

A vibrant collage of colorful icons representing various aspects of sustainable development, including nature, urban planning, social equality, and community. The year '2020' is prominently displayed in the center. The icons include a sun with a power button symbol, a dove, a cloud, a tree, a family, a building, a person, a water drop, a recycling symbol, a bowl of food, a globe, a door, a book, a person, a heart, a family, a person with a cane, a fish, and a bar chart. The entire graphic is set against a white background.

Why Report Sustainably?

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

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

This report has been prepared in accordance with the GRI Standards: **Comprehensive option**. It reports the operations in Costa Rica from January to December 2020, in San Jose, Heredia and Guanacaste provinces, where our six sites are located and operate under a free zone system:

- **Heredia, La Aurora, Global Park Free Zone:** SYKES Main Building and SYKES Annex Building
- **San Jose, Moravia:** SYKES Moravia
- **San Jose South, Hatillo:** SYKES Hatillo (also called SYKES South)

- **San Jose, San Pedro:** SYKES SIGMA (also called SYKES San Pedro)
- **Liberia, Guanacaste:** SYKES Liberia

The content of this report was defined according to the following criteria: defining of the material topics, stakeholder consultation, focus on the alignment of the corporate strategy to sustainability, and a comparison of achievements and key programs between the current period and the years 2019 and 2018.

This report is available at:
www.sykescostarica.com

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



SYKES COSTA RICA



Clients: 16



Employees: 5,447



Seating capacity: 4,672

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



Operation start date: 1995



Five locations: Heredia, Moravia, San Jose South, San Pedro and Liberia Six buildings operating



Size:
308,773 square feet
28,686 square feet



Hours of operation:
24/7



Alejandro Arciniegas
Vice President Operations
SYKES Costa Rica

The 2020 sustainability report represents our commitment to upholding the sustainability pillars in an atypical year that surprised and challenged the entire world.

The flexibility and adaptation of our strategic plan, based on impacting the environmental, economic, and social axis in the face of the situation we faced with the pandemic, made us redouble our efforts, take a deep breath and gather strength to move forward.

We remained focused on ensuring our operation was excellent, working on continuous improvement with our employees, strategic partners, and stakeholders.

There were so many outstanding projects developed during the year that to list them all would be a whole chapter in this report, so here we tell you a small part of what we did:

- The goals exceeded during 2020 were achieved with our talent, their health, and their families as a priority:

- 115% compliance of income versus budget.
- SYKES Academy helped improve the English level of 3,974 Costa Ricans, and we hired 1,221 people.

- The environmental efficiency of our operations improved. We generated 7% less GHG emissions.

- During the pandemic, we opened our first site outside the Metropolitan Area, in Liberia, creating new job opportunities and positively impacting the lives of many people.

- We started the ISO 9001 process, which allowed all areas in the company to visualize all SYKES' processes and trace a path with guidelines to make conscious decisions directed towards each stakeholder.

- We were true to our sustainability commitment, making this work in the work-from-home modality, alongside constant advice and communication with government entities.

- We outdid ourselves, and amid the crisis, we grew our operations by 22%.

All these business plan initiatives and the goal to improve our employees' experience, allowed us to create a sense of well-being in our workers that resulted in the improvement of many indicators.

2020 taught us a lot, such as handling two work settings: some people working from home and some people working from the sites. This situation led us to make critical decisions to provide everyone with the necessary tools for their development while maintaining their sense of belonging and commitment to the organization.

We analyze and prioritize the needs of each of our stakeholders. The internal talent is the basis for the construction and execution of our plan, then our clients, to whom we always provide a high-quality service. We consider potential talent to be a significant stakeholder so that more people can be part of our Work-Learn-Grow approach. Naturally, the corporation is a fundamental part of our stakeholder group.

In the industry, we face many challenges related to sustainability. At SYKES, we realize that our main challenge is the demand for talent versus the availability in the market. Our growth is accelerated. In 2020, the outsourcing services sector (BPO) grew three times faster, so this generates much competitiveness in the job market, making it harder to find the necessary profiles.

As an industry, we have the challenge of adapting to the digital revolution and giving all our customers a differentiated value proposition. We have to understand that part of the work will focus on technology, which challenges us to develop new skills in our work teams. This transition involves an evolution of both the business and the talent.

At SYKES, being transparent in what we do, how we do it, and why we do it has made a difference in our people. Educating our talent and proving with facts that we have a genuine interest in developing sustainable initiatives has allowed us to

demonstrate who we are and that our decisions and resources are aimed at true sustainability. This approach directly impacts our employees and the communities where we operate.

We must ensure that communication with our employees is optimal and that every interaction has value and is constructive for people's lives. Our attitude, aptitude, and values must impact our talent and all those with whom they interact. With great conviction, I can tell you that working at SYKES is an opportunity to be part of a great family whose purpose is to positively impact people's lives, opening spaces for personal and professional growth for everyone.

2020 was unforgettable! There is much to appreciate and be thankful for. I want to offer a big thank you to our employees and strategic partners for being part of the achievements accomplished under the sustainability plan we built together with the certainty that we are doing things right and for the right reasons.

Company Profile

GRI 102-1, GRI 102-2, GRI 102-5

SYKES Enterprises Incorporated was founded in 1979 in the United States of America. Its head office is located in Tampa, Florida. It provides outsourcing solutions to clients with worldwide presence. The corporation is present in all continents, with more than **51,000 employees** in 23 countries.

Our Mission

To significantly improve the business of our clients and help consumers find and use the products and services they need by combining the power of machine intelligence with human ingenuity to modernize, optimize and integrate customer touchpoints across the commerce value chain.

Our Vision

To be known throughout the world as a company that creates meaningful connections between brands and consumers, makes a positive impact in the lives of our people, and is a responsible and respected corporate citizen.

SYKES Worldwide

- Over 41 years' experience
- More than 55,000 employees
- Publicly traded company (trades in NASDAQ "SYKE")
- 72 global centers
- 23 countries (more than 40 languages)
- Over \$1.6B forecasted revenue

North America

- Canada.
- United States.

Latin America (LATAM)

- Brazil.
- Colombia.
- Costa Rica.
- El Salvador.
- Mexico.

Europe, Middle East and Africa (EMEA)

- Central and Northern Europe: Germany, Norway, Sweden, Denmark, Finland, Poland and Cyprus.
- EMEA Global: Hungary, Romania, United Kingdom and Egypt.

Asia Pacific (APAC)

- Australia.
- China.
- India.
- Philippines.



Our Purpose

SYKES Costa Rica

SYKES Costa Rica (SYKES Latin America S.A.) started its operations on September 1999 with the acquisition of Acer Information Services, a company that offered technical support to clients in the United States and Canada since July 1995. Since then, it has been a pioneer in the Contact Center Industry in Costa Rica.

Working with the main brands in the world, we offer solutions that enhance customer experience, increase retention, maximize each touch point and identify efficiency and cost optimization opportunities.

Implementation **INTE G35**

SYKES Costa Rica is in the process of implementing and certifying the INTE G35 Standard: Social Responsibility Management System.

Certification is planned in the third quarter of 2021.

Social Responsibility Declaration

SYKES Latin America S.A. is leader in handling services that help its clients develop. SYKES is committed to applying the INTE G35:2012 local standard and contribute to the sustainable development of operations aligned with corporate values and with the business plan, comply with the law and other applicable requirements. The scope of the Social Responsibility Management System applies to operations in Costa Rica, in its six buildings (Global, Annex, Moravia, Hatillo, San Pedro and Liberia), for all people, all activities, support area services and customer service, likewise, is committed to training its staff and strategic stakeholders, in the search for continuous improvement in the economic, social and environmental dimensions, as well as promoting strategic objectives of social responsibility, establishing goals and objectives based on the impacts of operations, needs and expectations of stakeholders and the seven core subjects of social responsibility.

