is managed by a board of directors currently composed of eight (8) members who were appointed by the General Shareholder meeting for a renewable period of two (2) years.



**Laurent Uberti**

Board member A category and  
Chairman of the Board



PIDOLL, represented by  
**Benoît Leclercq**

Board member A category and  
Vice-Chairman of the Board



**Hubert Giraud**

Board member A category



**Carol Flaton**

Board member A category



**Pascal Rakovsky**

Board member B category



**Wim Ritz**

Board member B category



**Marie-Adélaïde  
Leclercq-Olhagaray**

Board member B category



**Léonie Toulemonde**

Board member B category



## The board committees

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

### The strategic committee

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

### The remuneration committee

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

### The risk and compliance committee

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

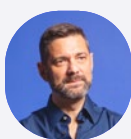
The Compliance and Duty of Vigilance Referent is a member of the risk and compliance committee.





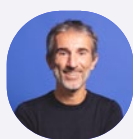
## Executive Committee

The Executive Committee is supported by the leadership team composed by our regional market leaders and by the leaders of our main enterprise departments. Please visit our website for additional information. <https://foundever.com/about/leadership/>



**Laurent Uberti**

President, CEO & Founder



**Olivier Camino**

Chief Operating Officer & Founder



**Nordine Benbekhti**

Chief Financial Officer



**Carole Bohrer**

Chief Legal Officer



**David Slaviero**

Chief Digital & Technology Officer



A man with dark hair and a beard, wearing a black headset with a microphone, is smiling while looking at a laptop. He is wearing a dark denim shirt and is sitting at a wooden table outdoors. The background is slightly blurred, showing some outdoor furniture and greenery.

Chapter 01

# About Foundever

# Business model

## CX solutions built to be simply better

A new standard of CX built upon the Foundever operating model

Fully customizable

Globally scalable

Intelligent & integrated

Secure & compliant

## Across the customer journey

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

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



### Global consistency

Supported by our operational standards – PeakOS – and operational leadership



### The best CX talent

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



### Close to customers

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



### Supported by GenAI

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



### Integrated technology

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



### Unique CX insights

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



# Awards and recognitions

Recognition raises brand awareness and increases visibility, making it crucial for attracting talent, maintaining motivation across our business and driving continued improvement within our operations. In 2024, Foundever received more than 50 awards in each of our regions. Please visit [Awards & recognition- \(foundever.com\)](https://foundever.com/awards-recognition) for details.

## 2024 recognition

### [7-time winner in 2024 ECCCSAs](#)

After being named a 25-time finalist across 17 categories, Foundever was awarded 3 Gold, 2 Silver and 2 Bronze European Contact Centre & Customer Service Awards (ECCCSAs) and was highly commended in 2 categories in the 2024 awards. Among the Golds secured is recognition for its AI onboarding solution.

### [Winner of 2023 & 2024 Cyber Security Awards](#)

The Business Intelligence Group awarded Foundever the 2024 Fortress Cyber Security Award in the Threat Detection category and the 2023 Award in the Organizational Excellence category.

### [Philippines, Spain, Brazil, India, Egypt, Greece and Portugal recognized as a Great Place To Work®](#)

In 2024, Foundever in the Philippines, Spain, Egypt, Greece and Portugal joined India and Brazil as Great Place to Work® Certified countries.

42% of our workforce are represented by the Great Place to Work certification

### [Recognized across categories in the 2024 Comparably Awards](#)

In 2024, Foundever was recognized with the Best Company Global Culture, Best Company Work-Life Balance, Best Company Leadership, Best Company Career Growth, Best Company for Diversity awards and more!

### [Generative AI Expo Product of the Year Award](#)

Foundever was recognized for EverGPT, its transformative AI tool integrated into the company's daily workflows, providing employees with a secure, personal productivity assistant that enhances efficiency globally. Since its launch (December 2023), EverGPT garnered +24K unique users, facilitating +89K conversations and saving +9K hours of work (as of September 2024).

### [BIG Innovation Awards](#)

Foundever was named a 2-time winner in the 2024 BIG Innovation Awards presented by the Business Intelligence Group (BIG). The company received recognition for the innovation and creativity demonstrated by its EverConnect intranet and its 'Hot Leads' solution developed in partnership with its client, France-based Bouygues Telecom, a mobile phone operator, internet service provider and IPTV company.

### [Stevie® Awards for Great Employers – Gold – Employer of the Year – Business & Professional Services](#)

Foundever was recognized as a Gold winner in the 9th annual Stevie® Awards for Great Employers in 2024, which recognizes the world's best employers and the human resources teams, professionals, achievements, suppliers, and products and services that help to create, and drive, great places to work. Foundever was awarded Silver in 2023 and Gold in 2022.

### [Recognized in the 2023 & 2024 Top 50 Inspiring Workplaces in EMEA](#)

Foundever was recognized for its people-centric focus on driving positive, meaningful change through the world of work in EMEA for two consecutive years.

## Global leader

### Leader in 2024 Everest Group CXM Services PEAK Matrix®

Foundever is recognized as for the 12th consecutive year, Leader in the Everest Group Customer Experience Management (CXM) PEAK Matrix® Assessment 2024 for the Americas.

### Leader in 2024 ISG Provider Lens for Contact Center Customer Experience Services

Foundever was named a Leader in multiple regions in the 2024 ISG Provider Lens™ Customer Experience Services in quadrants assessing capabilities in Digital Operations, Intelligent Agent Experience and Intelligent CX (AI & Analytics).

### Frost & Sullivan winner of company of the year, 2024

Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies operational excellence, diverse client portfolio and experience, investments in AI and GenAI, continuous improvement, customer success and account management expertise, and high EX with a strong focus on connectivity and collaboration.

### Leader in NelsonHall Content Transformation

Foundever is recognized as a leader in the NEAT assessment for Content Transformation 2024 covering areas including content moderation services, trust and safety, community management and content creative services.

### Leader in the 2024 IAOP® Global Outsourcing 100® List

Foundever was recognized as a Leader in the judging size category on the Best of the Global Outsourcing 100® list for the 18th year in a row.

### Winner of the IAOP Global Impact Sourcing Award (GISA)

Foundever is recognized for taking an innovative approach to impact sourcing and its clear commitment to making a difference in the lives of its employees and the communities where it operates.

### Winner of the IAOP Excellence in Strategic Partnerships

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

### Leader in Avasant Contact Center Business Process

Foundever was recognized as a leader in the Avasant Contact Center Business Process Transformation 2023-2024 Radarview™ evaluating capabilities in both contact center services and contact center as a service (CCaaS).



# Our sustainability strategy frameworks

Foundever follows multiple frameworks when reporting on our ESG strategy.

## European Corporate Sustainability Reporting Directive (EU CSRD)

Foundever will be within the future scope of the European Corporate Sustainability Reporting Directive, and meeting these requirements is essential for us. Compliance with this regulation is not only to avoid financial repercussions; it is also a growth opportunity. Future compliance will simplify our reporting processes, enhance public accountability and drive innovation within our organization.

## Global Reporting Initiative (GRI)

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

## United Nations Guiding Principles

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

- **Principle 1:** businesses should support and respect the protection of internationally proclaimed human rights
- **Principle 2:** make sure that they are not complicit in human rights abuses
- **Principle 3:** business should uphold the freedom of association and the effective recognition of the right to collective bargaining
- **Principle 4:** the elimination of all forms of forced and compulsory labor
- **Principle 5:** the effective abolition of child labor
- **Principle 6:** the elimination of discrimination in respect of employment and occupation

- **Principle 7:** businesses should support a precautionary approach to environmental challenges
- **Principle 8:** undertake initiatives to promote greater environmental responsibility
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies
- **Principle 10:** businesses should work against corruption in all its forms including extortion and bribery

## United Nations Sustainable Development Goals

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



## The ISO 26000 – Social responsibility

The ISO 26000 defines what social responsibility is, helps organizations translate principles into effective actions and shares best practices relating to social responsibility, globally.

By applying this standard, Foundever is able to set consistent guidelines and speak the same terminology on the path to social responsibility.





Chapter 02

# Strategy, business model and value chain



# Environmental, Social and Governance (ESG) strategy

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

As such, the Foundever ESG strategy incorporates our core values of creativity, connection and commitment. It is led, managed and executed by a strong governance with several cross-functional committees and groups across the globe including a global ESG steering committee and local ESG groups for input, accountability and cultural alignment. The strategy's key material topics were identified and prioritized through a double-materiality assessment with our key stakeholders in 2024.

Frameworks are an important part of our ESG strategy. We applied ISO 26000 across the company and the GRI is referenced in this report. As a long-term member of the UN Global

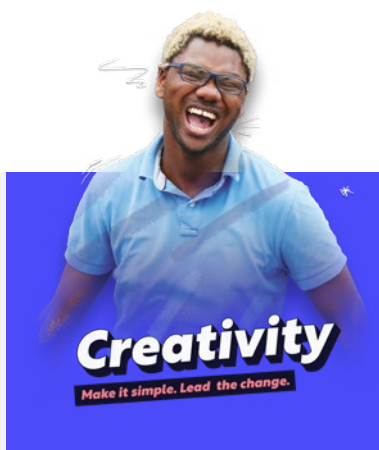
Compact, we continue to communicate on our progress toward sustainable development goals. Given an interest in how companies approach ESG issues, Foundever identified key strategic channels communicating ESG impact to both internal and external stakeholders.

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

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

# Company values

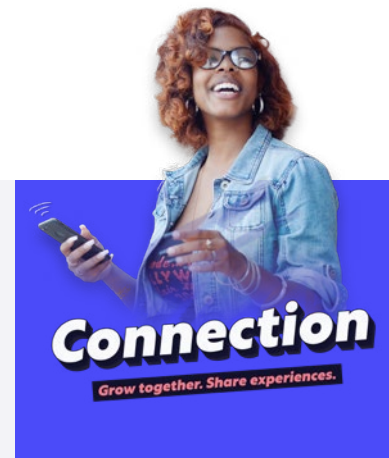
Our ESG strategy at Foundever is driven by our core values.



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



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



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



# ESG governance

## Our ESG governance and executive sponsors

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

## Executive leadership team



\*Note: Dedicated global role

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

- Environmental, led by the Chief Digital & Technology Officer
- Social, led by the Chief Operating Officer
- Governance, led by the Chief Legal Officer

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



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

In 2024, Foundever began setting up specific ones projects to monitor our contractual commitments in regards to specific ESG topics.

### Global ESG Working Groups composition



#### SMEs

Data Privacy  
Facilities  
Human Resources  
Legal  
Security



#### Sustainability network

CSR Leaders  
Engagement Team



#### Department

Account Management  
Communications  
Finance  
Procurement  
Project Management



#### Markets

EMEA Market  
U.S. Market



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

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

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

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



## Double materiality assessment

Stakeholder engagement is essential for creating long-term shared value and facilitating a just transition. To effectively capture the needs and expectations of stakeholders, Foundever promotes continuous, active and open dialogue through various initiatives led by different corporate functions. These initiatives involve stakeholders with varying roles, levels of engagement and responsibilities. The key groups involved include:

- Board of directors (shareholders)
- Foundever leadership and associates
- Clients
- Suppliers

In this section, we outline the relevance of each stakeholder category, along with the types of engagement initiatives used, priority issues and the company's responses. The stakeholder engagement process encompasses surveys, face-to-face interviews and desk research, all aimed at identifying material topics, referred to as the "Materiality Analysis."

By engaging various internal and external stakeholder categories, the materiality analysis highlights critical topics for Foundever. These encompass environmental, social and governance issues that are most significant concerning the Group's impacts, risks and opportunities. The results of the analysis guide the development of objectives for sustainability planning and enhance the quality of relationships with all Group stakeholders, while also assisting primary users in their decision-making processes.





## Foundever material topics

### Environmental

- 01 Business resilience to climate change
- 02 GHG emissions

### Social

- 03 Adequate wages
- 04 Health and safety of own workforce
- 05 Diversity, equity and inclusion
- 06 Data protection and security – third parties
- 07 Data protection and security – own workforce
- 08 Social dialogue
- 09 Human rights – own workforce
- 10 Human rights – value chain

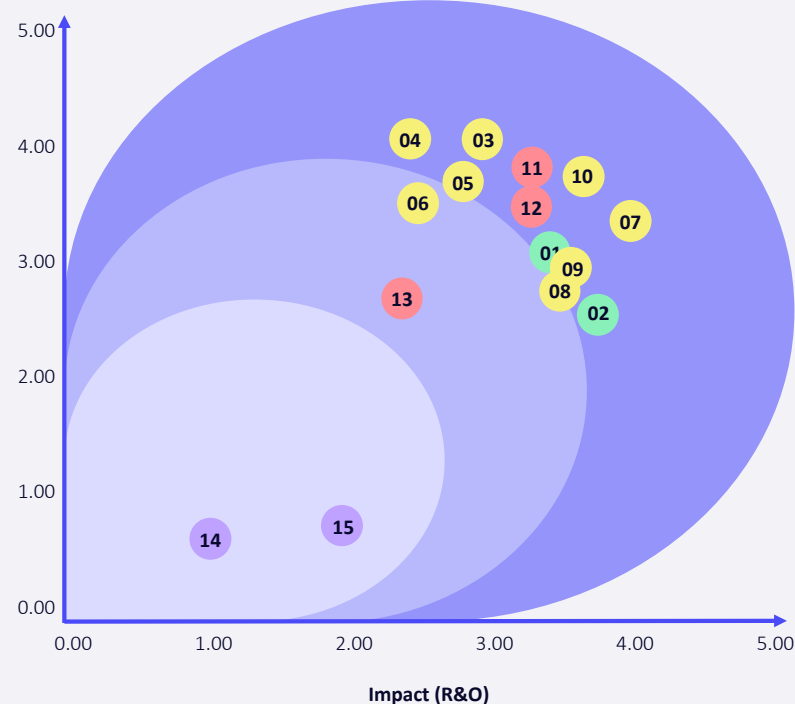
### Governance

- 11 Business ethics
- 12 Sustainable sourcing
- 13 Company culture and governance

## Foundever non-material topics\*

- 14 Water management
- 15 Waste management

### Financial impact



\*Topics were assessed but deemed non-material reflected a score under 2.5 out of 5.0 scale.

The Foundever materiality analysis aligns with international regulatory developments and complies with the requirements established at the European level, including the Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS) and the proposed guidelines by the European Financial Reporting Advisory Group (EFRAG). These regulatory advancements have introduced the concept of double materiality, which includes two dimensions:

- **Impact Materiality:** This dimension identifies material topics based on the impacts generated by the Company, considering the effects on the economy, the environment, and people.
- **Financial Materiality:** This dimension focuses on material topics concerning risks and opportunities that could influence a company's financial position, performance, cash flow, access to finance or cost of capital over the short, medium or long term. Both dimensions involve assessments from a human rights perspective.

Through stakeholder engagement and materiality analysis, we can define objectives for sustainability planning that support informed decision-making and enhance the quality of the Group's stakeholder relations.

Foundever will review our materiality annually to determine whether any changes to the business model warrant updates, and will take appropriate action if necessary. A full assessment will be conducted in 2027.



## 2 Strategy, business model and value chain

# Stakeholder communication

As part of our strategic focus on ESG matters, Foundever continue to strengthen its relationships as an owner and business partner, true to its commitments, values and the purpose of empowering our communities and partners (in the public and private sectors) that provide a direct impact on opportunities potentially not otherwise available. Foundever communicates with its stakeholders in a transparent way, through frequent dialogue, which feeds into its materiality analysis as described above. Please see the types of engagements with our stakeholders.