Learn more about our social responsibility policy at:

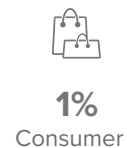
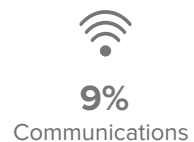
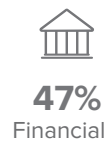
<https://www.sykescostarica.com/es/sustainability/>

WE HELP PEOPLE, ONE CARING INTERACTION AT A TIME

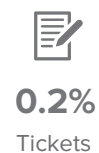
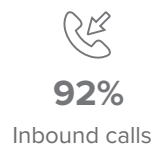
	WE	HELP	PEOPLE,	ONE	CARING	INTERACTION	AT A TIME
7 PRINCIPLES OF SOCIAL RESPONSIBILITY	act as one	answer the challenge	ensure every person matters	make each moment count	serve with thought and heart	create a spirit of trust	be current
Accountability	●	●	●		●	●	
Transparency	●		●		●		●
Ethical behaviour		●	●		●	●	●
Respect for stakeholders' interest	●	●	●	●	●	●	●
Respect for the rule of law	●	●	●		●	●	●
Respect for international norms of behaviour	●					●	
Respect for human rights	●		●		●		●

Revenue by industry served

GRI 102-2, GRI 102-6



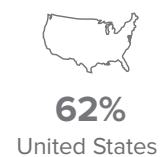
Services by contact channel type



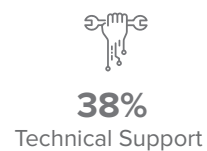
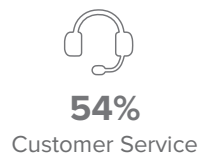
Revenue by language



Revenue by region



Revenue by contact type



SYKES Costa Rica Senior Management

Governance Structure

GRI 102-18 GRI 102-23, GRI 102-24

SYKES Costa Rica is directed by the Vice-president of Operations for Costa Rica, who reports directly to the Regional Senior Vice-president of Operations for SYKES Latin America.

SYKES Costa Rica's governance structure is divided into two main areas: operations in orange and support in green. The operations area is composed of the Account Operations Directors. The accounts are divided by the different clients we provide service for.

The support area is composed of the directors of Finance, Human Capital and Communications, Productivity and Quality, Information Technology, Administration, Corporate Affairs and finally, the Business Information Manager.

These two teams form our Senior Management, the highest governing and decision-making body of the company. The Senior Management plans, executes and improves the local strategy aligned with SYKES' regional and global strategy and reports the advance of the goals and indicators directly to the Costa Rica Vice-president of Operations in weekly meetings.

Our Senior Management team live in the community where we operate. Only two directors are foreign nationals, but have a permanent residence in the country, thus 85% are Costa Rican.



Sustainability Committee

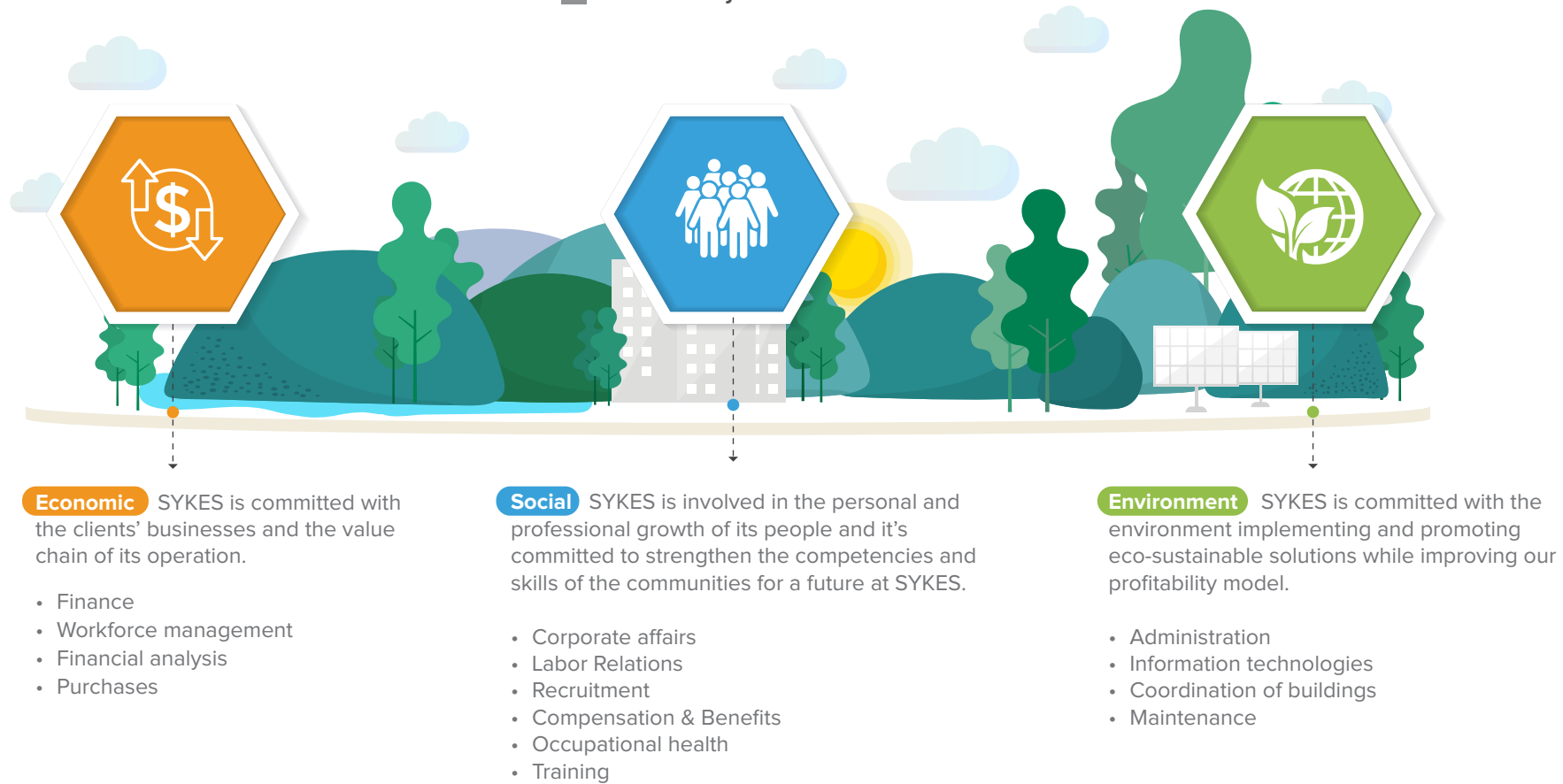
GRI 102-20, GRI 102-22

Sustainability mission

GRI 102-18 GRI 102-23, GRI 102-24

Actively contribute to the social, economic and environmental development of our employees and consequently the communities where we operate.

Sustainability Committee Members



Our Stakeholders

GRI 102-40, GRI 102-42

Our stakeholders are key to the sustainability of our business, as communicated needs and expectations are considered in strategic planning and the management systems implementations.



Clients

- Customer service accounts
- Sales accounts
- Technical support accounts
- Potential clients



Community

- Residential and commercial neighbors
- Associations and organizations
- Society



Government and regulatory entities

- Local governments
- Ministries
- Audit and evaluator firms



Media

- Social media
- Digital and mass media
- Influencers



Suppliers

- Services
- Technology
- Maintenance
- Financial entities



Competitors

- Cost centers
- Benefit centers
- Other countries



Partners and allies

- Institutes
- Academy
- Chambers
- Others



Internal Public

- Direct agents
- Indirect agents
- Support areas
- Senior management
- Regional team

Stakeholders Consultation

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

In January 2020, the second stakeholder consultation was carried out as a requirement of ISO certifications. This process feeds our management systems and materiality process as the main pillar of our business strategy.