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

# Impact, risks and opportunities

Material topic	Impact	Risk	Opportunities
Business resilience to climate change	<ul style="list-style-type: none"> <li>Climate change actions and targets are not met</li> <li>Site closure or disruption due to climate events</li> <li>Financial loss</li> <li>Customer satisfaction</li> <li>Employee health &amp; safety, human rights</li> </ul>	<ul style="list-style-type: none"> <li>Climate risk scenario analysis not adequately completed</li> <li>Limited or no planning for climate events</li> </ul>	<ul style="list-style-type: none"> <li>Climate risk scenario analysis</li> <li>Workplace design includes climate requirements</li> <li>Measuring health and safety incidents ratios for each event</li> <li>Deployment of OHS Management System</li> </ul>
GHG emissions	<ul style="list-style-type: none"> <li>SBTi commitments not met</li> <li>Loss of reputation</li> <li>Increased ineligibility to RFPs resulting in reduced revenue</li> <li>Increased costs required to address actions</li> </ul>	<ul style="list-style-type: none"> <li>SBTi actions not communicated or understood within the company- lack of accountability or ownership</li> <li>Breach of contractual emissions targets</li> <li>Inability to meet country or regional regulations</li> <li>Lack of third-party validation process</li> </ul>	<ul style="list-style-type: none"> <li>ISO 14001- Environmental Management System</li> <li>ISO 14040- Lifecycle Assessment</li> <li>Emissions calculation tool for solutions</li> <li>Standardized building checklist to meet sustainability needs of Foundever</li> </ul>



Material topic	Impact	Risk	Opportunities
Adequate wages	<ul style="list-style-type: none"> <li>Underpaid employees in relation to country regulations</li> <li>Loss of reputation</li> <li>Possible staff actions</li> <li>Possible impact on operational costs</li> </ul>	<ul style="list-style-type: none"> <li>Breaches of regulatory requirements around wage levels</li> </ul>	<ul style="list-style-type: none"> <li>Defined Foundever strategy in relation to adequate, living or minimum wage</li> </ul>
Health and safety of own workforce and third parties	<ul style="list-style-type: none"> <li>Loss of reputation</li> <li>Potential legal impacts</li> <li>Decrease in productivity</li> <li>Impact on staff satisfaction</li> <li>Increased costs</li> <li>Increase of absenteeism rates</li> </ul>	<ul style="list-style-type: none"> <li>Higher risk of accidents at work due to lack of knowledge and training of associates</li> <li>Higher costs due to potential legal cases/bringing in temporary staff</li> <li>Potential risks if local authorities are involved in public incidents</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with ISO 45001 Health and Safety Management system</li> <li>Continuing adoption of the global workplace design standards throughout the countries</li> </ul>
Diversity, equity and inclusion (DE&I)	<ul style="list-style-type: none"> <li>Negative public image of the company</li> <li>Loss of talent due to lack of training opportunities and career advancement</li> <li>Inability to meet client requirements due to hiring limitations</li> <li>Loss of revenue</li> <li>Increased costs in recruiting</li> </ul>	<ul style="list-style-type: none"> <li>Not attracting the right talent</li> <li>Legal risks for discrimination, disability hiring legislations</li> <li>Change management in countries where DE&amp;I is not a material topic</li> </ul>	<ul style="list-style-type: none"> <li>Educational awareness of DE&amp;I topics</li> <li>Development of standardized DE&amp;I training</li> <li>Development of global strategy for Talent</li> <li>Development and Management</li> <li>Strengthen brand reputation as a DE&amp;I company</li> <li>Improve employee satisfaction</li> </ul>



Material topic	Impact	Risk	Opportunities
Social dialogue	<ul style="list-style-type: none"> <li>• Increase in operating costs</li> <li>• Potential staff working disruption</li> <li>• Loss of reputation for the company</li> </ul>	<ul style="list-style-type: none"> <li>• Collective bargaining results in higher than budgeted salary rises</li> </ul>	<ul style="list-style-type: none"> <li>• Improve working conditions in countries where it is lacking minimum labor requirements</li> </ul>
Human rights – own workforce	<ul style="list-style-type: none"> <li>• Not enough staff to support customer contracts</li> <li>• Loss of reputation for the company</li> <li>• Losing/not winning customers</li> <li>• Impact on financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Human rights breaches across the workforce</li> <li>• Adverse social media</li> <li>• Difficulty in hiring</li> <li>• Inconsistencies in local legislations on reporting metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Standardize the process and collection of human rights incidents</li> <li>• Educational awareness about human right and whistleblowing</li> </ul>
Human rights- workers in the value chain	<ul style="list-style-type: none"> <li>• Working with inappropriate vendors who breach Human Rights</li> <li>• Ability to meet client requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of adherence with vendor code of conduct especially human rights terms</li> <li>• Loss of reputation</li> <li>• Adverse social media</li> <li>• Difficulty in finding vendors to work with</li> </ul>	<ul style="list-style-type: none"> <li>• Third-party risk assessments</li> <li>• Vendor Code of Conduct</li> </ul>
Data protection and security – own workforce and third parties	<ul style="list-style-type: none"> <li>• Fines due to data/security breaches</li> <li>• Impacts on Company reputation</li> <li>• Contractual damages</li> <li>• Costs to enhance/update systems and security</li> <li>• Operational expenditure and profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Data and Security breaches which impact own workforce</li> <li>• Systems are not robust enough to meet data and security requirements</li> <li>• Regulatory issues due to data/security breaches</li> </ul>	<ul style="list-style-type: none"> <li>• Grow the ISO 27001 certifications to all countries</li> </ul>
Business ethics	<ul style="list-style-type: none"> <li>• Fines due to regulatory breaches or to incidents of bribery &amp; corruption</li> <li>• Loss of contracts</li> <li>• Impact on operational expenditure and profitability</li> <li>• Loss of company reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory breaches due to incidents of bribery &amp; corruption</li> <li>• Bribery &amp; corruption incidents take place but not identified within Foundever</li> </ul>	<ul style="list-style-type: none"> <li>• Align with ISO 37001 standards</li> </ul>

Material topic	Impact	Gross risk	Opportunities
Sustainable sourcing	<ul style="list-style-type: none"> <li>Working with inappropriate vendors</li> <li>Loss of reputation due to non-timely payments</li> </ul>	<ul style="list-style-type: none"> <li>Working with vendors who do not follow/adhere to the vendor code of conduct</li> <li>Late payments to suppliers, especially small, medium enterprise suppliers</li> <li>Non-compliance with regulations (i.e. French Duty of Vigilance, German Supply Chain Act, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Vendor Code of Conduct</li> <li>Procurement policies</li> <li>Vendor payment policies</li> </ul>
Company culture and governance	<ul style="list-style-type: none"> <li>Potential legal consequences due to non-compliance</li> <li>Loss of company's reputation leading to loss of customers, investors and business partners</li> <li>Negative publicity, public scrutiny and social media backlash</li> <li>Impact on company financial performance</li> </ul>	<ul style="list-style-type: none"> <li>Non-adherence to Foundever Global Code of Conduct and Ethics</li> <li>Whistleblowing policies and processes do not meet requirements of the company</li> </ul>	<ul style="list-style-type: none"> <li>Update the Foundever Global Code of Conduct and Ethics including training</li> <li>Enhancements to whistleblowing process including independent review and reporting line plus reporting</li> </ul>





## Chapter 03

# Environment

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



## United Nations Sustainable Development Goals



# 13%

renewable energy



SBTi validation submission with the identification of Scope 3

# 2.49%

reduction in all scopes (market-based)

These indicators are managed through local and international standards.

## Material topics

- Business resilience to climate change
- Greenhouse gas (GHG) emissions

## Foundever commitments

Foundever commits to reduce absolute scope 1 and 2 GHG emissions by 54.60% by 2033 from a 2023 base year. Foundever commits to reduce scope 3 GHG emissions by 61.07% per million euros of revenue by 2033 from the 2023 base year. Foundever also commits to being net zero by 2050.

## Global Policies

- [Environmental policy](#)
- [Global Code of Conduct and Ethics](#)
- [Vendor Code of Conduct](#)
- Recalculation policy
- Global Inventory Management Plan
- [Global Carbon Reduction Plan](#)

## United Nations principles

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

**Principle 8:** Undertake initiatives to promote greater environmental responsibility

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





## 2024 accomplishments

### UN SDG #7 – Affordable and clean energy

- Achieved re-certification ISO 50001: Costa Rica and El Salvador
- Green Power Partnership with Utility Vendor
- Achieved re-certification INTE G35:2012: Costa Rica

### UN SDG #12 – Responsible consumption and production

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

### UN SDG #13 – Climate actions

- Published global Foundever Carbon Reduction Plan
- Measured carbon emissions and used results to submit the Foundever validation process with Science Based Target initiative
- Submitted our SBTi Near Term target for validation with a baseline of 2023
- Created the Foundever Global Inventory Management Plan
- Completed the screening of Scope 3 for baseline 2023 data to identify all the relevant categories for our activities
- Achieved the Brazilian Institute for the Defense of Nature Green Seal: Brazil
- Achieved re-certification ISO 14064: Costa Rica

- Achieved Human For Client RSE by CGEM: Morocco
- Achieved certification INTE G35:2012: Costa Rica
- Carbon Offsets in Brazil
- Launched Climate Risk Scenario Analysis process

## Opportunities and action plans

- Implementation of renewable energy sources within our key operational facilities
- Further enhancement of sustainable sourcing with the outlook towards products and services with proven environmental benefits
- Deploy key certifications such as ISO 14001 (environmental management system), ISO 50001 (energy management system) and ISO 14044 (life cycle assessment) across the global organization
- Continuing to identify our Scope 1 emissions inventory
- Evaluate our supply chain in Scope 3 indirect emissions
- Launch environmental awareness training opportunities for identified personnel within the company
- Continue to develop policies and processes, including more efficient ways to capture and audit data





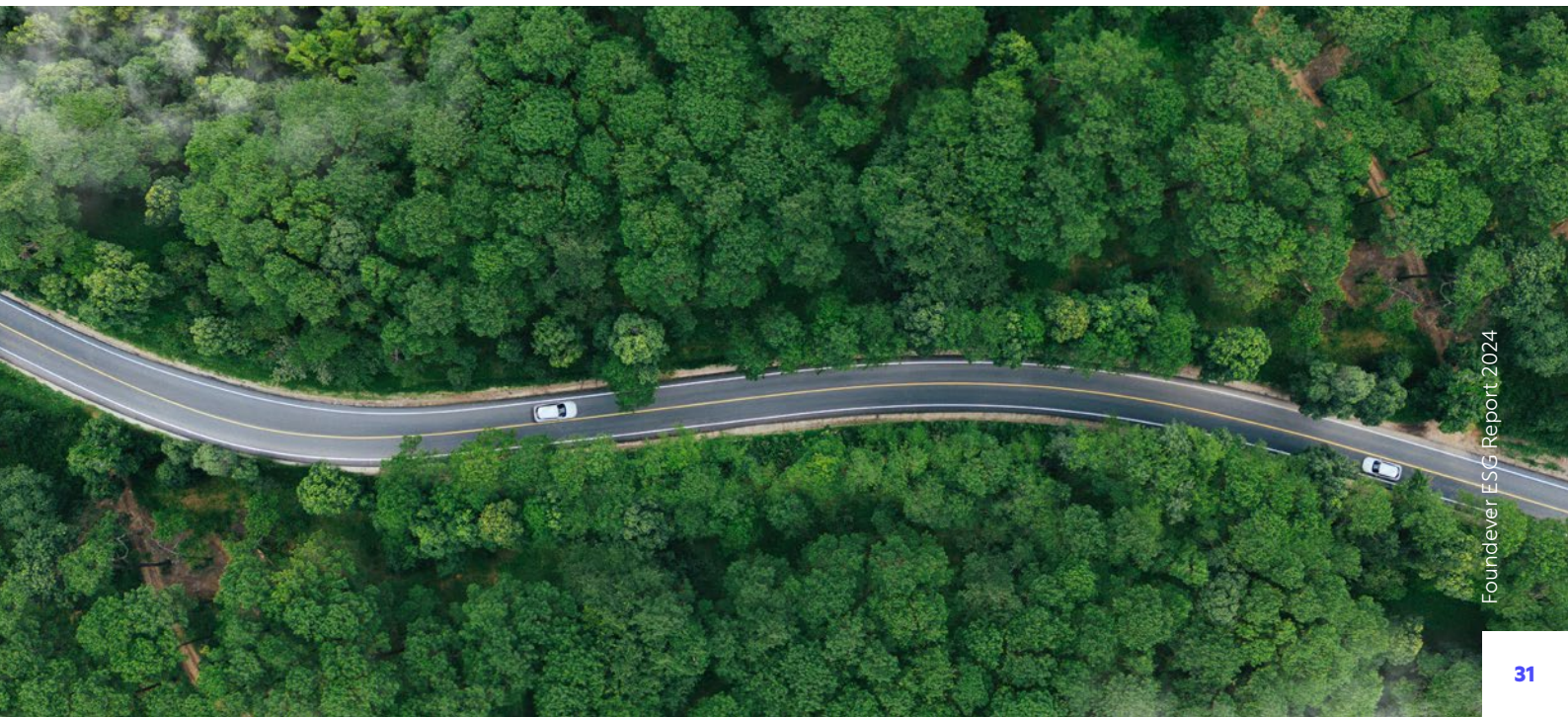
# Climate change

## Transition plan for climate change mitigation

Climate change is a key focus of our sustainability strategy. In 2024, Foundever submitted its Science Based Targets initiative (SBTi) validation, setting science-based targets aligned with a 1.5°C ambition for 2033 and 2050. We established governance for this initiative with C-suite sponsorship in 2022 and started implementation at the group level.

We are identifying essential topics for our climate transition plan, including our targets, emission sources and planned implementation strategies across various functions. Additionally, we are developing an evolving roadmap based on existing action plans and current knowledge.

We are committed to improving our products to lower their environmental footprint, helping our clients and their customers stay on track and make progress. We regularly engage with different stakeholders to enhance the state of the industry, aligning our efforts with our commitment to the Paris Agreement. This plan is a work in progress, and we continuously adapt based on market conditions, new technologies and evolving global legislation. Although our plans may change depending on circumstances, our commitment to achieving net zero emissions by 2050 remains steadfast.



### The effects on the planet will be catastrophic unless we act now!

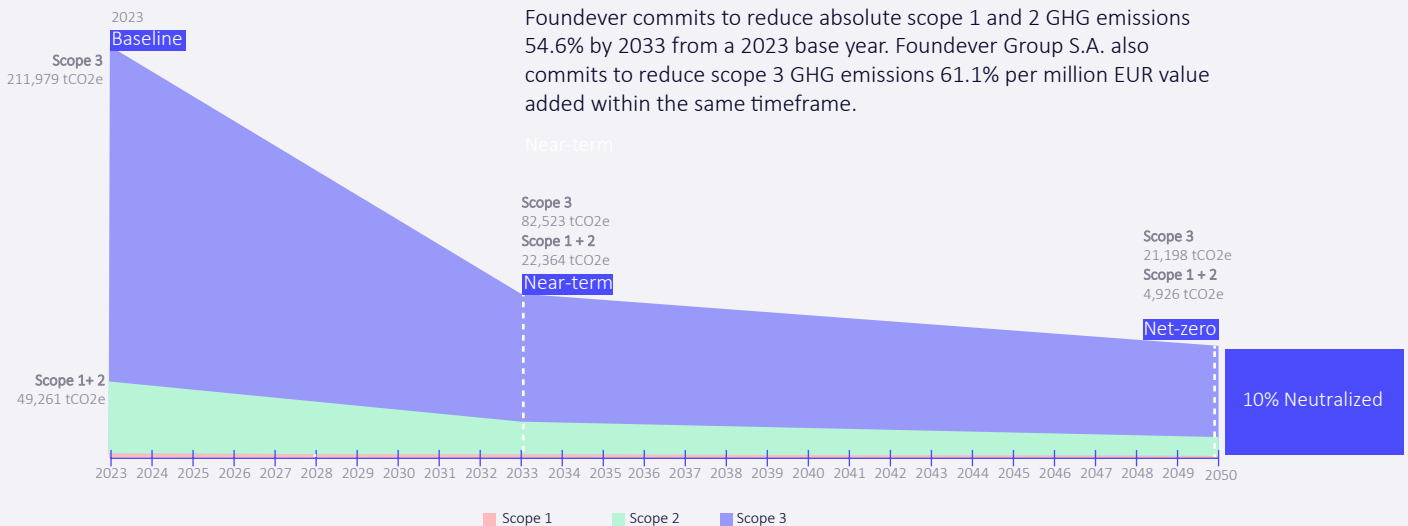
Climate change is a global challenge that impacts everyone—governments, companies and individuals alike. To prevent the severe consequences of climate change and keep global warming below 1.5°C, it is essential that greenhouse gas emissions peak and ultimately reach zero by 2050. Transparency and reporting are crucial for making informed decisions. The world's industries must begin transforming now instead of waiting for perfect solutions to emerge.

### Science Based Target initiative (SBTi) approach to net zero emissions

What does science say to be in line with the 1.5°C Paris Agreement?

- Reduce absolute greenhouse gas (GHG) emissions by approximately 50% till 2030
- GHG reduction has to be an absolute reduction not an intensity reduction
- Net zero by 2050 latest
- Net zero means at least 90% absolute reduction – a maximum of 10% removal offsets allowed – our planet is too small for higher offset share

#### Foundever transition plan





## Baseline emissions footprint

Baseline year: 2023

Baseline emissions are those measured prior to the introduction of any carbon reduction strategies and are therefore the reference point against which emissions reduction can be measured. We are using our 2023 financial reporting year, January 31 to December 31, as our baseline year.

Sources of emission change facility by facility depending on the operational control and boundary of the buildings from which Foundever operates.

### Scope 1:

- Included: source of emission is within Foundever operational control
- Excluded: source of emission is outside Foundever operational control. Source of emissions is control by landlord or third-party company

### Scope 2:

- Included: purchase of electricity is mandatory for all Foundever facilities. Purchase of heating, cooling and steam apply only to facilities consuming this type of energy
- Excluded: purchase of electricity must be excluded of reporting if country doesn't have facilities and works only virtual modality

### Scope 3:

- Relevant, calculated: Purchased goods and services, capital goods, fuel- and energy-related activities, stream transportation and distribution, waste generated from operations, business travel, employee commuting and downstream leased assets

### Baseline year emissions

Emissions	Total (tCO2e)
<b>Scope 1</b>	<b>1,623.07</b>
Stationary combustion fuels and equipment	782.79
Mobile combustion fuels and vehicle	112.04
Fugitive emissions	728.24
<b>Scope 2- Location-based</b>	<b>49,713.02</b>
Purchase of electricity	49,362.63
Purchase of heating	167.91
Purchase of cooling	182.49
<b>Scope 2- Market-based</b>	<b>47,637.54</b>
Purchase of electricity	47,291.81
Purchase of heating	167.91
Purchase of cooling	177.82



Emissions	Total (tCO <sub>2</sub> e)
<b>Scope 3</b>	<b>216,112.42</b>
Purchased goods and services	39,642.26
Capital goods	5,882.03
Fuel- and energy-related activities	15,888.48
Upstream transportation and distribution	4,384.41
Waste generated from operations	684.55
Business travel	2,287.37
Employee commuting	147,023.24
Downstream leased assets	320.09
<b>Total Emissions</b>	
Scope 1 + 2 Location-based + 3	267,448.53
Scope 1 + 2 Market-based + 3	265,373.04

## Targets

Foundever commits to reduce absolute scope 1 and 2 GHG emissions 54.6% by 2033 from a 2023 base year. Foundever Group S.A. also commits to reduce scope 3 GHG emissions 61.1% per million EUR value added within the same timeframe.

## Where do emissions come from?



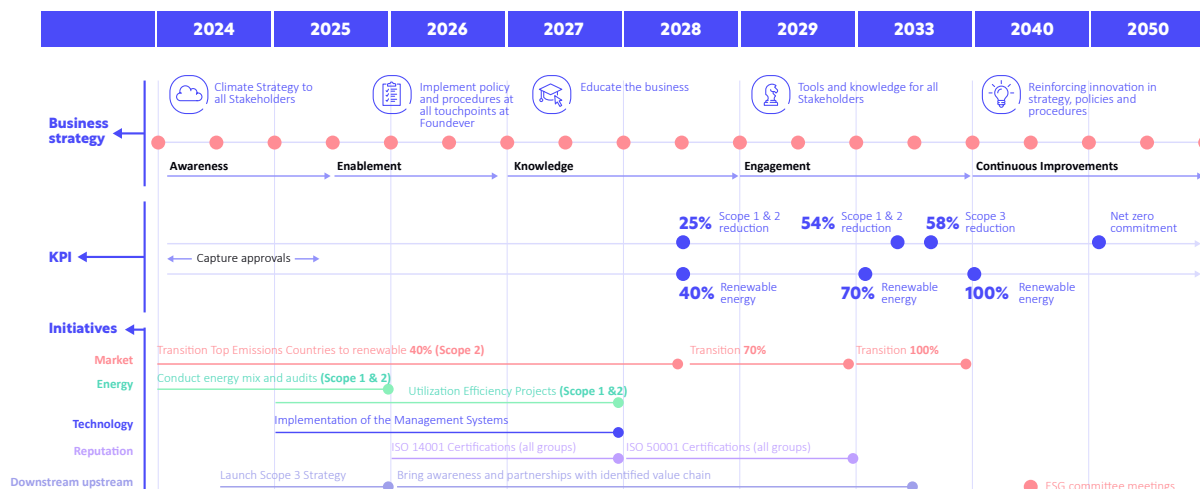
## Carbon reduction initiatives

Foundever began tracking and monitoring its global GHG emissions starting in 2022 and making our Science Based Target initiative (SBTi) commitment to become net zero by 2050. While developing its first Carbon Reduction Plan, we have already taken significant steps to reduce our emissions through our net zero strategy and relating policies. Since these policies have been introduced, we are now measuring emissions to fully understand any further opportunities for reductions in line with our goals.

### Key focus topics

- Implementation of renewable energy sources within our key operational facilities
- Further enhancement of sustainable sourcing with the outlook towards products and services with proven environmental benefits
- Deployment of key certifications such as ISO 14001 (environmental management system), ISO 50001 (energy management system) and ISO 14044 (life cycle assessment) across the global organization

### Roadmap to net zero





## Upcoming initiatives

Category	Activity description	Target year
<b>Electricity consumption</b>	Transition of the top emitting emissions countries, within our footprint, to optimal energy sources and technologies	25% by 2028
<b>Energy consumption</b>	Audit each operational location by creating an energy consumption mix to identify key initiatives and reduce consumption by market	100% by 2028
<b>Employee commuting</b>	Develop a strategic approach that addresses both employee behavior and organizational policies, encourage sustainable commuting, consider implementing measures to help promote green-friendly transportation methods, apply our strategic approach to our hub models for better optimization, continue to track and measure for efficiencies	2028
<b>Goods and services</b>	<p>Develop a Sustainable Sourcing Policy which outlines criteria that must be met by tier 1 suppliers with regards to helping Foundever meet our net zero targets</p> <p>Procurement teams should be trained in how to identify and prioritize suppliers with strong environmental qualifications (e.g. those who have started to measure emissions, are working through a carbon reduction plan, and have committed to a net zero target)</p>	2026
<b>All scopes</b>	Improve the quality of our data in order track and measure our emissions more efficiently for better precise data	2027
<b>All scopes</b>	Setting budget by considering long-term returns like energy savings, enhanced brand reputation and customer loyalty	2025
<b>All scopes</b>	Implementation of a standardized operational site to include workplace design, environmental standards to address consumption management, deployment of sustainable vendors and location optimization to help manage employee commuting	2025

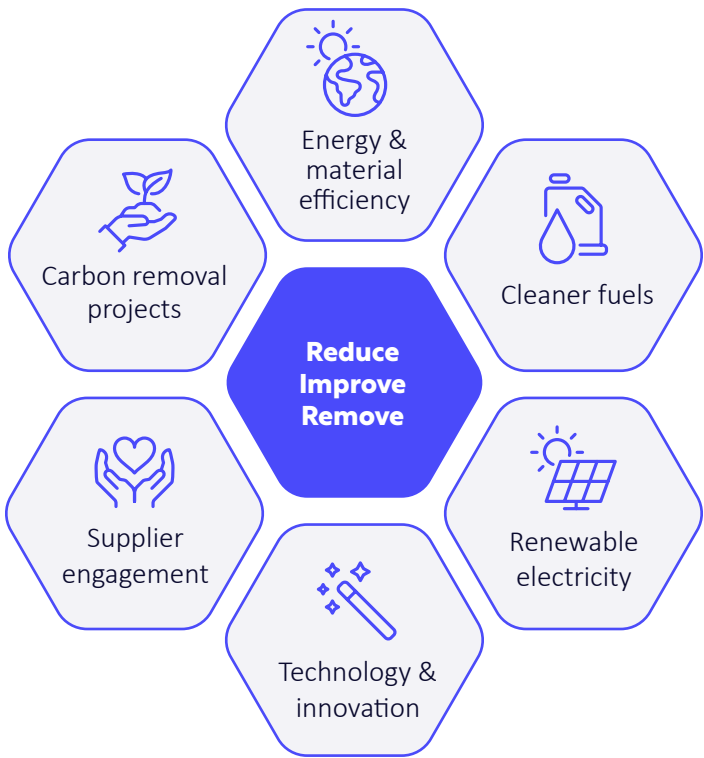


## Completed carbon reduction initiatives

The following environmental management measures and projects have been completed or implemented since the baseline reporting period.

Activity	Completion date	Scope
Measure carbon emissions and use results to submit the Foundever validation process with Science Based Target initiative	2024	1, 2 & 3
Scope 3 screening for baseline 2023 data to identify all the relevant categories for our activities	2024	3

## Levers to reach science-based targets



## Continuous feedback process

We regularly engage our key stakeholders including clients, shareholders, vendors, NGOs and communities. We would like to hear from you and learn your perspective on improving our action plan further. Please feel free to contact us at [sustainability@foundever.com](mailto:sustainability@foundever.com).



# Business resilience to climate change

Recent tragic weather events have highlighted that climate change is no longer an abstract threat; it is an immediate and pressing reality affecting communities and businesses across all sectors. As the frequency of extreme weather events increases and legislators and courts consider environmental regulations, corporations are advised to mitigate risks and capitalize on emerging opportunities.

To address these challenges, Foundever recognizes the potential impacts of climate change on its business operations. The company plans to conduct thorough climate risk assessments to evaluate these threats. The outcomes of these assessments will be reported externally in future ESG (Environmental, Social, and Governance) reports and annual CDP (Carbon Disclosure Project) assessments.

## **The key areas of assessment will include:**

- **Physical Risks:** Evaluating how extreme weather events such as floods, hurricanes, and heatwaves may affect supply chains, facilities, and employee safety.
- **Transitional Risks:** Analyzing the implications of regulatory changes, shifts in market demand, and the transition to a low-carbon economy.
- **Reputational Risks:** Considering how public perception and consumer preferences may change in response to environmental practices.

Foundever is committed to making climate change response a core component of its strategy and is **already taking the following steps:**

1. **Setting Science-Based Targets:** Foundever has established near-term Science-Based Targets initiative (SBTi) goals to achieve reductions in Scope 1, 2, and 3 emissions by 2033, in alignment with the Paris Agreement.
2. **Investing in Renewable Energy:** The company is transitioning to renewable energy sources, which will reduce emissions and lower long-term energy costs.
3. **Enhancing Supply Chain Resilience:** Foundever is engaging suppliers who are committed to developing more sustainable practices and is diversifying its supply chains to minimize vulnerability to climate-related disruptions.

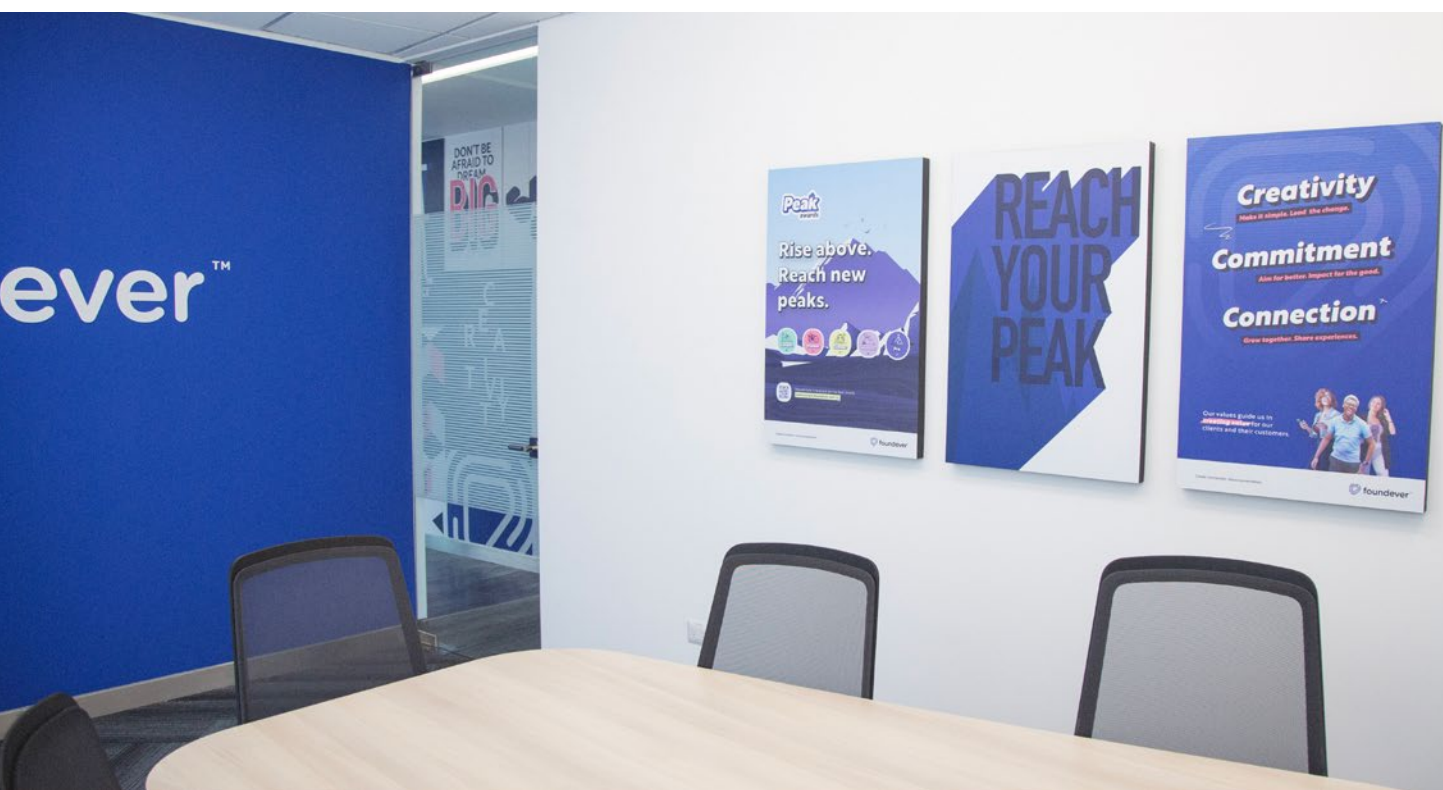
# GHG emissions

In the modern corporate world, enhancing sustainability is not only a smart business decision—it is also a growing demand from individuals, communities, and governments. With an increased awareness of the greenhouse gas effect, many forward-thinking companies and individuals have sought various methods to manage, monitor, and reduce their carbon emissions.

The first step to combatting rising global carbon emissions is to accurately measure them. It is crucial to understand the carbon output of individual companies, entire industries, and even broader economic sectors. This data provides regulators and stakeholders with essential information needed to develop climate change policies and lower overall emissions.

Additionally, this measurement allows organizations like Foundever to identify which business practices contribute most significantly to carbon emissions.

Foundever uses the most used system for categorizing carbon emissions is the Greenhouse Gas Protocol (GHG Protocol), a standardized framework established by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). The GHG reporting standards classify emissions into three categories: Scope 1, Scope 2, and Scope 3.







### Boundary conditions

Description	Boundary selection approach
Organizational boundary approach used for GHG inventory:	Control approach – Operational control
Organizational boundary selection process:	<p>Foundever has chosen an operational control approach because it and its subsidiaries have full authority to introduce and implement its operating policies at all location operations.</p>

### Sources of emission categories for each greenhouse gas (GHG)

#### Emission sources categories for each GHG

GHG	Boundary selection approach
Carbon Dioxide (CO2)	<ul style="list-style-type: none"> <li>• Consumption of diesel for backup generators</li> <li>• Consumption of LP gas for cooking equipment</li> <li>• Consumption of natural gas for heating equipment</li> <li>• Consumption of diesel for vehicles</li> <li>• Consumption of gasoline for vehicles</li> <li>• Refilling of extinguishers</li> </ul>

GHG	Boundary selection approach
Methane (CH <sub>4</sub> )	<ul style="list-style-type: none"> <li>• Methane (CH<sub>4</sub>): Consumption of diesel for backup generators</li> <li>• Consumption of LP gas for cooking equipment</li> <li>• Consumption of natural gas for heating equipment</li> <li>• Consumption of diesel for vehicles</li> <li>• Consumption of gasoline for vehicles</li> </ul>
Nitrous Oxide (N <sub>2</sub> O)	<ul style="list-style-type: none"> <li>• Consumption of diesel for backup generators</li> <li>• Consumption of LP gas for cooking equipment</li> <li>• Consumption of natural gas for heating equipment</li> <li>• Consumption of diesel for vehicles</li> <li>• Consumption of gasoline for vehicles</li> </ul>
Hydrofluorocarbons (HFCs)	<ul style="list-style-type: none"> <li>• Refilling of refrigerant R-407 for HVAC systems</li> <li>• Refilling of refrigerant R-410 for HVAC systems</li> <li>• Refilling of refrigerant R-32 for HVAC systems</li> <li>• Refilling of refrigerant R-22 for HVAC systems (HCFC)</li> </ul>
Perfluorocarbons (PFCs)	<ul style="list-style-type: none"> <li>• No sources of emissions</li> </ul>
Sulfur Hexafluoride (SF <sub>6</sub> )	<ul style="list-style-type: none"> <li>• No sources of emissions</li> </ul>
Nitrogen Trifluoride (NF <sub>3</sub> )	<ul style="list-style-type: none"> <li>• No sources of emissions</li> </ul>





## Foundever emissions scopes

Description	Emission sources
Organization-wide scope 1 direct sources of GHG emissions	<ul style="list-style-type: none"> <li>• Consumption of diesel for backup generators</li> <li>• Consumption of LP gas for cooking equipment</li> <li>• Consumption of natural gas for heating equipment</li> <li>• Consumption of diesel for vehicles</li> <li>• Consumption of gasoline for vehicles</li> <li>• Refilling of extinguishers</li> <li>• Refilling of refrigerant</li> </ul>
Organization-wide scope 2 indirect sources of GHG emissions	<ul style="list-style-type: none"> <li>• Purchase of electricity</li> <li>• Purchase of heating</li> <li>• Purchase of cooling</li> </ul>
Organization-wide scope 3 indirect sources of GHG emissions	<ul style="list-style-type: none"> <li>• Purchased goods and services</li> <li>• Capital goods</li> <li>• Fuel and energy-related activities</li> <li>• Upstream transportation and distribution</li> <li>• Waste generated in operations</li> <li>• Business travel</li> <li>• Employee commuting</li> <li>• Downstream leased assets</li> </ul>





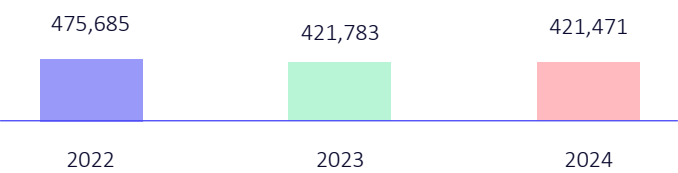
## Conversion factors used

The information presented in this energy section is in terajoules

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

## Total energy consumption

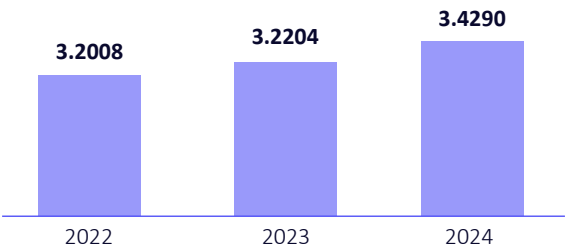
### Energy consumption in Gigajoules (location-based)



Energy consumption from all sources inside and outside the organization in 2024 is **421,471** GJ, compared to **421,783** GJ in 2023, which reflects a small reduction.

## Energy intensity

### Energy consumption by FTE

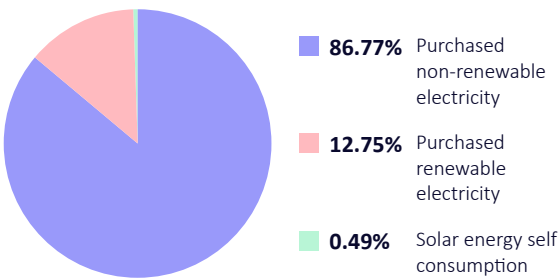


The energy intensity ratio by Foundever in 2024 increased to 3.4290 GJ by Full Time Equivalent compared to the 2023 figure of 3.2204 GJ. All types of energy are included in the intensity ratio and energy consumption within the organization and outside of it.

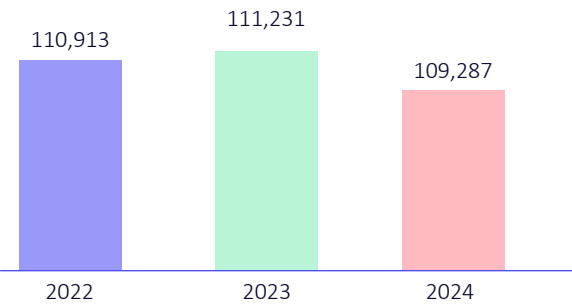
## Electricity consumption and intensity

Electricity is the main energy source of Foundever, which is why the following information about electricity complements the energy section above. Electricity consumption in 2024 totals 109,287MWh which is a decrease from 2023 totals of 111,231 MWh. However, intensity factor increased in 2024 to 889 kWh consumed per FTE compared to 849 in 2023.