Stakeholder	Community	Government	Internal stakeholders: Employees	Internal stakeholders: Senior Management	Suppliers	Allies	Experts
Scope / Participants	54	5	Survey: 269 Focus group: 22	7	90	7	5
Tool	6 Workshops	Interview	Survey and focus group	In-depth interview	Survey	Survey	Interview
Channel	In-person	In-person	Digital survey and focus group in the Heredia site	In-person and online	Digital	Digital	Telephone

Stakeholders Engagement

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



Stakeholders	How we listen	Findings of the 2020 consultation	What we do about it
Clients	<ul style="list-style-type: none"> • Voice of client (VOC) • Daily and weekly follow up • Monthly reviews • Quarterly reviews 	<ul style="list-style-type: none"> • Our clients seek world class service level with the highest quality standards and commitment to their brands. 	<ul style="list-style-type: none"> • We work in a culture of innovation and continuous improvement. We promote active participation within all levels of the organization to find improvement areas and innovative solutions.
Community	<ul style="list-style-type: none"> • Donations and Sponsorships • Internal and community campaigns • Meetings with associations and community committees 	<ul style="list-style-type: none"> • Excellent reputation as employers • Reactivation of the local economy • Little knowledge of the company's environmental and social efforts • Our community is asking to share our English and technical development programs with the local population • Donations, sponsorships, support to schools in the community 	<ul style="list-style-type: none"> • We support schools in the community with the "Bandera Azul" environmental program. • We participate in meetings with the municipality to support community plans. • We provide monetary and non-monetary support to community projects, especially in Hatillo and Moravia.
Internal Public	<ul style="list-style-type: none"> • Open Door Policy • 1-1 weekly sessions • Global Satisfaction Survey • Employee services offices • Ask our VP • Social media 	<ul style="list-style-type: none"> • Our employees want to grow and develop in a positive environment • Environmental awareness culture (especially waste management) • Occupational health programs • Reduce energy consumption and renewable energies 	<ul style="list-style-type: none"> • We promote participation in activities that have social impact, and we offer options for a balanced and healthy life. • As talent developers, we offer the opportunity to improve language and technical skills to promote growth within the organization. We promote our "Refer a Friend" program as the main candidate contributor.
Media	<ul style="list-style-type: none"> • Email • Events • Via telephone 	<ul style="list-style-type: none"> • The media is telling us that we must position the brand according to the social and environmental practices that help the industry's sustainability. 	<ul style="list-style-type: none"> • We share content in mass media, social media and other media, regarding job generation and good business practices.





Stakeholders	How we listen	Findings of the 2020 consultation	What we do about it
Suppliers	<ul style="list-style-type: none"> • Bidding processes • Visits and product offerings • Supplier registration process 	<ul style="list-style-type: none"> • Our suppliers recognize us as fair allies in regard to the payment system and strict in regard to the registration process. • Improve communication and involvement in the environmental and social initiatives. • Due to SYKES' high quality standards, suppliers have perceived an improvement in the internal processes. 	<ul style="list-style-type: none"> • We have produced forms and instructional material to clarify regulations. We schedule visits to evaluate practices, follow up and give recommendations.
Government and Regulatory Entities	<ul style="list-style-type: none"> • Periodic meetings • Giving developments and results 	<ul style="list-style-type: none"> • Waste management campaigns • Technology training processes • Youth employment projects • Outreach to Technical High Schools • Take SYKES Academy to residents outside the Metro area 	<ul style="list-style-type: none"> • Agreements in which we join efforts towards the development of English education and the transfer of technological knowledge.
Competitors	<ul style="list-style-type: none"> • Industry chambers • In-person and online meetings 	<ul style="list-style-type: none"> • The industry's main challenge is to achieve sustainability in the development of language and high-tech skills in the population. 	<ul style="list-style-type: none"> • We lead a few chambers, boards and business associations for the industry's development. We share best practices in order to contribute to the industry's sustainability.
Partners and Allies	<ul style="list-style-type: none"> • Periodic meetings • Agreements 	<ul style="list-style-type: none"> • Strengthen the company's positioning in the sustainability area. • Maintain the current alliances that promote Costa Rican talent development in technology and English language skills. 	<ul style="list-style-type: none"> • We lead a few chambers, boards and business associations for the industry's development. We share best practices in order to contribute to the industry's sustainability. • We make strategic alliances with our partners in order to reach more people and generate more impact.



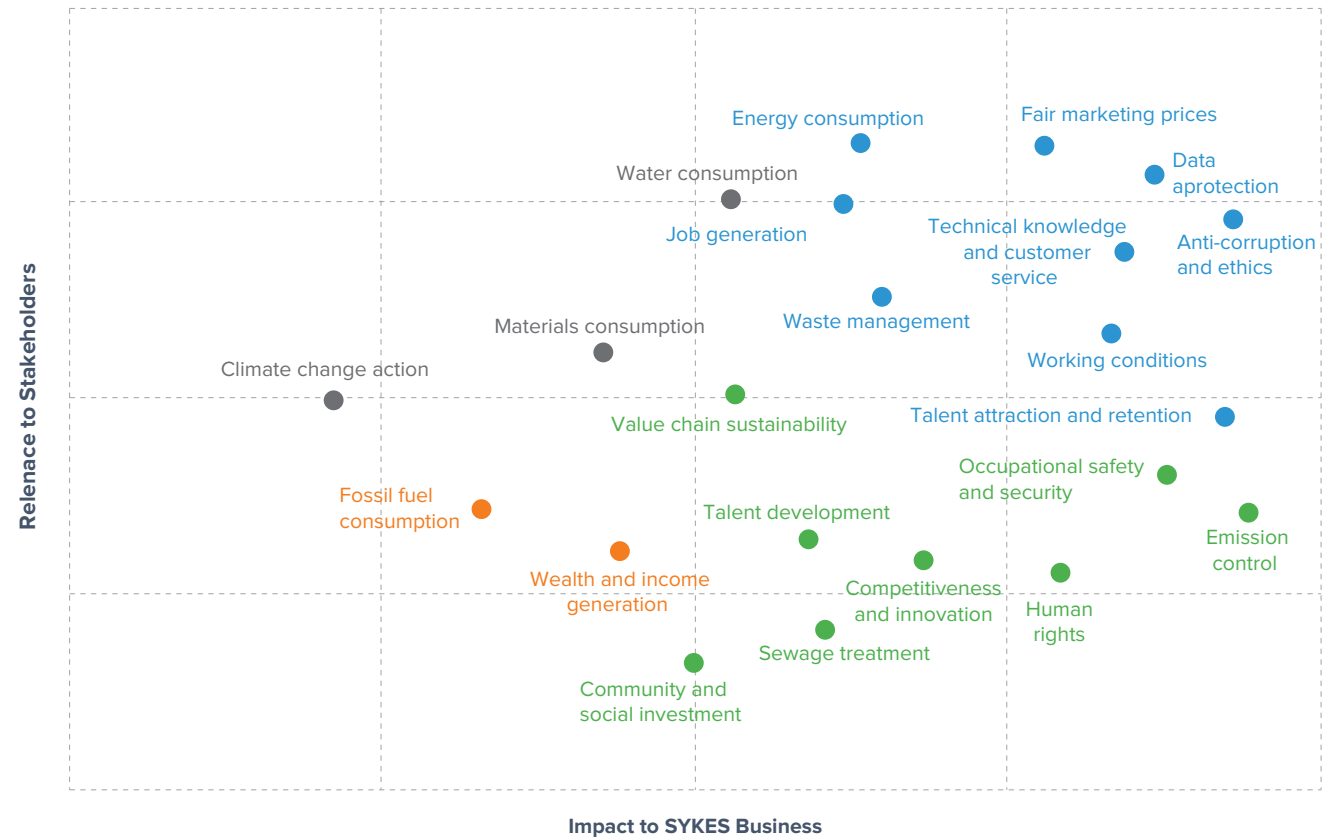
Our material topics

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

The process to define our material themes

Stakeholder input: We consult with all our stakeholders to understand the needs and expectations they have with their operations at SYKES. The consultation is carried out through a third party to avoid conflicts of interest. The consultation is based on the three dimensions of sustainability. The result is focused on findings, joint work opportunities, areas for improvement of the organization and mapping of positive and negative impacts of SYKES to the stakeholders. Finally, a quantitative evaluation of the material issues is carried out to place them on the axis of the materiality matrix. These inputs are documented and analyzed by the sustainability committee to generate relationship strategies with stakeholders and as input for the strategic planning process.