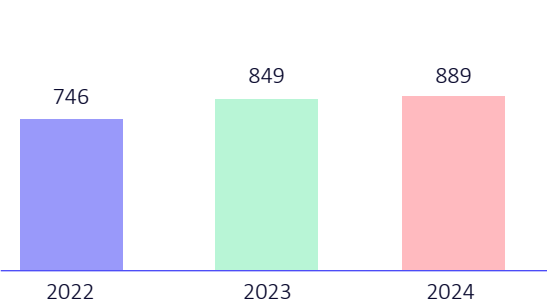
Electricity consumption by type in 2024 (mWh)



Electricity consumption (MWh)



Electricity consumption by FTE (MWh)



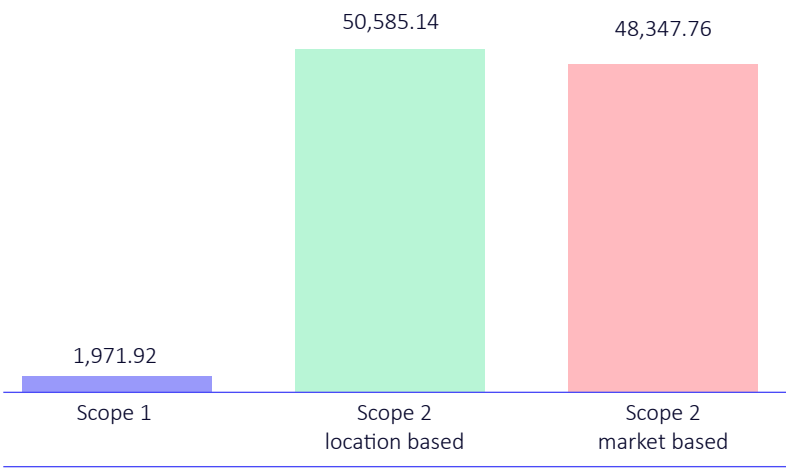
## GHG emissions sources

Scope	Source of emission	Emission factor	Gases reported
Scope 1	<ul style="list-style-type: none"> <li>Direct emissions from fossil fuels, from stationary sources</li> <li>Diesel for backup generators</li> <li>LP gas for internal use</li> <li>Natural gas</li> </ul>	<b>Standard:</b> Greenhouse gas protocol <b>Calculation tool:</b> GHG emissions from stationary combustion tool <b>Global warming potential used:</b> IPCC fifth assessment report (AR5)	Diesel: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O LP gas: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O Natural gas: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O
	<ul style="list-style-type: none"> <li>Direct emissions from fossil fuels, from mobile sources</li> <li>Refilling of extinguishers</li> <li>Diesel and gasoline for vehicles</li> </ul>	<b>Standard:</b> Greenhouse gas protocol <b>Calculation tool:</b> GHG emissions from stationary combustion tool <b>Global warming potential used:</b> IPCC fifth assessment report (AR5)	Extinguishers: CO <sub>2</sub> Diesel: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O Gasoline: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O
	<ul style="list-style-type: none"> <li>Refrigerant leakages</li> </ul>	<b>Standard:</b> Greenhouse gas protocol <b>Calculation tool:</b> GHG emissions from stationary combustion tool <b>Global warming potential used:</b> IPCC fifth assessment report (AR5)	Refrigerant R-407: HFC Refrigerant R-410: HFC Refrigerant R-22: HCFC Refrigerant R-32: HFC
Scope 2	<ul style="list-style-type: none"> <li>Indirect emissions from purchased electricity, heating, and cooling</li> </ul>	<b>Standard:</b> Greenhouse gas protocol <b>Calculation tool:</b> GHG emissions from stationary combustion tool <b>Global warming potential used:</b> IPCC fifth assessment report (AR5)	Electricity: CO <sub>2</sub> Heating: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O Cooling: CO <sub>2</sub>
Scope 3	<ul style="list-style-type: none"> <li>Purchased goods and services</li> <li>Capital goods</li> <li>Fuel- and energy-related activities</li> <li>Upstream transportation and distribution</li> <li>Waste generated from operations</li> <li>Business travel</li> <li>Employee commuting</li> <li>Downstream leased assets</li> </ul>	<b>Standard:</b> Greenhouse gas protocol <b>Calculation tool:</b> GHG emissions from stationary combustion tool <b>Global warming potential used:</b> IPCC fifth assessment report (AR5)	Electricity: CO <sub>2</sub> Diesel: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O Gasoline: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O Flights short and long haul: CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O

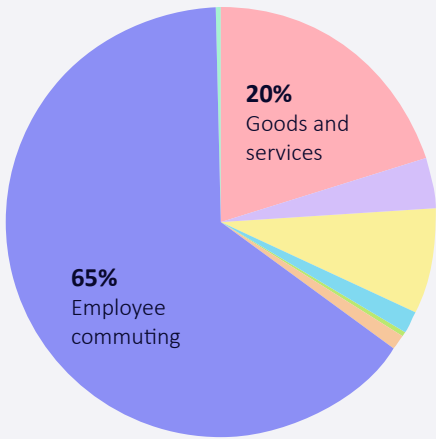


## 2024 Total GHG emissions

GHG emissions by scope 1 and 2 (located-based and market-based) in tCO2e



### GHG emissions by scope 3 in tCO2e



20%	Goods and services	41,823.88
4%	Capital goods	7,956.94
8%	Fuel-and-energy related activities	16,512.33
2%	Upstream transportation	3,459.60
0%	Waste	809.32
1%	Business travel	2,304.98
65%	Employee commuting	135,035.16
0%	Downstream leased assets	329.34



## GHG emissions intensity and reduction

In 2024, Foundever calculated its scope 1 and 2 emissions for both market and location based as well as identified the relevant scope 3 categories for its greenhouse gas (GHG) emissions. The intensity per full-time equivalent (FTE) for 2024 is 0.34 tCO<sub>2</sub>e for market based and 0.36 tCO<sub>2</sub>e for location based. These efforts contribute to a healthier atmosphere and support the fight against climate change on our planet.

Total Emissions	2023	2024
Scope 1 + 2 (Location-based) + 3	267,448.53	260,794.61
Scope 1 + 2 (Market-based) + 3	265,373.04	258,557.24

## Indirect emissions – Scope 3

Foundever has identified the Scope 3 categories that are relevant to our activities and have been calculated as part of our baseline submission to the Science Based Target initiative. The following are the relevant categories and the source of their emissions.



### Goods and services

Our purchased goods and services (PG&S) emissions originate from business support services (technology support), advertising (for talent acquisition), and consulting and telephony services (connecting our services with our clients' customers). We use spend-based secondary data to calculate PG&S emissions and have action plans to collaborate with identified Tier 1 suppliers to obtain primary data.



### Capital goods

Our capital goods emissions stem from software and IT equipment used by our associates to support our clients' customer care programs, as well as from building construction and remodeling to ensure proper working conditions in our associates' workplaces. We use spend-based secondary data to calculate capital goods emissions and have action plans to collaborate with key suppliers to obtain primary data.



### Employee commuting

Associates working on-site, from home, or in a hybrid model, Foundever surveys and measures the mode of transportation (e.g., bus, car, rail), the distance traveled (to and from the operational site), and the number of days per week associates commute to work. Emissions are calculated using primary databases.



### Downstream leased assets

Foundever establishes data centers that are centrally located to connect the operations with our client's operations and customers to provide customer care support. The downstream leased assets emissions include owned data centers needed for operations that are collocated in suppliers' facilities, as well as one building we do not operate but is leased to another entity.



### Waste

Foundever generates waste emissions including waste from operational locations (ordinary waste), hazardous waste (from medical services as required by law in certain countries) and electronic waste (from technology such as laptops, headsets, telephony, etc. to support our operations) and waste water from operations. Foundever's primary methodology is that they weigh building waste and categorize by type of waste, treatment process and destination and then match those categories to the proper emission factor based on Defra and EPA databases.



### Business travel

Foundever associates utilize business travel to support the organization by attending client visits, site operational assessments, organized meetings and other related in-person meetings. We track and measure the following through secondary databases:

- Flights short-haul (passenger.km)
- Flights long-haul (passenger.km)
- Hotels (except Casino Hotels) and Motels
- Line-Haul Railroads
- Passenger Car Rental
- WTT- Flights short-haul (passenger.km) being between 0 to 4,000 km (0 to 2,485 miles)
- WTT- Flights long-haul (passenger.km) being between 4,001+ km (2,486+ miles)
- WTT- Line-Haul Railroads
- WTT- Passenger Car Rental

We track short and long-haul, rail and car rental emissions through secondary databases



### Fuel-and-energy related activities

Foundever fuel-and-energy related activities include well-to-tank emissions due to consumption of diesel (company-owned or managed backup generators to provide disaster recovery and business continuity support for our operations), gasoline (company-owned or managed vehicles), natural gas and liquefied petroleum gas (food-related activities as required by law), and upstream transmission and distribution emissions due to purchased electricity, cooling and heating (contact center operations). Data is primarily collected through fuel and electricity invoices.



### Upstream transportation

Our transportation needs include shipping and receiving equipment for associates and enterprise employees to perform their daily job functions. This also encompasses telephony, technology, and building necessities required for operations. Transportation is utilized for payroll delivery, communications, and other legal documentation necessary for conducting business in each country of operation. Foundever's upstream transportation and distribution includes air and land transportation of goods and services paid for by the organization. Foundever uses secondary sources, by spend and transportation (air or land) methodologies. Emissions are then converted to kilometers to calculate well-to-tank emissions.



# Social

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



## United Nations Sustainable Development Goals



Increased usage by **4.5%** in 2024

**+35** virtual coaching sessions on physical, nutritional and mental health with **+400 participants** across Foundever

Each user avoided and average of **9.27 Kg of CO2** per month during the 2024

**+11,900** members are currently enrolled in EverBetter with a **+30.3% of engagement**



**33,109** graduates in our academies



**53%** of women associates and **51%** of women in management

## Material topics

- Adequate wages
- Health and safety of own workforce
- Diversity, equity and inclusion
- Data protection and security – third parties
- Data protection and security – own workforce
- Social dialogue
- Human rights – own workforce
- Human rights – value chain

## Foundever commitments

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

## Global policies

- [Global Code of Conduct and Ethics](#)
- [Vendor Code of Conduct](#)
- [Human Rights Statement and Policy](#)
- [Modern Slavery Act Statement](#)
- Global Anti-Modern Slavery and Child Labor Policy

## United Nations principles

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

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

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

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

**Principle 5:** The effective abolition of child labor

**Principle 6:** The elimination of discrimination

## Accomplishments

### UN SDG #3 – Good health and well-being

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

### UN SDG #4 - Quality education

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

### UN SDG#5 – Gender equality

- Achieved recertification DE&I certifications for Engagé RSE: France
- Achieved Human For Client RSE by CGEM: Morocco
- Achieved LATAM Award of the Revista Cliente S/A, Best Inclusion and Diversity Strategy Category- Silver: Brazil
- Achieved recertification Inclusion and Equity in the Workplace index (iEE): El Salvador

### UN SDG #8 – Decent work and economic growth

- Achieved Great places to work certification: Brazil, Egypt, Greece, India, Morocco, Philippines, Portugal and Spain
- Achieved Most Preferred Workplace for 2023-2024 by Marksmen Daily: India

### UN SDG #10 – Reduced inequalities

- Achieved Living Integration Seal from the United Nations High Commissioner for Refugees (UNHCR): Costa Rica
- Achieved Human For Client RSE by CGEM: Morocco
- Achieved certification INTE G35:2012: Costa Rica Workplace Gender Equality compliance: Australia





## Opportunities and action plans

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





4 Social

# Foundever associates

We make a difference for customers 9 million times each day. Together, we are proud to be the team behind the best experiences for the world’s best-loved and most innovative brands. Driven by our values, empowered by an award-winning culture and connected across 45 countries, our people are at the heart of our success.

## Our associate structure

Foundever hires the best talent with role model behaviors to support the delivery of our client’s customer experience needs. The scope of our associates includes full- and part-time and salaried support functions.

In today's competitive recruitment environment, having the right talent is more critical than ever. Our hiring practices set our company apart from our competitors by ensuring that we are hiring the best talent with role model behaviors to support the delivery of our client's customer experience needs.

Regular assessments of the Foundever talent acquisition approach are important to maintain the effectiveness of standard processes, which helps identify areas for improvement, reduce the risk of errors and ensure strong process foundations for providing excellent service.

Year	Global headcount
2024	136,569
2023	148,732
2022	161,721



Associates by contract		Associates by working hours			Associates by citizenship		Associates by modality	
Permanent	Temporary	Permanent	Temporary	Other	Permanent	Temporary	Hybrid/ at home	Temporary
2024								
95%	5%	87%	13%	0%	92%	8%	38%	62%
2023								
92%	8%	90%	9%	1%	92%	8%	63%	37%
2022								
94%	6%	93%	5%	2%	93%	7%	56%	44%

#### Attrition by reason

Year	Voluntary	In-voluntary
2024	73%	27%
2023	77%	23%
2022	85%	15%

8% of our workforce is covered under collective bargaining and social dialogue agreements.

## Collective bargaining coverage and social dialogue

Collective bargaining and social dialogue are key labor rights and have the potential to make job markets more inclusive. As major demographic and technological changes are reshaping the labor market, collective bargaining is well placed to generate solutions to emerging collective challenges.

Collective bargaining and listening to workers are key labor rights and have a clear impact on job quality. As digital transformation, globalization and demographic changes are reshaping the labor market, collective bargaining is more important than ever in designing solutions to emerging collective challenges. Foundever has several operations that have a formal worker council (e.g. Germany) and operations where we have collective bargaining agreements (e.g. Finland).





# Voice of the employee

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

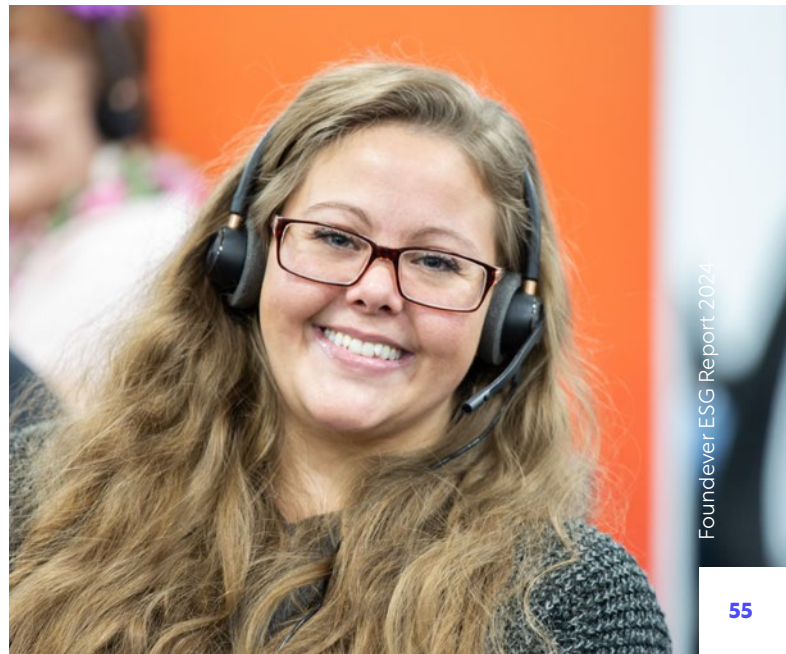
The survey opens for three weeks in mid-September, and all associates with four weeks or more of service are invited to participate.

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

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

## To be successful, we need:

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





## Review

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



## Action

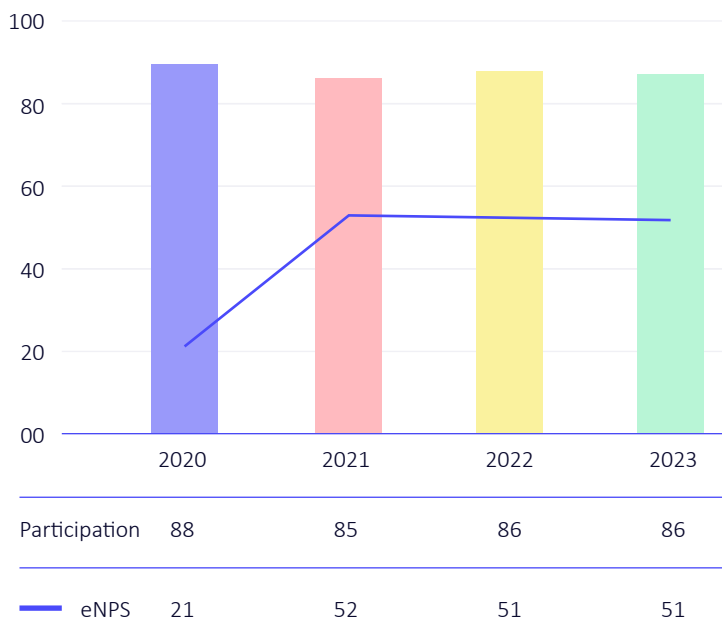
After receiving the results, local leadership teams must create a MAX roadmap detailing the steps to address the feedback received. The Global MAX team sets a target date for creating this roadmap, which should be reviewed regularly, at least monthly, by the local leadership team to ensure progress.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

An excellent  
global eNPS of  
47% in 2024

**84.2%**  
participation



Voice of employee survey



## MAX Roadmap

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




## MAX Pulse

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

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

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

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

Survey Count	3,418,722
	72.7%
	16.4%
	10.9%







## MAX pulse communication and feedback loop

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

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

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

## MAX idea collector

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

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

## MAX missions

- 618 MAX missions published
- October saw the highest number of MAX missions
- Surveys were the most popular MAX mission



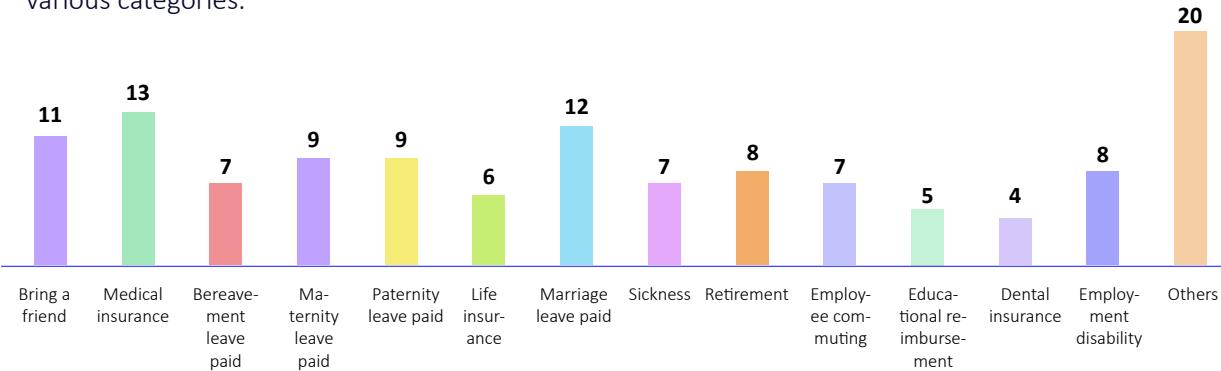
4 Social

# Social protection

Working conditions are at the core of our associates’ working relationships. For Foundever, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods and work schedules) to pay, as well as the physical conditions and mental demands that exist in the workplace. Associate benefits awarded are based on legal and/or customary observances of the countries in which they operate, and in some cases, are designed to meet collective bargaining agreements, unions or work-council arrangements. Benefits typically consist of a variety of healthcare plans, employee assistance programs, retirement plans, paid time off for holidays or for working on holidays, and vacation, as well as other cultural benefits or customary perquisites.

### Associate benefits and compensation

Throughout our global footprint of 45 countries, Foundever follows local regulations regarding benefits provided to our associates. In addition to these programs, the operations team has also created employee resources such as discount programs, refer a friend, tuition reimbursement, health memberships and much more. The following chart represents the number of countries reporting benefits in various categories.





# Diversity

## Foundever® Human Rights and Diversity, Equity and Inclusive statement

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



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



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



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

### 2024 diversity data

Gender		Age				
Women	Men	18 to 20 yrs	21 to 30 yrs	31 to 40 yrs	41 to 50 yrs	50+ yrs
53%	47%	5%	47%	26%	14%	8%



Disability by gender		Disability by age				
Women	Men	18 to 20 yrs	21 to 30 yrs	31 to 40 yrs	41 to 50 yrs	50+ yrs
67%	33%	0%	12%	24%	26%	37%

## Leadership at Foundever

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

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

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

Leadership positions represent 5% of the overall headcount within Foundever.

Year	Men	Women
2024	49%	51%
2023	46%	54%
2022	50%	50%



## Employee resource groups

We're passionate about creating a space where everyone can be themselves.

We believe everyone's identity matters. So, we prioritize diversity, equity and inclusion to foster a sense of belonging amongst our associates.

Employee Resource Group	Total enrolled participants	Total events, workshops and/or trainings
Women at Foundever	6,048	17+
Pride at Foundever	3,837	8+
Ethnic-Racial empowerment	20	6
Disability at Foundever	2,420	3

# Persons with disabilities

True transformation can only come when we recognize disability inclusion as fundamental to business success, not an optional add-on. [The World Economic Forum](#) recently stated that:

*“Authentic representation goes far beyond including wheelchair users in an advert’s background. A high proportion of disabilities are invisible – a longstanding estimate is 80% – authentic representation demands a fundamental shift in how we think about disability in media and marketing.”*

Many markets within Foundever have established Employee Resource Groups (ERGs) which are voluntary, associate-led groups of people who share a certain characteristic (gender, race, veteran status, ethnicity, sexual orientation, etc.), life experience or passion. By having ERGs, we aim to foster a diverse, inclusive workplace aligned with our values to create a sense of belonging for all our associates.

These groups exist to provide support and help in both personal and career development. They create a safe space where employees can bring their whole selves to the table. ERGs are driven and participated in by employees who share a certain characteristic, life experience or passion to:

- Improve work conditions for workers who may feel alienated
- Make the physical work environment better for everyone and improve the overall employee experience
- Enable space by bringing employees together in a safe place where conversations can flow freely, and everyone can feel comfortable sharing their experience
- Identify and develop leaders in the making

## Disability by gender\*



Women  
**67%**



Men  
**33%**

## Disability by age\*

18 to 20 yrs	<b>0%</b>
21 to 30 yrs	<b>12%</b>
31 to 40 yrs	<b>24%</b>
41 to 50 yrs	<b>26%</b>
51+ yrs	<b>37%</b>

\*Year 2024



## Employee Resource Group promotes disability

At Foundever, we are dedicated to promoting diversity and inclusion in the workplace. To support this mission, we launched our newest ERG, Disability at Foundever, in the Philippines on February 15, 2024.

This pioneering group is the first of its kind in the entire Foundever organization and received an overwhelming response, with nearly 4,000 associates across 10 hubs participating in the virtual launch.

“Our group celebrates diversity, inclusion, and the unique perspectives and experiences of associates who identify as persons with disabilities (PWD), as well as those who have people in their lives living with PWD,” said Eden Gutierrez, the chairperson of the new ERG.

The virtual launch featured Jen Mendoza from the Philippine Business Coalition for Women Empowerment (PBCWE), who emphasized that disability is not solely about impairment, but rather a combination of impairment and barriers.

As part of the launch activities, the Disability at Foundever core group and volunteers spent time with the students and teachers at the Philippine National School for the Blind (PNSB) in Pasay City on February 17. Chairperson Eden Gutierrez, along with leaders Jen Joloc, Jex San Jose, and Hiroki Revereza, led this corporate social responsibility (CSR) initiative with the support of 98 volunteers from our NCR hubs.

This initiative benefited not only the 100 individuals comprised of visually-impaired students, teachers and staff, but it also established a meaningful partnership. The volunteers received training on how to communicate with and guide visually impaired individuals. In return, students showcased their talents through singing and spoken poetry.

At Foundever, we take pride in supporting disability awareness and fostering an inclusive environment where everyone feels valued and supported.





#### 4 Social

# Training and skills development metrics

## Learning and development

The most important way to engage employees is to provide them with opportunities to learn and develop new competencies.

Foundever provides training that helps associates develop a deeper understanding of their roles, improve their performance and learn new skill sets, while our development team focuses on supporting our associates' futures and helping them to grow in their roles.

## Talent development

Learning and Development (L&D) is critical to success. Our global +35 years of experience in training hundreds of thousands of team members has taught us that success is based on our ability to blend your brand, products, processes and knowledge with our customer experience management expertise, in an engaging and programmatic manner.

Our L&D strategy covers the entire associate and employee lifecycle, enabling everyone to develop, grow and perform. Backed by our globally consistent training principle, our people, processes and systems are aligned.

We inspire and support our people's growth through continuous mentorship and talent development. With a focus on the personal and professional development of our employees, we offer mentorship opportunities that make work meaningful for each person, bringing out best efforts and long-term growth with the company. We develop our associates for personal and professional growth performing over an average of 683 classes each month throughout the organization.



**48K**

Trained associates last 6 months



**85%**

Typical training min pass mark



**45K+**

courses available for all employee's





**5**

Key learning platforms

## Performance appraisals

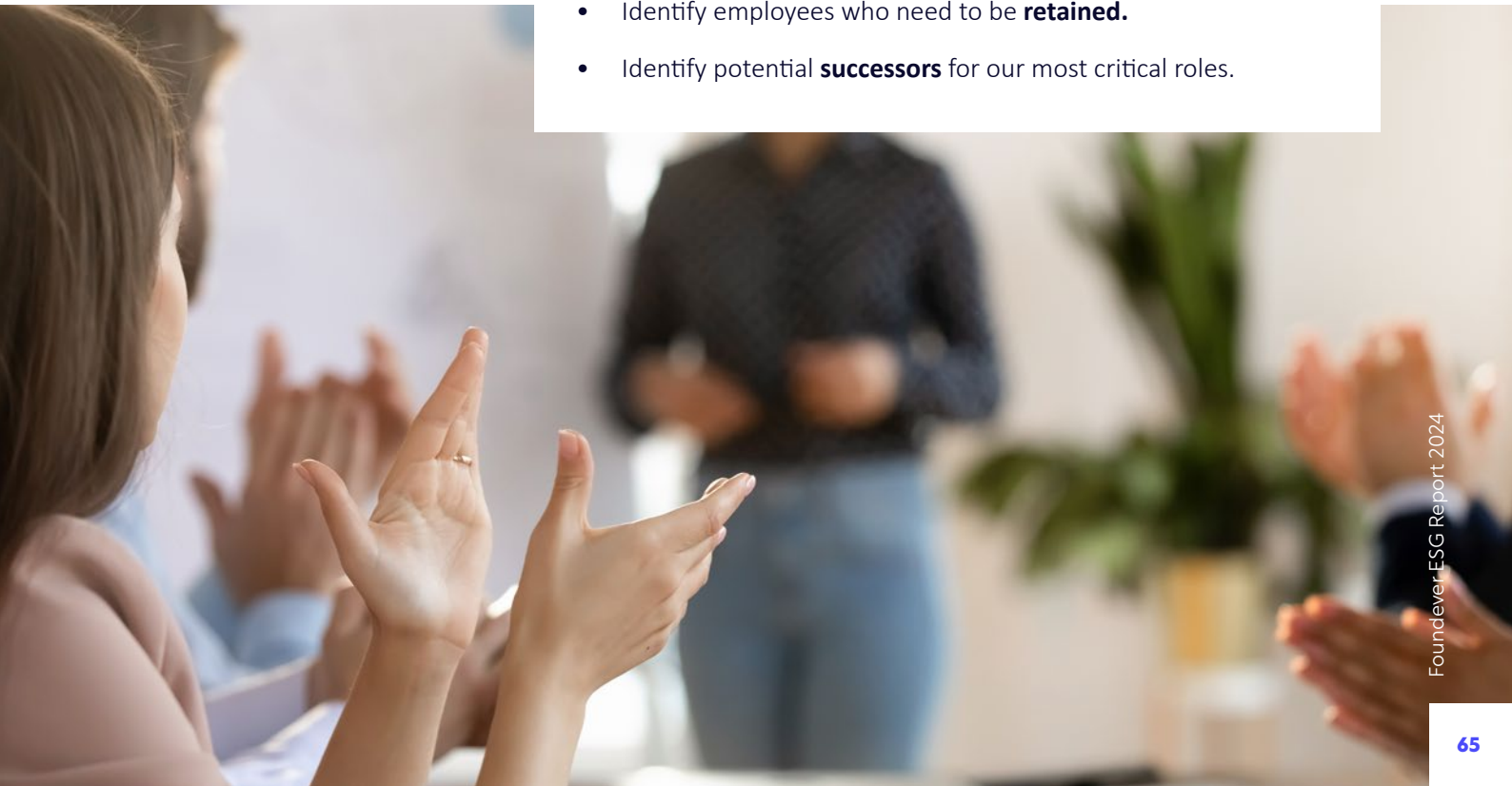
Foundever is committed to consistently improving performance by developing core skills and knowledge, delivering for our business and clients. All business associates participate in an annual Continuous Performance Management (CPM) process where the goal for these conversations is to celebrate the accomplishments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

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

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

Based on the results of the CPM campaign, our teams will be able to:

- Identify talent with potential for growth in the organization and to offer them **growth opportunities**.
- Know our employees’ blind spots and **areas of development** and take actions to address them by offering development opportunities.
- Know our employees’ **strengths** and ways to leverage them to support our business.
- Identify employees who need to be **retained**.
- Identify potential **successors** for our most critical roles.



## Let's talk about growth

Growth can mean many things to one person. We seek to support growth in different ways to support our teams journeys and retain talent through enabling development opportunities. We fully support career development in the customer experience industry.

**1**

Developing hard skills to further develop a career, from technology and systems to time management and role-specific training

**2**

Developing soft skills to grow relationships with colleagues, customers and clients, from empathy training to building confidence through training programs

**3**

Creating environments for our team to bring their whole selves to work, building communities to create networks and grow relationships

**4**

Deploying process-driven, global approaches to encourage career growth and development through our Talent+ programs





## Internal promotions

Foundever identifies key people, from frontline associates to leadership, who need to be retained and developed, growing them into the next generation of leadership to support and grow our business. At Foundever, we believe that small moments can have a big impact on our work experiences, customers, teams and friends. By creating positive moments for each other, we can make a difference and improve our associate experience. Whether we are here for months or years, we want to remember the good feelings and benefits we gained from our experience. We hope to look back and feel that Foundever was a highlight in our career.

11,707 total internal promotions which is a 55% increase from reporting year 2023

Year	Women	Men
2024	46%	54%
2023	46%	54%
2022	53%	47%



## Development programs that promote continued growth

### Talent+

Each associate has a development plan in place. Each development plan will enable them to reach their potential at Foundever. Enhancing our team’s skills improves operational efficiency, boosts retention and builds strong talent pools— driving growth for both our people and Foundever.

Our Talent+ program provides a three-phase approach to nurturing talent within our organization.



**Phase 1**  
Developing a foundation



**Phase 2**  
Expanding capability



**Phase 3**  
Maximizing potential

# Employability and community development

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



## Learning academies

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



## Tuition support

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



## Language proficiency

We train hundreds of participants in nonnative languages to support future employment in the CX sector in the following countries: Brazil, Costa Rica, El Salvador, Egypt, Nicaragua and the Philippines.  
**2024 Enrolled: 35,955**  
**2024 Graduated: 33,109**  
**2024 Hired: 6,217**



## Impact hubs

By deploying our CX Everywhere model, we can provide employment opportunities in distressed communities in the U.S.A. and other impact countries; 59.3% of our work-at-home associates are in distressed zones



## University and community partnerships

Activities and events done in partnership with government agencies and universities to promote awareness of Foundever

**200**

Active partners

**219**

Events

**2,000**

Generated applications

**500**

Hired



# Health and safety

We recognize that physical working conditions are coupled with mental health demands and continue to promote wellness and work-life balance with our employees. As stated in our Global Code of Conduct and Ethics, the health and safety of our employees, contractors, suppliers and the public are of utmost importance.

This reflects our commitment to providing all our associates with a safe and healthy work environment. We comply with all applicable health and safety laws and regulations and are committed to providing a safe and healthy work environment that minimizes work-related injury.

## OHS management system

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

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

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



## Hazard identification, risk assessment and incident investigation

Hazard identification processes	Risk assessment	Incident investigation
<ol style="list-style-type: none"> <li>1. OHS committees to implement procedures</li> <li>2. Country local hazard identification assessment</li> <li>3. Global Wellness Survey</li> </ol>	<p>Foundever assesses the hazards identified through some criteria, such as probability, consequence, exposition to the hazard and internal control.</p>	<ol style="list-style-type: none"> <li>1. Investigation of work-related incidents</li> <li>2. Implementation of corrective actions</li> </ol>

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



## Local occupational health and safety committees

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

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

### Authority of the local occupational health and safety committee:

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

## Training on occupational health and safety

- OHS training is free and offered to our associates during paid work hours
- All employees are trained in drills, emergency plans and safety points
- Brigade members are trained in first aid, spill containment, and building and fire evacuation
- Leaders are trained to follow the emergency plan in case of any incident







## Work-related injuries and ill health

### Work-related injuries

Year	Number of work-related injuries	Lost days due to injuries
2024	505	3,591
2023	502	5,205
2022	544	6,677

### Work-related ill health and illness

Year	Number of work-related ill health and illness	Lost days
2024	53	116
2023	52	309
2022	87	370



## Rate of recordable work-related injuries

In 2024, the rate of recordable work-related injuries was 1.3 by million hours worked.

Year	Number of work-related injuries	Number of hours worked	Rate of recordable work-related injuries by million hours worked
2024	505	386,966,801	1.3
2023	502	188,799,009	2.7
2022	544	98,313,502	5.7

\*This figure includes only countries that had injuries from 2022 to 2024.

## Occupational health services

Countries where Foundever operates have some occupational health services:

### On-site medical services

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

### Emergency brigade

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

### On-site health promotion

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



# Health and wellbeing

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

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

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


**30.3%**

engagement rate


**62K**

members in our wellbeing program


**8.7M**

miles (+8M Km) of activity in 2024


**+11K**

new members in our wellbeing program

Move well

Eat well

Live well

Do well



## Wellbeing at the heart of our culture

### EverBetter by Foundever®

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

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



An organization-wide program to support our teams in embracing **#OneSmallChange** for a healthier life and a better world.



Foundever Games, 10 diverse challenges via the United Heroes app  
 +5.3 M total number of points obtained from the challenges  
 1st: Australia. 2nd: France. 3rd: Peru



+35 virtual coaching sessions on physical, nutritional and mental health with +400 participants across Foundever



Each user avoided and average of 9.27 Kg of CO2 per month during the 2024  
 64,899 volunteers and 4146 volunteer activities registered in the app during 2024



179 EverBetter Global articles published on EverConnect during 2024  
 64,184 unique views of the articles with more than +61K comments  
 The next eNPS results are from those associates familiarized with the EverBetter program (info from MAX Annual Survey 2024):  
 72.7 eNPS of associates who recommend us as a place to work  
 85.1 eNPS of associates who intend to stay working with us



SSO implementation, resulting in more accurate data with only active associates  
 +11,900 members are currently enrolled in EverBetter with a +30.3% of engagement  
 We covered 8.7M km collectively throughout the year



**To the Moon and back challenge**

6,499 participants in the global charity challenge  
 694,965 Km covered out of 768,800 Km  
 Donation of \$10,000 USD to Libraries Without Borders

I recommend foundever as a place to work to my family and friends

**Engagement**

I intend to stay with Foundever for at least the next 12 months

85.1%



## Meet BLAZE (they-them)

### Personality

Blaze, the mascot of the Foundever Games, combines fierce competition with community spirit. They're a fast sprinter with flame-powered shoes, a meditative mind symbolized by a calming flame, a passionate eco-advocate and a unifying force in team sports and dance.