Business inputs: We are closely related to the sustainability committee who are leaders of the organizations, to which we request to prioritize all emerging business issues in environmental, social and economic matters and we request to prioritize each issue according to the risk and impact they have. This gives us the relevance of material issues for the organization.



Categories:

● Material topic

● Non-material topic

● Relevance

● Impact

Our Sustainability Strategy

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

Our strategy is based on **Sustainability** and our Senior Management carries out strategic planning based on the three dimensions: economic, environmental, and social.

The SYKES strategic planning foundation contains a comprehensive context analysis including material topics, risks, performance indicators, programs and projects of the organization, with the objective of planning a three-year sustainability strategy. The strategy is communicated to all organizational leaders through an annual forum during the first quarter of the year and they communicate to their teams.



SYKES COSTA RICA AMBITIONS

Term: 2021-2023

Sustainability focus												
Goal	Operationalize and consolidate new delivery platforms	Existing Clients Growth	New Logos Attraction in alignment to CMVC	Deliver 1% SG&A Ratio reduction per year leveraging WFH model	Consolidate Virtual Engagement Mode	Innovation framework full adoption by creating a culture of process mapping, reporting and KPI's	Consolidate Fraud prevention and Risk Management for WAH and B&M platforms	In alignment with OVC Implement unique hiring and WFM tools, automate manual tasks in HRIS, Extend Insight Analytics via ONETeam and Augment Quality Workload capacity via Technology Implementation	Improve Software Solution Usability by using DevOps and Scrum Methodologies	Apply OVC automation process selection methodologies, Train Resources and Project Team joined with Regional CoE and Apply Automation technologies on Core Systems where it applies rather than RPAs.	Redesign our Employee Value Proposition EVP (for both Brick & Mortar and WFH) making sure it addresses our employee's excellence experience E3	Enhance our talent development strategy for internal talent and external talent pool for GAM and Liberia.
KPI	3%-6%-10% Yearly Grow for next 3 years	Account management "sales opportunity training" delivery Sponsor and participate in industry events	Formalized Marketing Plan	SG&A% -1% Revenue 2021= \$157.5M	Employee Sat WAHOverall KPI performance WAHTurn Over for WAH	Complete ISO9001 deployment	Vulnerability AssessmentPrioritize based in risk assessment Matrix		Implement improvements with PROXIMITY Solution		2021 GES >= 82%Fill Rate = 100%	Tech Academy, including INA and FOD alliances

Alliances with stakeholders

GRI 102-12, GRI 102-13



Public-Private Partnership with the Ministry of Public Education (MEP)

The agreement we made with the Ministry of Education (MEP) has the goal to improve English skills and technical education

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

Public-Private partnership with the Ministry of Labor and Social Security

“Empléate” Program: directed towards people ages 17-24 that neither work or study and are living in unfavorable socioeconomic conditions. It operates through conditioned transfers to support occupational-technical training, according to market needs. The program runs in alliance with organizations and companies from the productive sector as well as public and private education centers.

“Mi Primer Empleo” Program: promotes new employment opportunities for young people, women and people with disabilities, through a State-given economic benefit for companies that enroll and increase their payroll.

We are members of:

- Chamber of High Technology Corporate Services (Camscat) – Board of Directors President.
- Costa Rican Council for the Promotion of Competitiveness (CPC) – Board of Directors.
- Central Gate, technology services export association, ascribed to Procomer – Board of Directors Vice-president.
- Costa Rican-North American Chamber of Commerce (AmCham) – Corporate, Legal and Economic Affairs.
- Costa Rican Chamber of Exporters (Cadexco).
- Costa Rican Association of Free Zone Companies (Azofras).
- Business Alliance for Development (AED) – Workshops.

Strategic Alliances

- Ministry of Public Education (MEP) – Elementary school, single-teacher schools
- Ministry of Public Education (MEP) – Directorate of Technical Education and Entrepreneurial Competencies
- Ministry of Public Education (MEP) – Experimental Bilingual High Schools.
- Ministry of Labor and Social Security (MTTS) – “Empléate” Program and National Employment Program (PRONAE).
- Ministry of Environment and Energy (MINAE) – Climate Change Area, Carbon Neutrality Country Program
- United Nations High Commissioner for Refugees (ACNUR) – “Vivir la Integración” Program.

- Costa Rican Coalition of Development Initiatives (CINDE) – Initiatives for the formation of technical and bilingual talent and recruitment of talent.
- Costa Rican Foreign Trade Promoter (Procomer) – Free zone regime and service export cluster
- Costa Rican Chamber of Exporters (Cadexco) – Good export practices
- National Training Institute (INA) – Support in the design of its curricular mesh in the learning of English, based on the SYKES Academy model.
- Omar Dengo Foundation (FOD) – Technical Academy and SWIT.
- Don Bosco Salesian Education Center (CDB) – Donation of equipment and professional practices program.
- Costa Rican Chamber of Industries (CICR) – Excellence Award Program.
- National Technical University (UTN) – Adoption of the SYKES model for learning English (SYKES Academy).
- Costa Rica High School (Liceo de Costa Rica) – Implementation of English and CISCO technology laboratories.
- Ladies High School (Colegio Superior de Señoritas) – Implementation of English laboratories.
- Presidential Office – Alliance for Bilingualism (ABi).



Awards, Certifications and Partnerships

2018

- **UNHCR (Acnur) Award** - The "Vivir la Integración" seal was awarded in recognition of the support of refugees.
- **Stevie Awards Gold from International Business Awards – Category:** Achievement in the development and promotion of women, winning program: SWIT.
- **Excellence Award:** Market and Client Focus –Costa Rican Chamber of Industries.
- **Excellence Award:** Human Talent Focus – Costa Rican Chamber of Industries.
- **Excellence Award:** Leadership and Strategic Planning – Costa Rican Chamber of Industries.
- Carbon Neutrality re-certification – INTECO

2019

Costa Rican Chamber of Industries – Excellence Award:

- Leadership and Strategic Planning
- Market and Client Focus
- Human Talent Focus
- Environmental Management Focus
- Social Responsibility Focus

Costa Rica Recognitions:

- UNHCR Award - The "Vivir la Integración" seal was awarded in recognition of the support of refugees
- INAMU & ONU: Gender Equality award - SYKES Inclusive Program
- MINAE: Carbon Neutrality

Certifications:

- ISO 14001: Environmental Management System
- ISO 50001: Energy Management System
- ISO 14064: Greenhouse Gases

2020

Stevie Award Silver Category: distinction for SWIT, "Women in business"

INAMU: D&I policy, Best Practices

UNHCR: Refugees hiring and development

Re-certifications:

- **ISO 14001:** Environmental Management System
- **ISO 50001:** Energy Management System
- **ISO 14064:** Greenhouse Gases



Employee Services Team

GRI 102-17



Office Schedule

Moravia 8am - 5pm, Sigma 8am - 5pm, Heredia 8am - 5pm, Hatillo 9am - 5pm, Heredia Annex Monday & Thursday 8am - 5pm



Common Tasks

Office Coverage
Point of contact for BP activities



Case Management

Email in & Manual in cases handling : C&B, Environment, SYKES procedures, SYKES programs, Infrastructure, Security/Risk, Other.



Labor

Under ES Manager supervision
Reactive assistance



Contact with operations

Reactive Round Tables (generated by cases created)
Visit owners meetings only when changes need to be communicated.

Ask Alejandro!

GRI 102-33, GRI 102-34

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





ECONOMIC DIMENSION

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

We are committed to our clients' profitability and to the value chain of their operations by delivering good practices and excellent services by our Costa Rican human capital. Our strategy is based on our material subjects and the Global Reporting Initiative (GRI) indicators: economic performance, market presence, indirect economic impacts, procurement practices, and anticorruption and fair market practices. Our planning, finance, risk and administrative departments manage these indicators. Our performance is evaluated through internal and external audits for continuous improvement. Each week our Senior Management meets to review the indicator's progress, and each quarter they redefine the initiatives or action plans according to the current situation and context.

Material topics

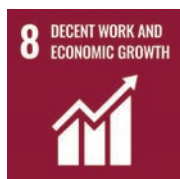
1. Value chain's sustainability
2. Anticorruption & ethics
3. Data protection
4. Customer service & technical knowledge
5. Fair marketing practices



Our contribution to the SDGs



1 NO POVERTY
SYKES Censo - We donate \$ 81,000 to the homes of our employees most affected by the COVID-19 pandemic accompanied by our Multidimensional Poverty Index



8 DECENT WORK AND ECONOMIC GROWTH
SYKES Liberia - Our new service center in Liberia projects to generate 1000 jobs in the next 2 years



12 RESPONSIBLE CONSUMPTION AND PRODUCTION
ISO 9001 - We are committed to the sustainability of our operations and through the implementation of ISO 9001 we seek to transform our processes to offer a responsible and functional service in all our service centers

Our Economic Goals

The following goals are proposed regionally in all the Latin American operations. These indicators were the most important ones for the economic dimension and are the result of our achievements for the reporting period. These goals remain for 2020, and we follow up on them daily in our operations and support areas.

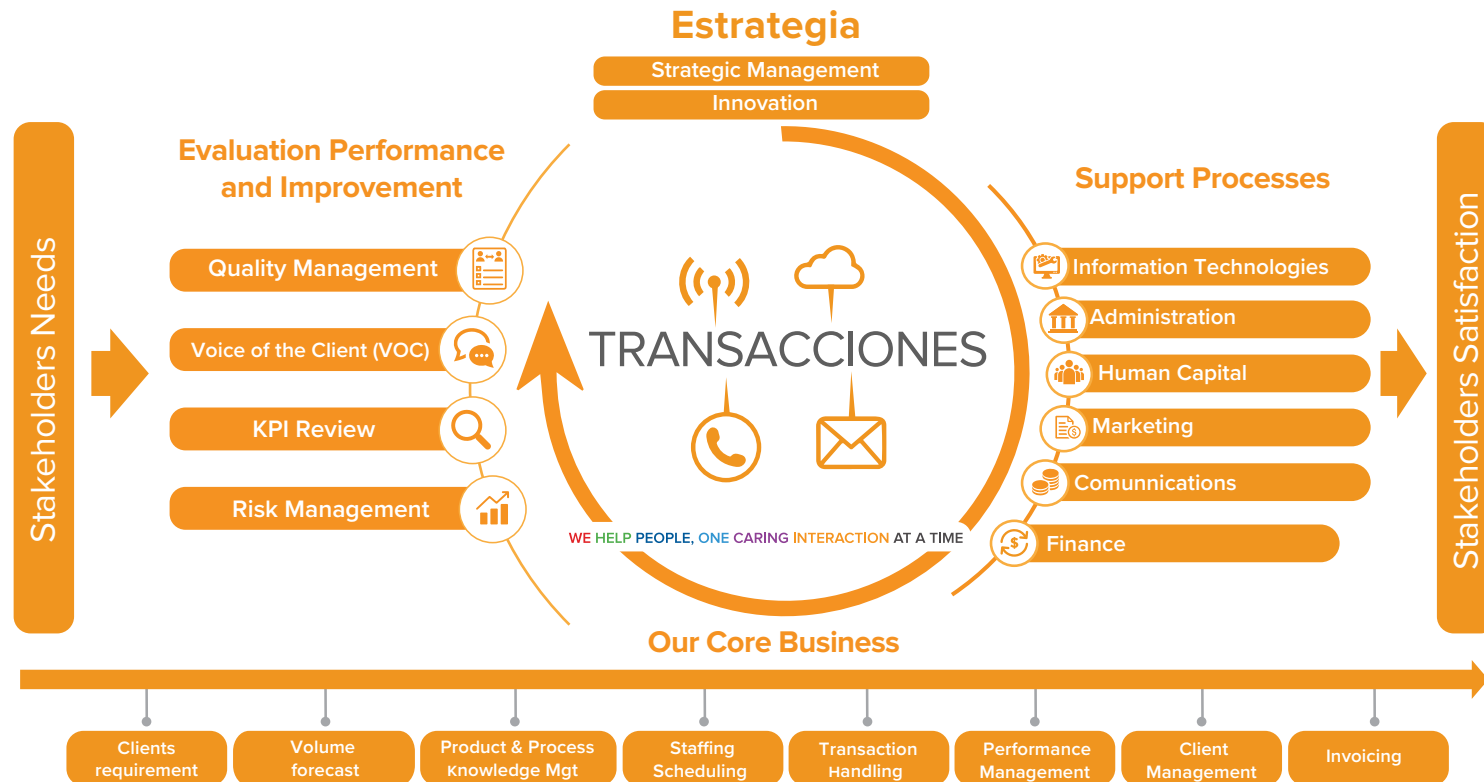
Key indicator	Regional goal	2018	2019	2020
Revenue (compliance percentage)	100% vs Plan	98%	98%	116%
Gross profit (compliance percentage)	100% vs Plan	97%	97%	117%
Net profit (compliance percentage)	100% vs Plan	97%	101%	127%
Direct agent absenteeism	Equal to or less than 4%	4%	3.9%	4%



Value chain's sustainability
GRI 102-9



Our value chain is part of the organization's macro-process, which has four main elements:
1. Our Strategy, 2. Evaluation Performance and Improvement, 3. Support Processes and 4. the Core Business.



The processes of our value chain are those mentioned in “Our Core Business”

- Requerimientos del cliente
- Previsión de volumen de operaciones
- Gestión del Conocimiento de Productos y Procesos
- Planificación del Personal
- Manejo de Transacciones
- Gestión del Desempeño
- Gestión de Cliente
- Facturación



ISO 9001

What does ISO 9001 mean?

ISO gives requirements for a company's Quality Management System (QMS).

For SYKES CR it is a strategic decision to transform the organization from functional structure to be managed by processes.

Why ISO in SYKES CR?

It is an International Standard globally recognized that contributes to our strategic plan to transform the organization.

Benefits to Clients and SYKES

1. Continuous Improvement
2. Process standardization and stability
3. Competitiveness
4. Efficiency
5. Business continuity and sustainability
6. Higher Employee Engagement

COVID-19 Pandemic in Costa Rica

GRI 102-10

COVID situation in Costa Rica as of December 31, 2020

First confirmed case: March 6, 2020 | **Confirmed cases** 164 321 peoples | **Deaths** 222,544 | **Age range** 19 a 100



Costa Rica vs other countries

Country	Confirmed cases	Total deceased	Recovered	Population	Tot Cases / 1M Pop	Deaths / 1M Pop	Mortality rate per total infected
USA	22,357,679	376,701	59%	332,013,304	67,340	1,135	1.7%
Mexico	1,493,569	131,031	75%	129,635,780	11,521	1,011	8.8%
El Salvador	48,255	1,398	89%	6,503,256	7,420	215	2.9%
Costa Rica	164,321	2,185	77%	5,118,283	32,105	427	1.3%
Colombia	1,737,347	45,067	91%	51,303,536	49,435	881	2.6%
Brazil	8,013,708	201,460	89%	213,732,948	63,246	944	2.5%

Costa Rica Government Actions



Vehicular restriction remains on a wider range of hours depending on the level of risk per city



Mask use is required by law in public areas



All restaurants can open at a 50% capacity



Social distancing



50% B&M capacity



Essential services allowed 24 hrs.