### Strengths

- Swift sprinter: Blaze's speed in the 100 meters showcases their athletic prowess.
- Eco advocate: Committed to the environment, Blaze actively promotes sustainability.
- Team unifier: In team sports and dance, Blaze excels at bringing people together.
- Meditative guide: Representing calm and focus, Blaze is a beacon of tranquility.



FG2024

Blaze: Foundever games mascot



## Foundever Games

In 2024, Foundever launched a global event that united all associates, transcending borders and time zones. It was a celebration of health, wellness and team spirit like never before. An initiative that leverages the excitement and camaraderie of a truly global phenomenon. The Foundever Games are more than just a series of challenges; they are a testament to our unity, spirit and pursuit of wellness.



**10**  
diverse challenges  
via the United  
Heroes app



**>59K**  
participants,  
globally



**+5.3 M**  
total number of  
points obtained  
from the challenges



## EverBetter community

The new EverBetter dashboard is now live, featuring a streamlined experience that currently includes only SSO accounts, which we will be closely monitoring moving forward. With all EverBetter information consolidated in one place, staying informed and engaged has never been easier.

As part of our ongoing efforts, we are rolling out a communication campaign encouraging users to update their credentials, as accounts registered with personal email addresses will be removed in January 2025.

### Information before the new EverBetter dashboard (Jan- Sep 2024)

	2023	2024
<b>Users</b>	<b>56,462</b> 42,2% of our headcount (+125K people)	<b>62,437</b> 46,7% of our headcount (+133K people)
<b>Active users</b> on a monthly average	<b>11.8%</b>	<b>12.1%</b>
<b>New members</b> added through the year until Sep 2024	<b>+12,729</b>	<b>+6,011</b>

### Information after the new EverBetter dashboard (Oct – Dec 2024)

**11,984**

Associates using Foundever credentials

**8.90%**

Adoption rate by Dec 2024

**3,797**

Average of active users during the Q4 of 2024

**30.3%**

Engagement rate by Dec 2024

**+2,300**

New members added from Oct to Dec 2024

## Wellness survey

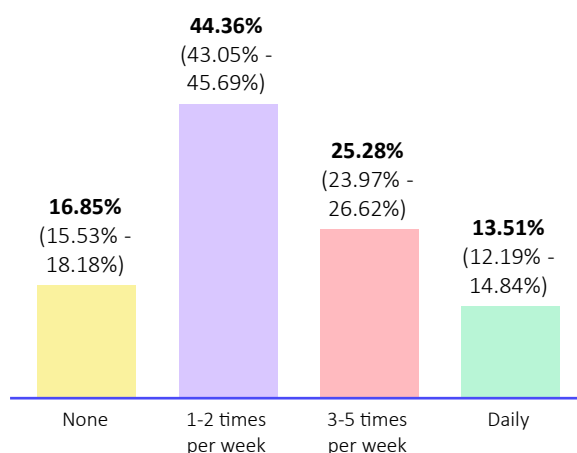
The objective of the Wellness survey is to understand our associates' needs, expectations and recommendations in relation to our EverBetter program and sustainability topics. In 2024, we collected 6,084 responses across the globe with the following results:

### Physical activity frequency

#### How often do you engage in physical activity?

Proportion of choices among all respondents

Total valid responses: 6,233



#### Main callouts:

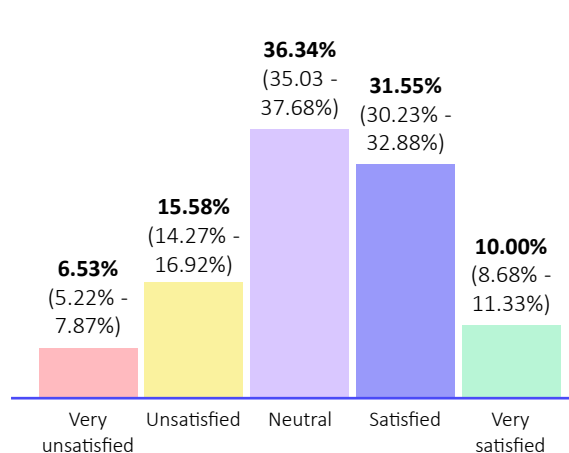
- The highest frequency of physical activity among respondents is 1-2 times per week.
- This question also indicates that the vast majority of the respondents (83.1%) are engaged in physical activities.

### General health perception

#### How satisfied are you with your general health?

Proportion of choices among all respondents

Total valid responses: 6,232



#### Main callouts:

- This question highlights two big groups of responses, indicating most of the time the employees will probably feel neutral or satisfied with their overall health. These two categories represent a little more than 2/3 of the responses.



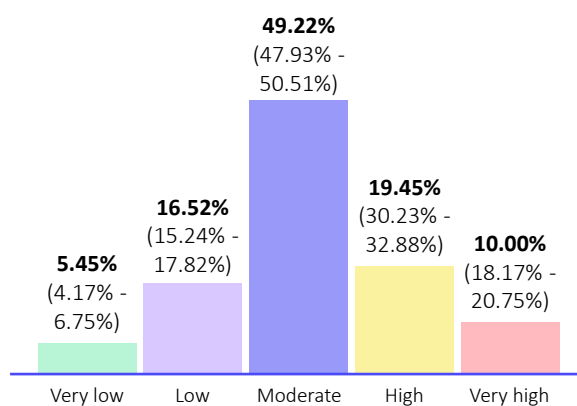


## Stress level perception

### How would you rate your stress levels related to work?

Proportion of choices among all respondents

Total valid responses: 6,215



#### Main callouts:

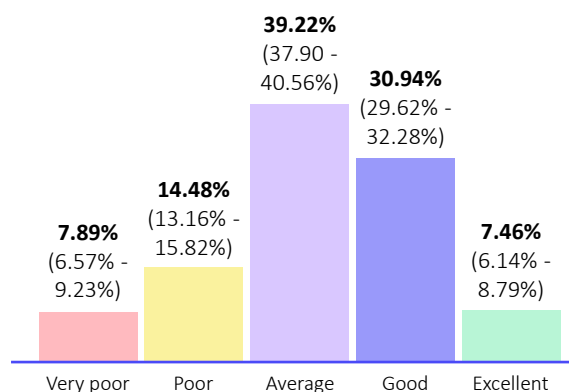
- This question showed some symmetry in its responses with nearly 50% of choices in the middle point of the scale and decreasing proportions when moving to the extremes.
- In a qualitative perspective however, this question can be interpreted as that only 22% of the employees report to feel low or very low levels of stress, which may be a point of attention.

## Foundever's mental health resources rating

### How would you rate the company's mental health resources?

Proportion of choices among all respondents

Total valid responses: 6,232



#### Main callouts:

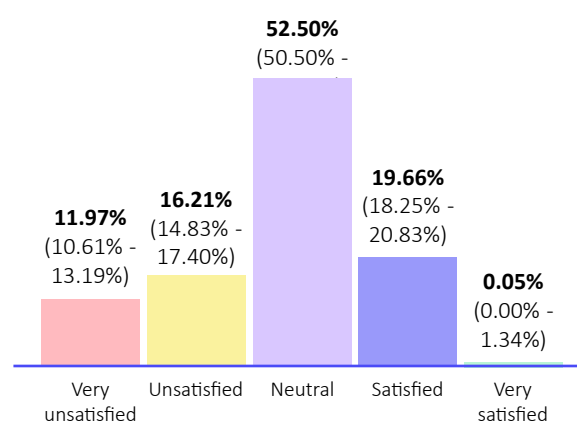
- Choices of 'poor' and 'very poor' were minority but their representativeness is not negligible.
- The middle point of the scale was predominant in this question as well (39.2%).
- Good and Excellent represent 38% of the responses.

## Healthy eating options satisfaction

### How satisfied are you with the healthy eating options available at work?

Proportion of choices among all respondents

Total valid responses: 6,233



#### Main callouts:

- In this question there are more unsatisfied respondents than satisfied ones.
- In an overall view however, more than half of the times, employees feel neutral about their satisfaction with the healthy eating options available at work.





#### 4 Social

# Workplace design

## Introduction

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

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

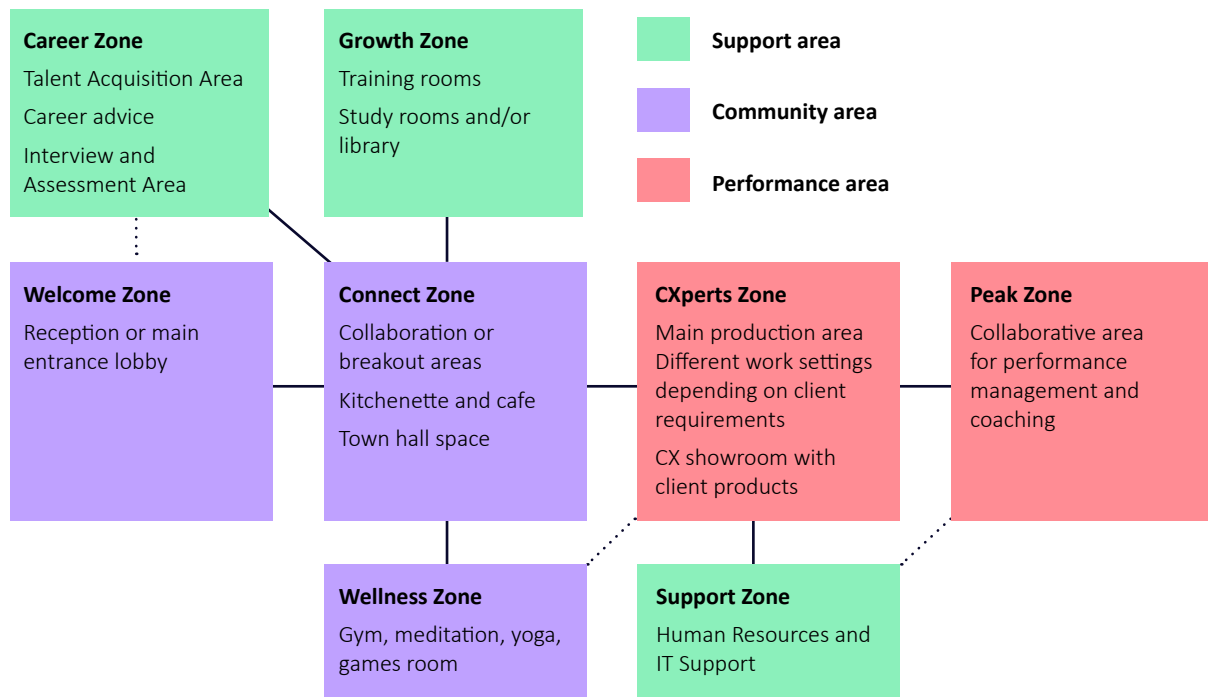
We aim to create well-designed and functional environments that foster productivity, collaboration, employee wellbeing and overall success for Foundever in our workplace.



## Workplace strategy

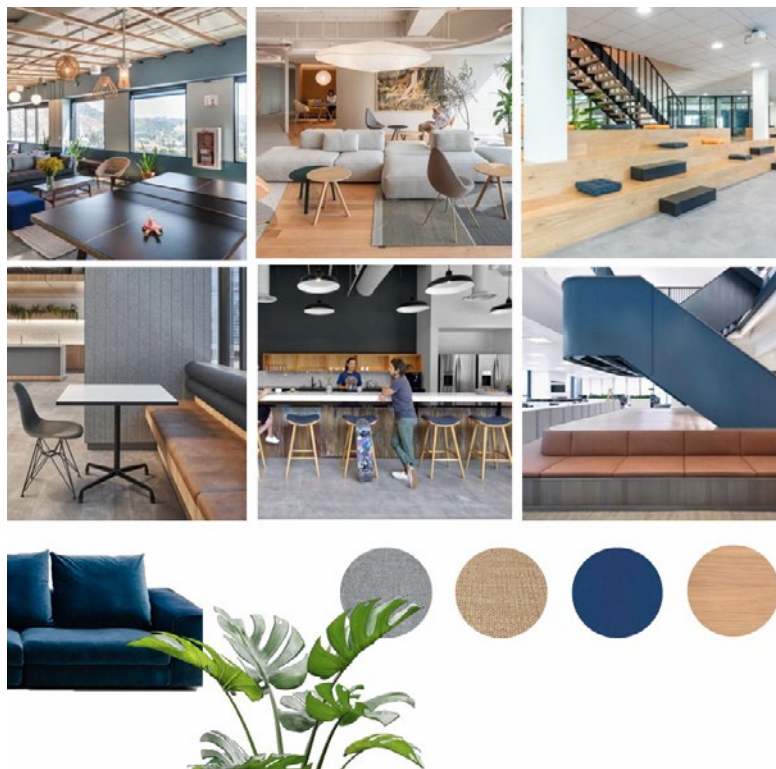
### 1. Space planning

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



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

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





### Welcome zone

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

### Connect zone

Hub for collaboration, creativity and employee wellbeing.

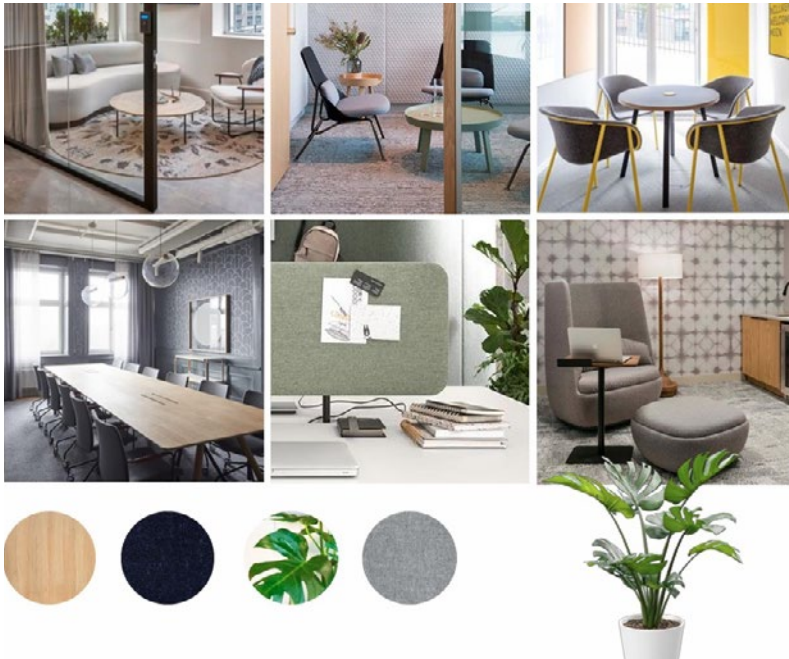
It includes space types such as pantries, community tables and games areas.

### Wellness zone

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

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

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



### Support zone

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

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

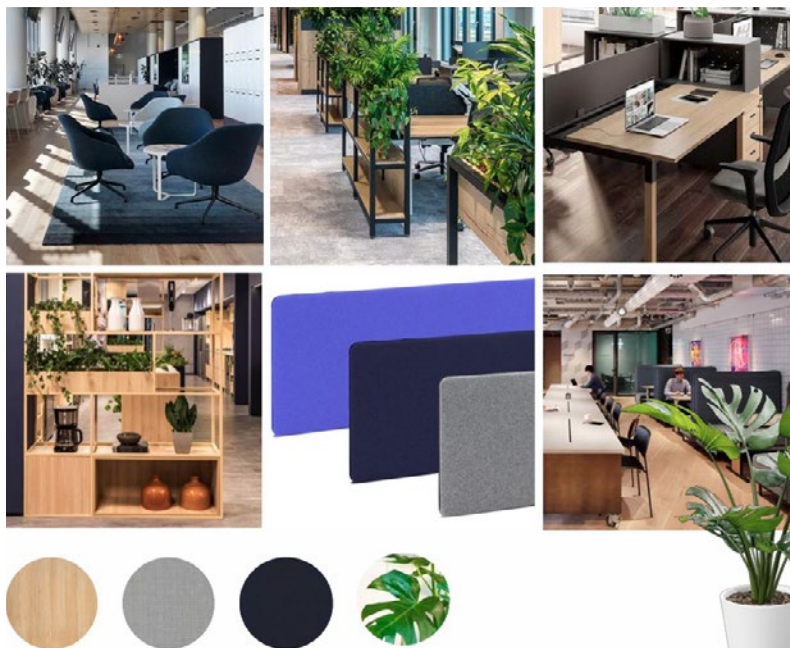
### Growth zone

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

### Career zone

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

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



### CXpert Zone

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

### Peak zone

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

## 2. Interior design

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

### Neutral base

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

## Blue shades

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

## Accents

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

## Branding

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

## Technology

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

## Biophilic design

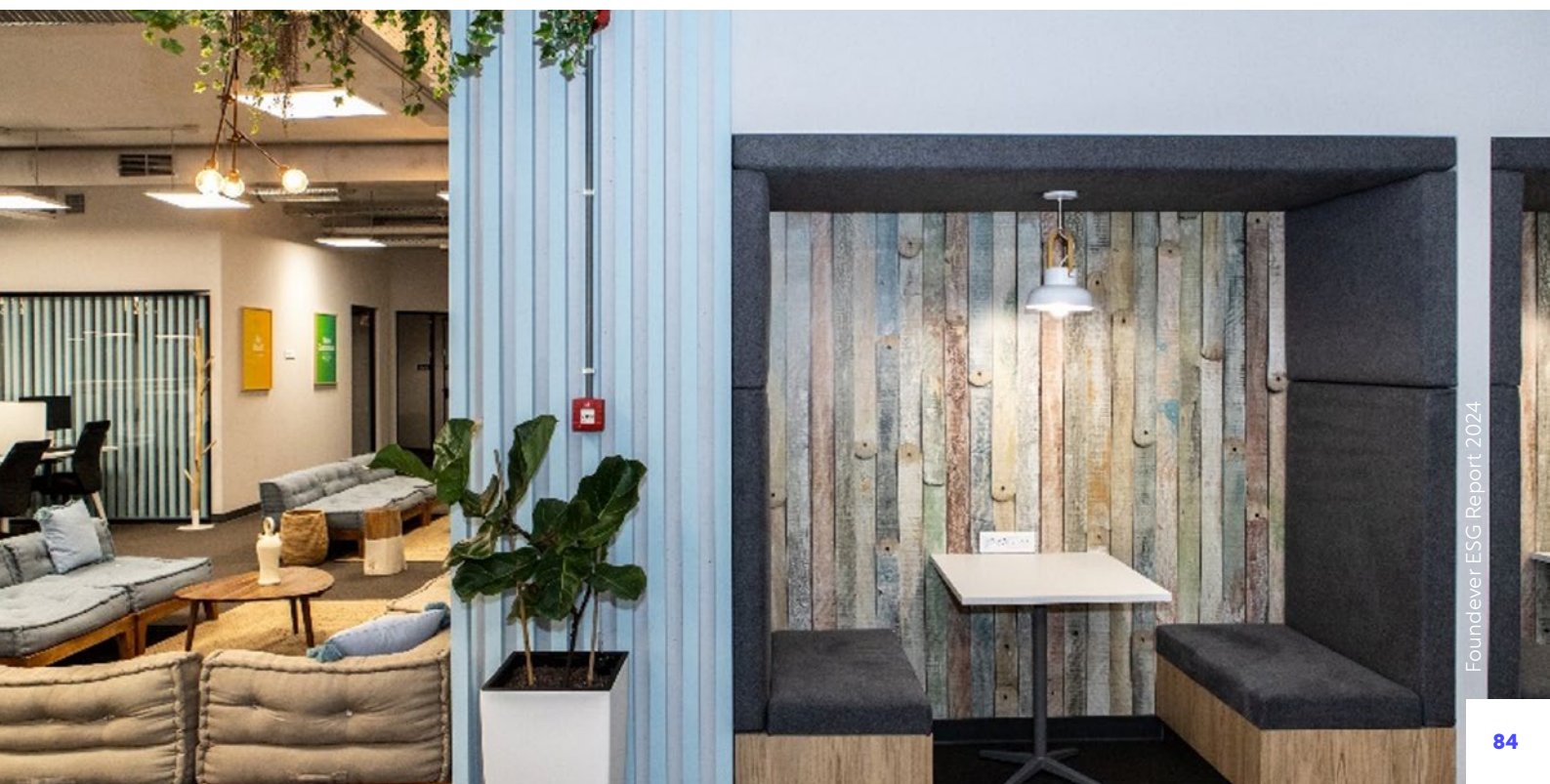
By integrating elements of nature into the built environment, biophilic design fosters a connection with the natural world and promotes employee well-being. This layer underscores our commitment to sustainability, employee satisfaction and a holistic approach to design.