As per November 1st borders were open to all countries



Sanitary protocols per industry were deployed across the country since July 9th



Vaccination started on 12/24



SYKES COSTA RICA COVID-19 as of December 31, 2020

Total confirmed positive cases 289 personas

Recovered 264 employees

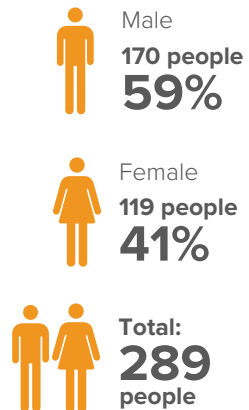
Active 25 employees

Deceased 0 employees

Employees in preventive isolation: 2477

Percentage of infected employees: 5%

Confirmed cases by gender 2020



Confirmed cases by gender and location 2020

	Hatillo	Heredia	Moravia	San Pedro	Liberia	Work from home	Total
Male	16	54	22	27	0	51	170
Female	17	38	18	21	0	25	119
Total	33	92	40	48	0	76	289

Confirmed cases by age 2020

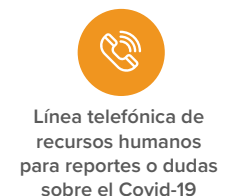
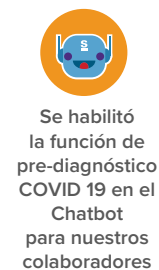
Less than 20	18	M: 10, F: 8
20 a 24	127	M: 74, F: 52
25 a 29	72	M: 43, F: 29
30 a 34	30	M: 16, F: 14
35 a 39	15	M: 10, F: 5
40 a 44	8	M: 5, F: 3
45 a 49	11	M: 7, F: 4
50 a 55	3	M: 2, F: 1
55 a 59	5	M: 2, F: 3
More than 60	0	0
Total	289	

M: Male | F: Female

SYKES COSTA RICA – General Actions



*D2D: Puerta a puerta
**O2HT: Oficina a ciudad de residencia



Initiatives implemented

We focus on business continuity in a sustainable way and the health of our employees

COVID 19 TEAM

- COVID-19 Team creation led by Human Capital, Risk, Ops, Site Doctor and Corp Affairs Dir.
- Daily Directors COVID-19/ SERT Meetings since day one.
- Country leader daily/weekly meetings with middle/upper management and single players.
- Permanent presence in national work-table between private productive sectors and government, through our Corporate affairs Director in representation of our industry.
- Medical services follow-up with Ministry of Health personnel for employees with special conditions (preventive isolation or disability).
- Covid19 Pre-diagnostics module created as part of the Chatbot including steps to follow when level of risk is relevant.
- Automated mapping process for people exposed to a positive case.
- Sanitary protocols audited by a third party vendor which specializes in certifying health services. High qualification was obtained with no major findings, and a small list of nice-to-have recommendations to strengthen measures.
- Online questionnaire for those traveling out of the country. Collaborators must fill the form out and report where they have traveled to, arrival date and symptoms or contacts made with infected people if any.

FACILITIES

- Thermo scanners installed in Sigma and Global Buildings.
- Infrared wall thermometers in all buildings.
- Implementation of preventive measures dictated by the government since the crisis started in early March.
- Per industry Sanitary protocols deployed by government were built with SYKES best practices sharing.
- Weekly Preventive sanitation and rigorous disinfecting conducted by an external company during off hours.
- By the clock regular deep cleaning in common and production areas.
- Cafeterias and break rooms. rearrangement for social distancing
- Daily internal inspections to ensure standards are met.
- Signage for Bus Stops and organized protocols for transportation.
- Cafeteria: SYKES To Go, Cashier. protection, Grab & Go and special signage
- Ministry of Health inspections conducted on a regular basis for validation and opportunities detection.
- Acrylics set as barriers in cafeterias and areas where personnel is more exposed.
- Portable disinfection sprayers for fumigation and sanitation of new equipment, boxes, and other purchases before getting them into the buildings.
- Acrylic divisions between washbasins spots in all building restrooms.

COMMUNICATIONS

- Internal preventive campaigns and signage.
- Covid-19 Hotline in place for all agents.
- COVID-19 prevention signage in site, including lines marked and seats greyed out for social distancing
- Support guides for possible risk factors.
- Social distancing cues on site public areas.
- Protocols for confirmed cases (If needed)
- Covid-19 Feedback Survey 4,70 (5 scale).
- Social Media Covid-19 awareness and prevention campaigns.
- New channels created for immediate and effective communication with all management levels.
- Installation of roller-up banners in cafeterias with instructions for personal disinfection of seats/table prior use.
- External & internal Testimonials campaigns where collaborators from all buildings and operations share their experiences about how SYKES apply protocols to protect them from potential contagious.

Social responsibility initiatives

We focus on the integral well-being of our employees and their families

- Internal social responsibility measures including groceries packages
- ClubOne budget redeployment to gift cards/cash options
- Delivery of basic food basket to some risk population
- **Virtual Wellness 360 actions for Working at home collaborators:** Yoga and fitness.
- **Club one Community:** Communication channel to keep enthusiasm & stress relieve activities
- **SYKES Music Channel:** It is a night event of live music by our artist employees, where they sing or play an instrument. This event is a family moment for all our employees
- **SYKES Virtual Race & Hike:** It is a virtual event competition where participants complete their race or hike in a set time and using an application to register their marks.
- **Lettering and Cooking classes:** diversified classes for the needs and pleasures of our employees
- **Kick-off of SYKES Costa Rica's first EAG (Employee Affinity Group)** with the participation of 168 female collaborators for women empowerment and higher engagement.
- SYKES Costa Rica recently donated over 400 essential food baskets and 200 Walmart gift cards to employees who have been affected by the pandemic. Investment: \$58,000.
- Implementation of "Give & Take" allowing employees to support their coworkers by leaving non-perishable goods for those that may be struggling during the crisis. Investment \$11,000+
- **Employee AID:** Financial aid to employees sent to quarantine or isolation for COVID 19 issues. Investment: \$12,500
- **SYKES EDGE:** 295 scholarships to employees' dependents. Investment: \$40,000

SYKES 'approach to the COVID-19 pandemic



Jefferson Grant
Director, Account Operations

SYKES had the resources and knowledge to adapt quickly to the "new normal" because of its culture, resilience, and flexibility. Our BCP (Business Continuity Plan) had some elements to face the pandemic but needed improvement from real-life experience. We continue offering first-level performance and promoting efficiency through a data-driven culture and improving talent retention.



Gustavo Jenkins
Director, IT

In a matter of days, we mobilized large numbers of employees to the work-from-home modality to help maintain our operations and guarantee our workers' safety. We used laptops instead of PCs, remote connection technology (VPN), and cloud-based software solutions.

Right now, we need to evolve our internal tech support processes to help keep the new normal, guaranteeing our worker's safety and delivering world-class solutions for our clients.



Martin Jensen
Director, Account Operations

We focus on our employees' needs by providing home office equipment. SYKES Express delivers the equipment, recognition, and documents to our work-from-home employees. We also offer virtual motivational activities that include their families.

Our current challenge is to offer a solutions package to offer site-based, home-based, or hybrid services throughout the entire value chain: recruitment, training, IT, and operations management.

New Site Opening – SYKES Liberia

GRI 102-10



Opening date:
October 23, 2020



Size:
1221 M3



Seats:
60



Clients: 2 –
technology and communications client



Employees:
40 – 18 men and 22 women



Investment:
\$1,064,608

Why the need of a new site?

- Costa Rica has faced a competitiveness limitation versus other countries from the LATAM region, due to higher operational costs within the Great Metropolitan Area in Costa Rica.
- Increase SYKES Costa Rica competitiveness and diversify our service offer to our clients and prospects for securing business sustainability through a lower cost

operation located outside our Great Metropolitan Area while generating a positive social impact into the selected community as a result of developing and hiring local talent.

- By building a Strategic Alliance with Invenio (CR University), Solarium (Landlord) and CR Government, will elevate SYKES & Tech Academies and increase the participation of the young population by improving their English proficiency level and IT skills.

- The focus of the partnerships is tied with their own regional advantages:
- Invenio University: for attraction and development of talent. SYKES Academy adoption since 11/29.
- Invenio Continuum T3 Data Center (storage, hardware as a service, IT support, etc.).
- Solarium Free Zone Park: infrastructure and support services required (security, maintenance, connectivity, power generator, lodging, meals, medical, transportation, etc.).

Due diligence

- Out-the-GAM geographies prospection started back in 2013 by looking at different locations and evaluation of bilingual talent pool, infrastructure and general services
- Tilaran county, in Guanacaste, was selected as a green field with great potential due to the presence of a new technical university, Invenio.
- Follow up efforts and the opening of a SYKES Academy in campus, back in 2019, increased its potential.
- Early 2020, a new assessment of the region and having Invenio's agreement to open operations in town to replicate our academies, resulted in Liberia as the best option to settle down operations.