## Arts and culture

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

## Locality

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







### 3. Sustainability within the workplace

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

### 4. Health and wellbeing

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

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

### 5. Inclusivity and diversity

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

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

## 2024 accomplishments

In 2024, we achieved significant milestones in workplace design, enhancing our offerings and facilities. These accomplishments include:

- Launched a Facilities Playbook encompassing everything regarding what our facilities standards are and how to build a Foundever hub.
- Continued opening of Foundever hubs using these new standards as the foundation of design. Highlights include Cairo, Madagascar, Mexico City, Belgrade and Hyderabad.
- Developed a client design guide to support how we deliver custom space and branding for our clients with consistency. Implementing innovative solutions, renders and VR tours to support sales teams.
- Continued integration of art into the workplace through our Conversation at Heart program and extension to our branding kit.

## 2025 goals

As we advance into 2025, we are committed to further developing and expanding our role in the following areas:

- Champion ESG impact through our organization. Support the team through enhanced case studies and additional training.
- Create and define a best-in-class Center of Excellence strategy to celebrate best performing assets.
- Redefine and streamline our design, delivery and procurement. Identify and shortlist vendors for global agreements on major build-out items, particularly, furniture, carpets and lighting. Target is to reduce long lead, manufacturing time and consistency.
- Revolutionize and modernize our workplace environments. Define what the CX workplace of the future is. Ensure we discover with strategic feedback and fact finding to design the correct solution.





# Project Highlights

## Cairo

In 2024, we opened our new Cairo hub. Our site in [Citystars](#) is a flagship project with an expansive area of over 5,000m<sup>2</sup>, designed to foster collaboration and innovation among our 700 employees spread across six dynamic floors of a premium building in Cairo. At the core of this project is the emphasis on human connection, with vibrant connect zone breakout areas strategically placed on every floor. Employees can also enjoy top-tier amenities, including a state-of-the-art, full-sized gym, ensuring a holistic work-life balance.



## Hyderabad

The Hyderabad ground floor extension marks a significant milestone as the first project in [India](#) to implement our new branding and workplace standards. This project has been a resounding success, featuring a welcoming reception area, a diverse connect zone with varied furniture options, high exposed ceilings and custom-made pantries. The space sets a new benchmark for our Indian portfolio, embodying a blend of comfort, functionality and modern aesthetics. We are eager to expand further in this vibrant region.





## Madagascar

In [Madagascar](#), we unveiled a site designed for approximately 1,000 people, spread across four thoughtfully designed floors. The ground floor serves as the main shared space, featuring a lively games area and a large connect zone with mixed seating arrangements — booths, canteen tables and bar tables — encouraging social interaction and fostering a strong, inclusive culture. The local team's initiative to incorporate local art has elevated the design, adding a unique and culturally rich dimension to the workspace.



## Mexico City

The new hub in Chapultepec is a beacon of modern workplace design, nestled within an impressive building featuring stunning terraces that offer breathtaking views over [Mexico City](#). This hub is designed to accommodate over 1,000 employees, meticulously blending the Foundever brand with the local culture and flavor. The sixth floor is a standout, boasting a spacious connect zone with a thoughtfully curated library, diverse eating areas and an inviting reception. A wellness suite adds a touch of luxury, promoting wellbeing and mindfulness among employees.

## Belgrade

In [Belgrade](#), we embraced the opportunity to create a warm and welcoming environment in our new space, working hand in hand with the local Serbian team. Their understanding of the Foundever brand and their flair for good design resulted in a workspace that radiates personality and warmth. This vibrant environment has quickly become a favorite, reflecting our commitment to creating spaces that are both functional and inspiring.



# Work-life balance

Foundever, as an organization, encourages a healthy work-life balance for its employees. Implementing family-related leave in a gender-equitable context offers several benefits, resulting in a more engaged workforce and a competitive advantage in attracting, recruiting and retaining talent. Bringing in top talent and building loyal teams can positively impact family health and wellbeing, particularly in terms of maternal health and overall financial stability. Employees who feel they are making a positive contribution to society are essential to fostering an inclusive and equitable work culture.

## Parental leave

Year	Women	Men	Total
Associates who were entitled and took parental leave			
2024	1,482	1,091	2,573
2023	2,553	1,222	3,775
2022	2,735	797	3,532
Associates who returned and still working after parental leave			
2024	1,094	1,000	2,094
2023	1,787	1,067	2,854
2022	2,269	688	2,957
Returning and retention rate after parental leave			
2024	74%	92%	81%
2023	73%	89%	78%
2022	83%	86%	84%



# Human rights impacts

## Human rights

We are a people-centric organization made up of associates in more than 45 countries.

Championing human rights — today and every day — is an important part of our culture.

Human rights are the most fundamental rights every person can have. We celebrate this as a member of the United Nations Global Compact and are committed to ensuring the human rights of our employees and the customers we support are respected in order to deliver the best experiences. Everyone is entitled to these rights, without discrimination.

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

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

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

## Investigating commission

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

All stakeholders are asked to use any of these channels to report any violations:

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

As part of and in compliance with the Security and Ethics Incident Management Policy, once a report has been received, in order to enable the tracking of event details to include the storage of evidentiary documents, investigative actions and resolution results, a member of the Global Security or Human Resources Team will be assigned as “primary” within EthicsPoint and it will be this person’s responsibility to coordinate all aspects of the investigation to ensure pertinent facts and evidence is collected and uploaded into the system, as well as to document the investigative steps and results in addressing the incident.

Depending upon the severity or sensitivity of the misconduct reported, Global Security may be assigned the responsibility of investigating the misconduct even when it falls outside of its normal investigative assignment area. Additionally, Global Security and Human Resources may work jointly to investigate the misconduct reported.





#ForceForGood

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

2024



**36**  
environmental actions  
80 in 2023  
50 in 2022



**260**  
social actions  
330 in 2023  
205 in 2022



**+170**  
community partners  
+227 in 2023  
+250 in 2022



**+7,870**  
volunteer hours  
+18,922 in 2023  
+43,767 in 2022



**+748.93K €**  
funds donated  
+362.5K € in 2023  
+197K € in 2022



**13,294**  
volunteers  
64,899 in 2023  
17,120 in 2022





### Partnerships

Foundever has 119 collaborative partnerships around the globe

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



**5**  
civil  
society



**6**  
well-  
being



**52**  
education



**28**  
recruiting and  
employment



**16**  
government



**7**  
non-  
profit



## How walking can change your life!

In 2024, Foundever launched a Global Charity Challenge, "To the Moon and Back," to explore how walking can change a life — and how we can contribute to an incredible cause while doing so!

In a fast-paced world where many of us rush from one task to another, the simple act of walking can often be overlooked. Walking is more than just an exercise; it's a lifestyle change that touches every aspect of your life; it's a transformative practice that can significantly enhance our physical, mental and emotional wellbeing. Walking is a powerful tool for living a balanced, joyful and fulfilled life.

So, we laced up our walking shoes, stepped outside and embarked on the transformative journey of walking. Every step brought us closer to a healthier, happier version of ourselves, and closer to our challenge target.

This event marked a new chapter in our partnership with Libraries Without Borders, the NGO we've supported for three consecutive years, contributing a total of \$16,000 so far to help bridge gaps in access to education and information. Together, we're making a difference, one step at a time



# Data privacy and security



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

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

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

## Policies and procedures

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

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



## Monitoring and audit

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

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

## Training and communication

Foundever provides training and educational programs to ensure employees understand our privacy policies and procedures, comply with the law and know what standards of behavior are required. The privacy training program for employees includes the development and maintenance of staff expertise, as well as communication of policies, procedures, directives, regulatory requirements, product information and service goals. The privacy training program is deployed to all Foundever employees and forms part of the new hire onboarding training.

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

## Incident management

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



ISO27001:2022

TISAX

PCI DSS 4.0

SOC 1 Type 2 certification

HITRUST certification/HIPAA

## Security

### Protecting our business at every step

1

#### Protecting business is our business

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

2

#### Consistent global approach

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

3

#### Technology to mitigate risks

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

4

#### Associate training and awareness

There is annual digital and interactive security training for every associate.

- Recurring mandatory security training for associates; 88% of the workforce completed annual security training in 2024
- Random and recurring fake phishing emails testing associate awareness and adherence to protocols
- Annual reviews by third-party assessors





# Governance

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

## Material topics

- Business ethics
- Sustainable sourcing
- Company culture and governance

## Foundever commitments

100% of associates to complete security training

## Global policies

- [Global Code of Conduct and Ethics](#)
- [Vendor Code of Conduct](#)
- [Global Anti-corruption Policy](#)
- [Website Privacy Notice](#)
- [Sustainable Sourcing Charter](#)

## United Nations principles

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

## 2024 accomplishments

- Delivered training to key personnel for ABAC
- Gift, meals and hospitalities, donations and sponsorships, and business advisor's processes
- Achieved Cyber Essentials and Cyber Essentials Plus Certification: U.K.
- Achieved EcoVadis: France (Gold), Germany (Bronze), U.S. (Bronze) and U.K. (Bronze)
- Achieved Engagé RSE ISO 26000: Costa Rica, France
- Achieved FSQS (Financial Services Qualification System) Certification: U.K.
- Achieved HITRUST/HIPAA: Global
- Achieved PCI Certification/ Compliance/PCI-DSS v3.x: Global
- Achieved ISO 9001: Brazil, Bulgaria, Hungary, Poland, U.K.
- Achieved ISO 27001 Certification: Brazil, Bulgaria, Canada, China, Greece, Finland, Portugal, Spain, South Africa, U.K., U.S.
- Achieved SMETA: Morocco
- Achieved SOC Type 1 and 2 Certification: Global
- Achieved Trusted Information Security Assessment Exchange (TISAX): Bulgaria, Portugal
- FSQS (Financial Services Qualification System) 10019765: U.K.

- ISO 13485 Medical Devices: U.K.
- certification: France
- Achieved ISO 18295-2:2017 Customer Contact Centers certification: France

### UN SDG #3 – Good health and wellbeing

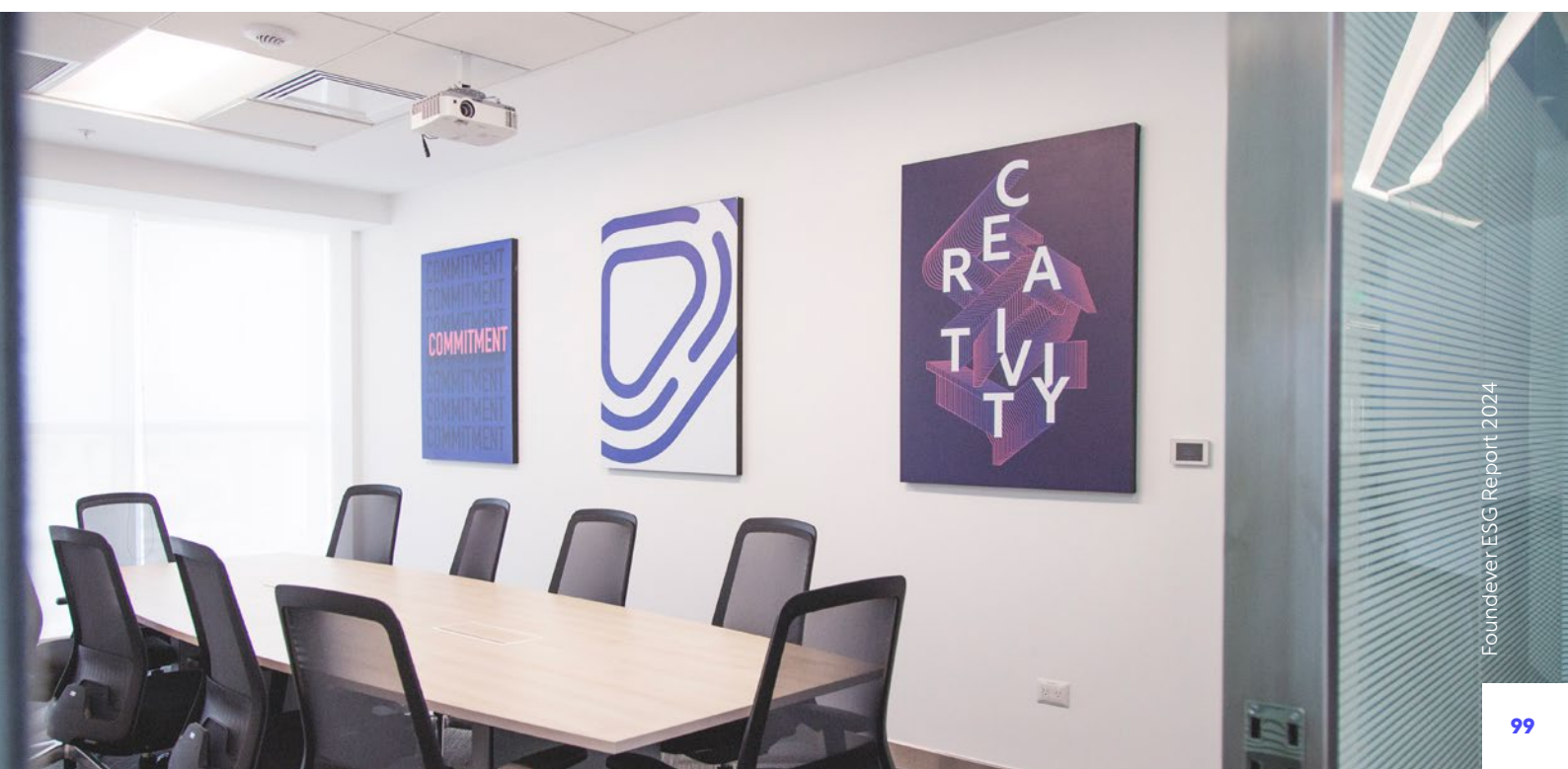
- Achieved Medicines and Healthcare Products Regulatory Authority Warehouse Dealers License: U.K.
- Launched a new Foundever Vendor Portal

### UN SDG #8 – Decent work and economic growth

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

## Opportunities and action plans

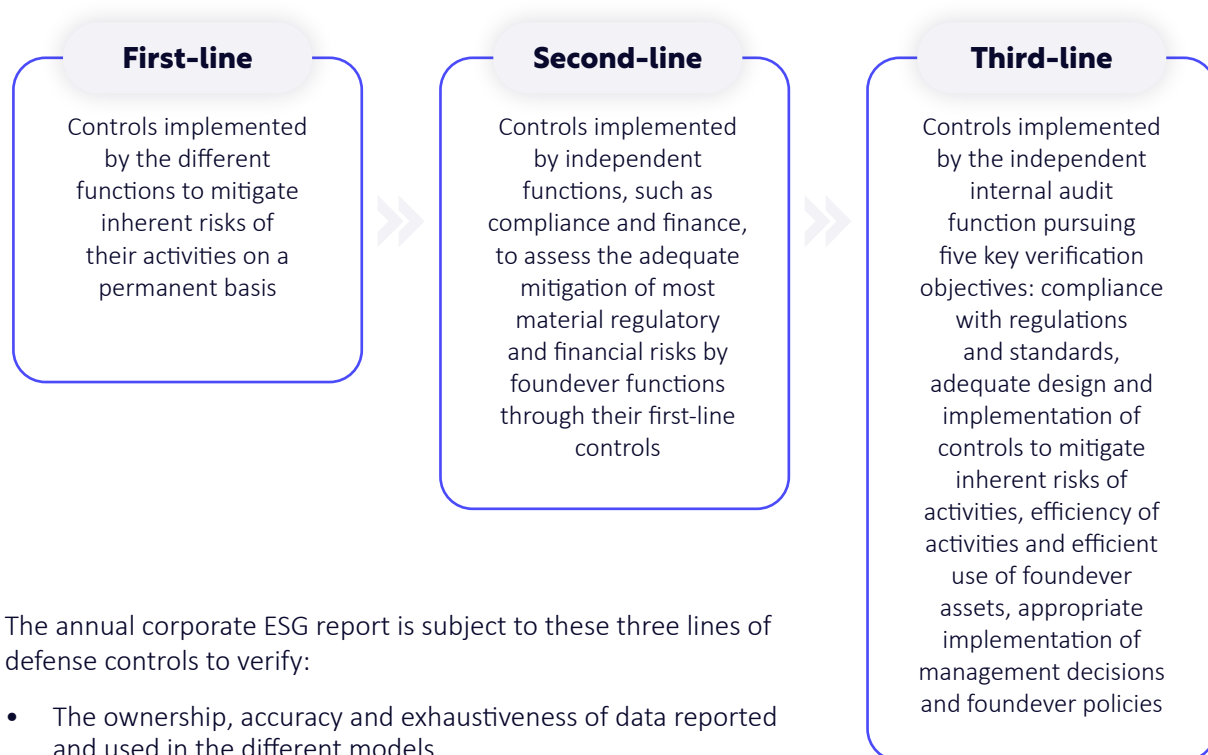
- Communicate and further develop our Sustainability sourcing strategy
- Strengthen the third-party risk management process to include audits, compliance questionnaires and a high-risk strategy
- Ways to embed the country risk profile analysis to strengthen policies
- Strengthen the environmental, social and governance risks internally and externally to adhere to laws and regulations
- Build a robust reporting management system
- Perform an EU Taxonomy assessment





# Internal control and governance

The internal control system at Foundever is based on a three lines of defense model, comprising of:



The annual corporate ESG report is subject to these three lines of defense controls to verify:

- The ownership, accuracy and exhaustiveness of data reported and used in the different models
- The appropriateness of models used in the report production process
- The compliance of the report format and content with CSRD requirements as well as other requirements
- The alignment of Foundever corporate sustainability strategy, objectives, working approach, results and reporting with industry practices and standards
- Foundever adherence to its corporate sustainability formal commitments and negative impacts reduction objectives



As an independent advisory and control function, the Compliance function guides Foundever functions in the non-financial data production and report design processes with the main objective to comply with regulatory requirements. The Compliance function is permanently involved in the end-to-end report production process and implements ongoing controls through that process. Furthermore, controls to verify the accuracy and exhaustiveness of financial data reported are executed by the Finance function.