Get to know Guanacaste

Regional facts

- Home to Costa Rica's most popular coastal destinations
- Conchal, Tamarindo, Manzanillo, Avellanas, Danta, Langosta beaches...
- Four main National Parks near Liberia
- Palo Verde, Santa Rosa, Rincon de la Vieja, Marino Las Baulas...
- Mature Tourism industry

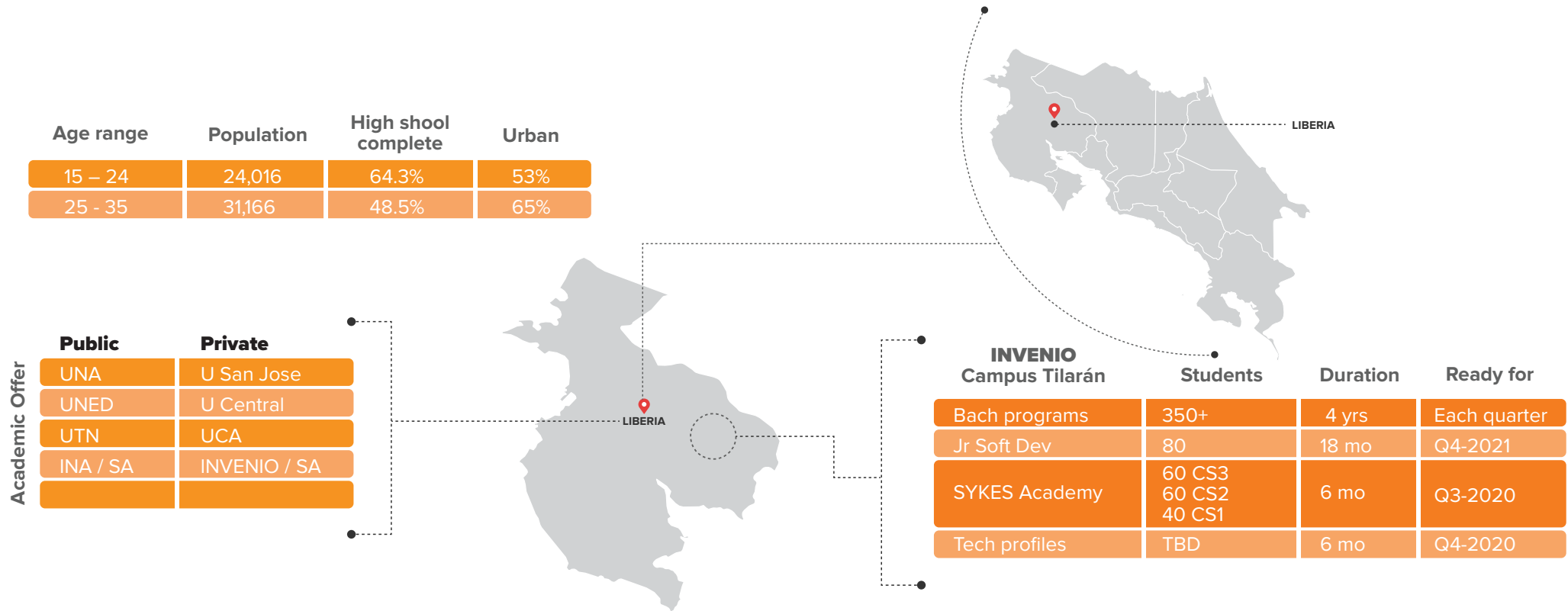
Liberia workforce

A population of more than 380,000

- Labor force is over 163,000 (29% currently works in Retail, accommodation, and food services).
- Unemployment rate: over 20% as a result of the sanitary crisis, 16% prior.
- 9 accredited universities throughout the region (4 public and 5 private universities)
- Averaging over 180 graduates each year – Bachelor's degree (36%), Advanced Undergraduate (54%)
- In last 10 years, it was registered 36% STEM* graduates are on Engineering and Technology

Over 11,000 technical graduates through MEPs (technical high schools) and National Training Institutes





Business case

Challenge	Solution	Benefits	Partnership
<ul style="list-style-type: none"> Competitiveness and attraction vs. LATAM & other regions Costa Rica's cost related 	<ul style="list-style-type: none"> Out of GAM Operation Location Conditions: Security Infrastructure Convenience Accessibility Talent Pool: Availability Cost Saving: Labor Subsidies Tax benefits OPEX 	<ul style="list-style-type: none"> Costa Rica Experience Country Low Risk: Social & Political Stability Top Rank Performance + Competitive Cost Social Mobility Economic Growth Development 	<ul style="list-style-type: none"> SYKES Invenio Solarium Government

Sustainable suppliers

GRI 102-9, GRI 102-10, GRI 308-1, GRI 308-2, GRI 408-1, GRI 409-1, GRI 414-1, GRI 414-2

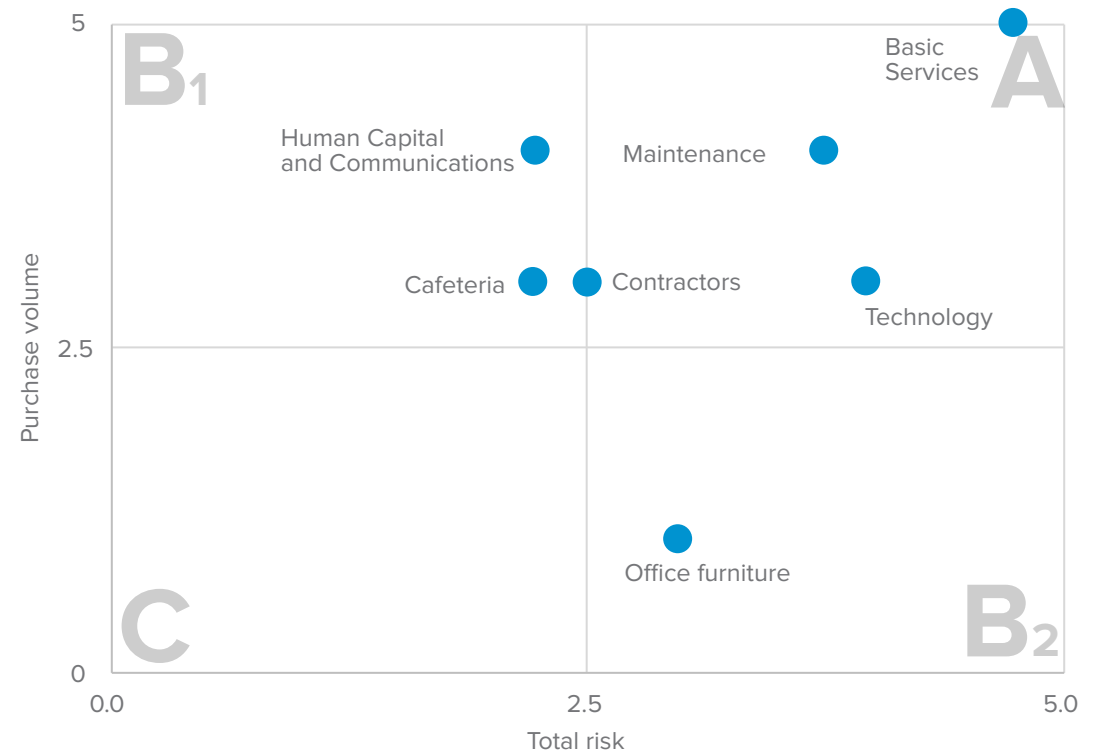
Our Sustainable Suppliers Manual does a rigorous screening of suppliers by evaluating social, economic and environmental topics. All suppliers on our database must fill out the evaluation form for screening purposes.

Supplier Classification

Our main suppliers are divided into seven main categories and in subcategories.

Our supplier matrix classifies them in two axes. The first is the risk level that they represent for the operation considering the level of influence and environmental, social and economic operational risks. The second axis represents purchase volume. In pages 34-37 of our 2018 sustainability report, you can see the methodology used for this classification.

The final risk is an average of the influence level and operational risks reflected on the “X” axis and purchase volume on the “Y” axis. The suppliers on the “A” quadrant are the top priority because they represent higher risk and higher volume. The suppliers on the “B” quadrant are of middle significance and the “C” suppliers represent low risk and low volume.