The corporate sustainability activities and reporting are part of the Internal Audit function universe and subject to an annual independent risk assessment which defines the frequency and extent of internal audit reviews. From a governance perspective, the Foundever ESG Committee (management committee) has authority for monitoring the report producing process and approving the report for issuance. Additionally, the Board Risk Committee, supporting the Foundever Board of Directors, is also implementing and independent supervision of the report.

# Controls business conduct and corporate culture

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

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

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

Our Global Security Awareness Training that must be mandatorily performed each year provides details to all our associates on how to connect to EthicsPoint. EthicsPoint contact information is also included in employee handbooks, posted in visible locations at physical sites and accessible for all virtual associates.





## Prevention and detection of corruption and bribery

Foundever is committed to promoting a culture based on integrity, transparency and good governance wherever we do business. We have set clear rules that we urge our associates, including directors and officers within the organization, to follow. We share these rules with our supply chain, which we expect to act in compliance with our values and principles, including strict adherence to applicable laws.

### Anti-corruption policy and program

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

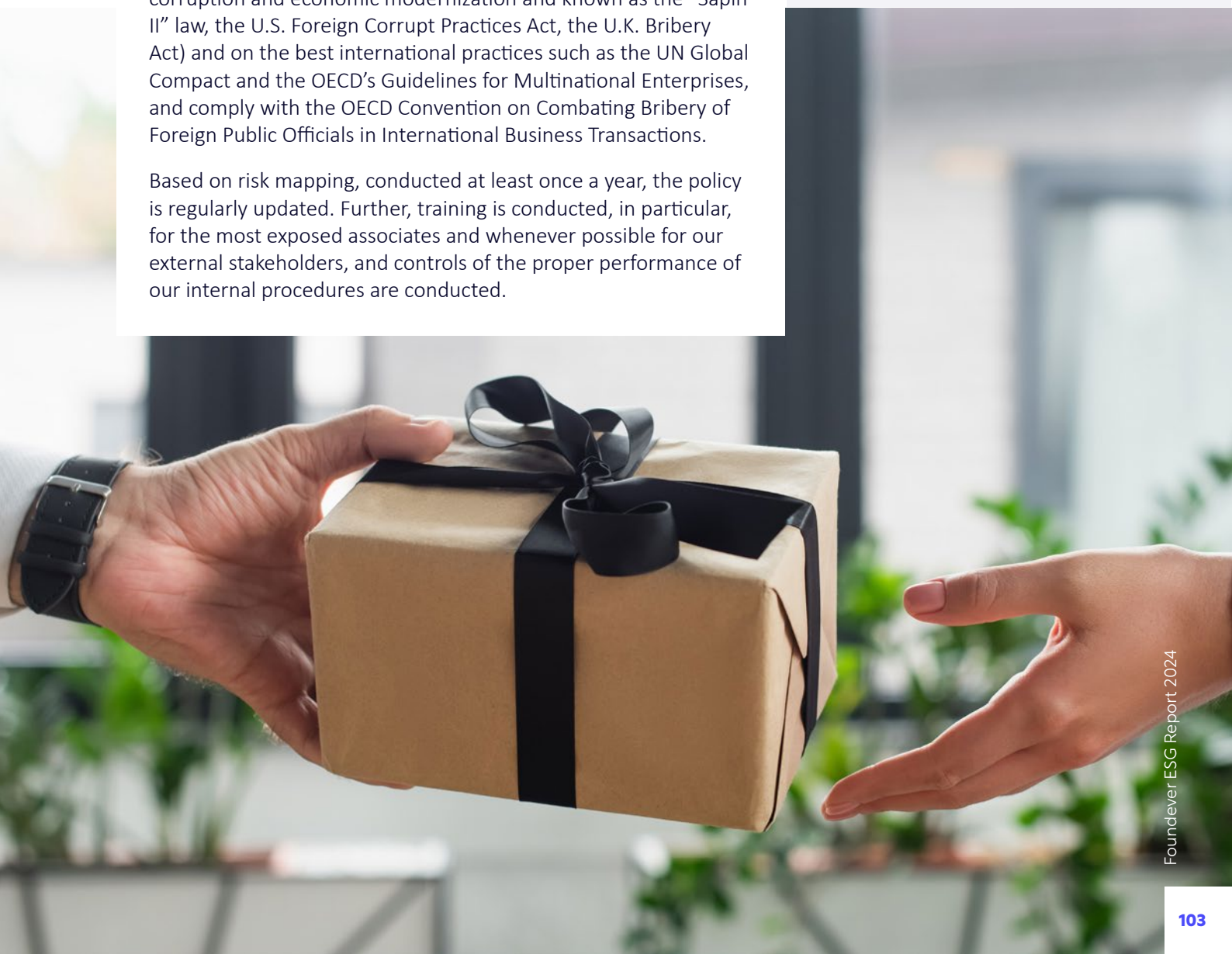
The policy is based on the applicable legislation (in accordance with the French law of 9 December 2016 on transparency, anti-corruption and economic modernization and known as the “Sapin II” law, the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act) and on the best international practices such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

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

## Risk

**ABC:** Our anti-corruption action plan encompasses the performance of training for exposed personnel within the organization. This will extend to awareness training for all personnel globally. Also, the nomination of a local network of compliance officers continued in 2024.

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





## Whistleblowing

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

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

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

EthicsPoint should be used to report any suspicions of illegal or unethical activity	<a href="http://www.ethicspoint.com">www.ethicspoint.com</a>	Report your case here!	Scan here!	Anonymous and confidential



## 5 Governance

# Sustainable sourcing

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

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



## Supply chain risk management

### Legal commitments

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



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

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

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

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



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

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

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

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

### Supply chain risk approach

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





## Supply chain process

In 2024, Foundever launched a new compliance risk tool to allow the company to assess environmental, social and governance risks in our our Tier 1 suppliers within our supply chain to reinforce our reporting obligations.



### New supplier

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

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



### Existing supplier

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



### Reporting and communications

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

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



### Escalations

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

# European sustainability reporting standards (ESRS)

ESRS	Disclosure requirement	Disclosure Topic	Page number
E1- Climate change	E1-1	Impacts, risks and opportunities related to climate change	24
E1- Climate change	E1-3	Actions and resources in relation to climate change policies	29, 30 & 35 to 37
E1- Climate change	E1-4	Targets related to climate change mitigation and adaptation	31 to 36
E1- Climate change	E1-5	Energy consumption and mix	43 to 44
E1- Climate change	E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	39 to 42 & 45 to 48
S1- Own workforce	S1-1	Impacts, risks and opportunities related to its own workforce	50 to 52
S1- Own workforce	S1-2	Processes for engaging with own workers and workers' representatives about impacts	55 to 58
S1- Own workforce	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	104
S1- Own workforce	S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	90
S1- Own workforce	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	50 to 51
S1- Own workforce	S1-6	Characteristics of the undertaking's employees	53 to 54
S1- Own workforce	S1-7	Characteristics of non-employees in the undertaking's own workforce	53 to 54
S1- Own workforce	S1-8	Collective bargaining coverage and social dialogue	54
S1- Own workforce	S1-9	Diversity metrics	60 to 61
S1- Own workforce	S1-11	Social protection	59
S1- Own workforce	S1-12	Persons with disabilities	62 to 63
S1- Own workforce	S1-13	Training and skills development metrics	64 to 65
S1- Own workforce	S1-14	Health and safety metrics	69 to 73
S1- Own workforce	S1-15	Work-life balance metrics	74 to 79
G1- Governance	G1-1	Business conduct policies and corporate culture	98 & 102 to 103
G1- Governance	G1-2	Management of relationships with suppliers	105 to 107
G1- Governance	G1-3	Prevention and detection of corruption and bribery	103



# GRI content index

Statement of use	Foundever has reported in accordance with the GRI Standards for the period January 1, 2024, through December 31, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable. Commercial services sector standard has not been released by GRI

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	6, 10-12				
	2-2 Entities included in the organization’s sustainability reporting	3				
	2-3 Reporting period, frequency and contact point	3				
	2-4 Restatements of information	3				
	2-5 External assurance	6-7				
	2-6 Activities, value chain and other business relationships	20, 101-104				Foundever is active in the Commercial Services in the activity of Business Process Outsourcing based on GRI Sector Program
	2-7 Employees	53				
	2-8 Workers who are not employees	53				
	2-9 Governance structure and composition	6-8				
	2-10 Nomination and selection of the highest governance body	6				
	2-11 Chair of the highest governance body	6				
	2-12 Role of the highest governance body in overseeing the management of impacts	6-7, 16				
	2-13 Delegation of responsibility for managing impacts	6, 16				
	2-14 Role of the highest governance body in sustainability reporting	6, 16				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>	2-15 Conflicts of interest	104				
	2-16 Communication of critical concerns	104				No case reported and communicated during the reporting period
	2-17 Collective knowledge of the highest governance body	6				
	2-18 Evaluation of the performance of the highest governance body	7				
	2-19 Remuneration policies		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-20 Process to determine remuneration		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-21 Annual total compensation ratio		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-22 Statement on sustainable development strategy	4-5				
	2-23 Policy commitments	102				
	2-24 Embedding policy commitments	29,50, 98, 102				
	2-25 Processes to remediate negative impacts	102,104				
	2-26 Mechanisms for seeking advice and raising concerns	104				
	2-27 Compliance with laws and regulations	102-103				Zero significant confirmed instances of non-compliance cases with laws and regulations and zero monetary fines for instances paid during the reporting period

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>	2-28 Membership associations	92				
	2-29 Approach to stakeholder engagement	21-23				
	2-30 Collective bargaining agreements	54				4% of our total employees are under collective bargaining agreements

#### Economic standards

<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	21-22				
	3-2 List of material topics	22				

#### Material topics

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	16, 18, 97-104				
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	10				
	201-2 Financial implications and other risks and opportunities due to climate change	24				
	201-3 Defined benefit plan obligations and other retirement plans	59	X	Confidentiality constraints	Plan obligations and other plans are confidential data during reporting period	
	201-4 Financial assistance received from government					
	201-4 Financial assistance received from government		X	Confidentiality constraints	Financial data is confidential during reporting period	
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage					Global ratio for 2023 is: 1.2173. Formula= Average countries entry level wage / Average countries minimum wage
	202-2 Proportion of senior management hired from the local community	61				96% of all senior management positions were hired from local community



GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	X			Financial data is confidential during reporting period	
	203-2 Significant indirect economic impacts	105				
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	105				90% of total spent on local suppliers
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	27-28				
	205-2 Communication and training about anti-corruption policies and procedures	102-103				
	205-3 Confirmed incidents of corruption and actions taken		X	Confidentiality constraints	Confirmed incidents of corruption was confidential during reporting period	
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices					No legal actions for anti-competitive behavior, anti-trust, and monopoly practices in 2024
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax		X		Tax information is confidential during reporting period	
	207-2 Tax governance, control, and risk management		X		Tax information is confidential during reporting period	
	207-3 Stakeholder engagement and management of concerns related to tax		X		Tax information is confidential during reporting period	
	207-4 Country-by-country reporting		X		Tax information is confidential during reporting period	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
Environmental standards						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21-23				
	3-2 List of material topics	22				
Material topics						
GRI 3: Material Topics 2021	3-3 Management of material topics	16, 18, 97-104				
GRI 301: Materials 2016	301-1 Materials used by weight or volume		X	Not applicable	Foundever does not provide products to its clients	
	301-2 Recycled input materials used		X	Not applicable	Foundever does not provide products to its clients	
	301-3 Reclaimed products and their packaging materials		X	Not applicable	Foundever does not provide products to its clients	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	43-44				
	302-2 Energy consumption outside of the organization	43-44				
	302-3 Energy intensity	43-44				
	302-4 Reduction of energy consumption	43-44				
	302-5 Reductions in energy requirements of products and services	43-44				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	46				
	303-2 Management of water discharge-related impacts		X	Water is not a material topic for Foundever	Water is now reported as a part of our Scope 3 Category 5 reporting	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
	303-3 Water withdrawal		X	Water is not a material topic for Foundever	Water is now reported as a part of our Scope 3 Category 5 reporting	
	303-4 Water discharge		X	Water is not a material topic for Foundever	Water is now reported as a part of our Scope 3 Category 5 reporting	
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	46			Foundever does not own, rent or manage any operation centers located next to or in protected areas or in high diversity areas outside of protected areas	
	304-2 Significant impacts of activities, products and services on biodiversity				Foundever does not report any significant impact in 2024	
	304-3 Habitats protected or restored		X	Not applicable	Foundever does not have a direct impact on protected or restored habitats	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		X	Not applicable	Foundever does not have operations in the habitats of IUCN Red List species	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	46				
	305-2 Energy indirect (Scope 2) GHG emissions	46				
	305-3 Other indirect (Scope 3) GHG emissions	46				
	305-4 GHG emissions intensity	46				
	305-5 Reduction of GHG emissions	47				



GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
	305-6 Emissions of ozone-depleting substances (ODS)		X	Not applicable	Foundever did not generate emissions of ozone-depleting substances in 2024	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		X	Not applicable	Foundever did not generate emissions of NOx, SOx or any other significant air emissions in 2024	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	46				
	306-2 Management of significant waste-related impacts		X	Waste is not a material topic for Foundever	Waste is now reported as a part of our Scope 3 Category 5 reporting	
	306-3 Waste generated	46				
	306-4 Waste diverted from disposal		X	Waste is not a material topic for Foundever	Waste is now reported as a part of our Scope 3 Category 5 reporting	
	306-5 Waste directed to disposal		X	Waste is not a material topic for Foundever	Waste is now reported as a part of our Scope 3 Category 5 reporting	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	74-76				
	308-2 Negative environmental impacts in the supply chain and actions taken		X	Unknown		
Social standards						
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	21-23				
	3-2 List of material topics	22				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
Material topics						
GRI 3: Material Topics 2021	3-3 Management of material topics	16, 18, 97-104				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	54				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	59				
	401-3 Parental leave	89				
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes					Foundever policy establishes a minimum of 4 weeks
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	69				
	403-2 Hazard identification, risk assessment, and incident investigation	70				
	403-3 Occupational health services	69-73				
	403-4 Worker participation, consultation, and communication on occupational health and safety	69, 71				
	403-5 Worker training on occupational health and safety	71				
	403-6 Promotion of worker health	73-79				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	70				
	403-8 Workers covered by an occupational health and safety management system	69				
	403-9 Work-related injuries	72-73				
	403-10 Work-related ill health	72-73				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	64				
	404-2 Programs for upgrading employee skills and transition assistance programs	64-67				
	404-3 Percentage of employees receiving regular performance and career development reviews	65				100% of employees received regular performance and career development reviews in 2022
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	60-63				
	405-2 Ratio of basic salary and remuneration of women to men		X	Confidentiality constraints	This ratio was confidential during reporting period	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	90				
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	90				
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	105-107				
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	105-107				
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	94-96				
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples		X	Not applicable	Foundever does not have a direct impact on rights of indigenous peoples	



GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments and development programs	92-93				
	413-2 Operations with significant actual and potential negative impacts on local communities	92-93				
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	105-107				
	414-2 Negative social impacts in the supply chain and actions taken	105-107				
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions		X	Not applicable	Foundever does not support political parties or representatives, nor makes any political contributions	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	69-70				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services					There were no cases of non-compliance on these subjects during the reporting period
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling		X	Not applicable	Foundever does not have packaging processes	
	417-2 Incidents of non-compliance concerning product and service information and labeling		X	Not applicable	Foundever does not have packaging processes	
	417-3 Incidents of non-compliance concerning marketing communications		X	Not applicable	Foundever does not have packaging processes	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	104				



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