Supplier evaluation

After classifying our suppliers, we created an evaluation tool for on-site visits to suppliers. We take the risks of previously identified suppliers and review the main international sources (GRI standards, OECD guidelines, ISO 26000, National Social Responsibility Policy and the materiality of SYKES) to determine the criteria that we would evaluate. The following was the result:

Sustainability criteria Social Dimension	Sustainability criteria Economic Dimension	Sustainability criteria Environmental Dimension
National laws and regulations	Anti-corruption and ethics	Waste management
Child labor	Unfair competition	Environmental education
Occupational safety and security	Market presence	Energy consumption
Procurement practices	Procurement practices	Water consumption
Human rights and discrimination	Fiscal requirements	Carbon emissions
Employment	Intellectual property	National laws and regulations
Social investment	Public-private and strategic partnerships	Post-sale programs
Gender equality	Operating permits and patents	
Personal and professional development		
Inclusion for people with disabilities		

In 2020 we visited 50 suppliers with no findings in the aforementioned criteria.

Customer Service and Technical Knowledge

GRI 102-2, GRI 102-6

Our Core Business

WE HELP PEOPLE, ONE CARING INTERACTION AT A TIME

Two decades of experience and continuous improvement have translated into real commercial results for our clients.

Working next to leader brands in the world, we bring solutions that improve customer experience, increase retention, maximize each touch point and identify efficiency and cost optimization opportunities.

SYKES Costa Rica has provided service for 16 clients in four industries, which are classified according to business type and rules given by the corporation:



Financial Services Industry

3 clients

Focus:

- Retail banking:
- Card services
- Mortgages
- Insurance
- Collections
- Money transfers
- Consumer loans
- Loan service
- Fintech
- Up sell / cross sell

Top banks trust us to uphold their brands by providing the integrity, privacy and security customers expect

SYKES understands the obstacles facing our Financial Services clients. Whether the challenges stem from difficulties in delivering effective marketing and portfolio management to abiding by complex and changing regulatory compliance mandates, we provide proven solutions that revitalize customer confidence while reducing your costs of doing business.



Technology Industry

11 clients

Focus:

- Consumer electronics
- Usable
- Audio electronics
- Video
- Cameras
- Game consoles
- PC and peripherals
- SW and HW
- Software and portals
- Business technology
- Switches
- Routers
- Wireless

So many devices, so little time! Keep your customers loyal with informative insight and guided sales support.

From millennials to boomers, consumers crave mobile technology. And in the rush to procure the latest and greatest devices, many become frustrated with wordy instructions and inevitable technical glitches. That's why SYKES hires agents who are passionate about new technology and able to solve customer problems quickly. In a low- to no-commitment industry, our service team offers expert insight and sales support to keep your customers loyal.

Communication Industry

1 client

Focus:

- Service plans
- Mobile
- Land lines
- Broadband
- Complex networks
- Customer service
- Technical support
- Negotiations with carriers

We help support your customers when, where and how they need it by providing customer engagement solutions that deliver meaningful results

With digital phone, streaming video, fiber optic internet and wireless home security systems – your customers' needs are as varied as they are. Fortunately, SYKES provides true customer lifecycle management with an equally diverse array of service and technical support options designed to “fit” each customer perfectly – today and tomorrow.

Consumer Industry

1 client

Focus:

Customer service support for call types related to: cannot login to the subscription, cancellation, technical issues (basic), difference between All-access pass and single pass, discount information, receipt and invoice requests.

We help people, one caring interaction at a time.

Transactions and service served

GRI 102-6

are every inbound or outbound calls, emails and tickets that our direct agents make to take care of our customer's needs. In 2020 we made 9,668,579 transactions, largely inbound calls.

Transactions by industry

Financial services	85%	8,219,201
Technology	8%	807,370
Communications	5%	445,313
Consumer	2%	196,695

Transactions by contact channel

Inbound calls	89%	8,607,191
Chat	4%	402,460
Email	4%	383,264
Tickets	1.0%	219,847
Outbound calls	3.9%	55,817

Transactions by language offered

English	70%	6,810,239
Spanish	29%	2,837,459
Portuguese	1%	20,882

Transactions by region served

United States/Canada	95%	9,218,784
Global	4%	419,181
Regional	1%	30,614

Transactions by contact type

Customer services	73%	7,036,324
Sales	19%	1,824,885
Tech support	8%	807,370

Economic Performance

GRI 201-1, GRI 203-1

The financial indicators of the 9.6 million transactions and two decades work in Costa Rica has made us the most significant operation in the region. In 2020 we managed to contribute more than half of the income of the LATAM region.

Financial data is presented regionally by industry, and not by country due to shareholder confidentiality policies. These data can be found in the regional report or the website sykes.com



Revenue

Income is received through monthly invoices to our clients. Clients pay by number of agents, hours worked, or cases attended during the month.

% of revenue by industry 2020



Operating Costs

The operating costs include mainly agent salaries, indirect agent salaries, overtime, bonuses, transportation, tuition reimbursement, medical insurance, among others.

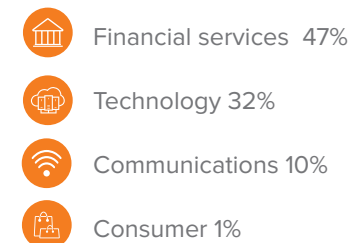
% of operating cost by industry 2020



Administrative expenses

These expenses include support area personnel wages, electricity, water, technological equipment, among others. These expenses are assigned to each industry according to the number of seats they have in operation.

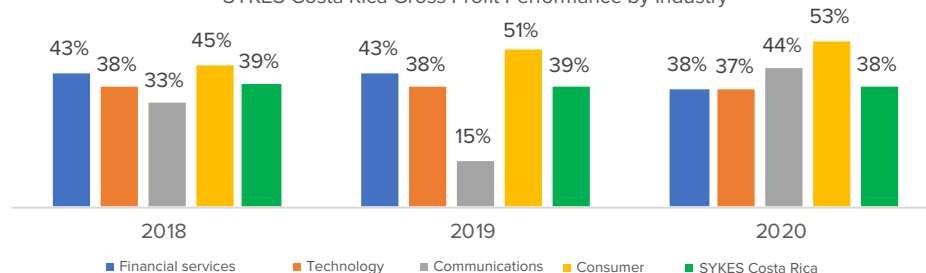
% of administrative expense by industry 2020



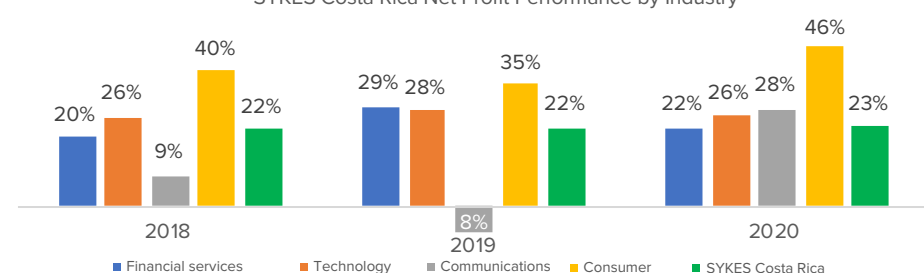
Gross Profit and Net Profit

During the last 3 years, SYKES Costa Rica's gross profit has been between 38% and 39% and the net profit between 22% and 23%.

SYKES Costa Rica Gross Profit Performance by Industry



SYKES Costa Rica Net Profit Performance by Industry



Anti-corruption and Ethics

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

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

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

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

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

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

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

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

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

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

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

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

Environmental: As part of its environmental commitments, SYKES quantifies its greenhouse gas emissions and removals since 2012. The methodologies proposed by INTE/ISO 14064-1:2006 and WRI and WBCSD's GHG Protocol were used to quantify SYKES' emissions and removals. The coordinator of the Environmental Committee prepares the inventories. The company has an environmental policy and develops its projects according to the annual Environmental Management Plan. Since 2014 it makes internal and external audits regarding carbon neutrality.

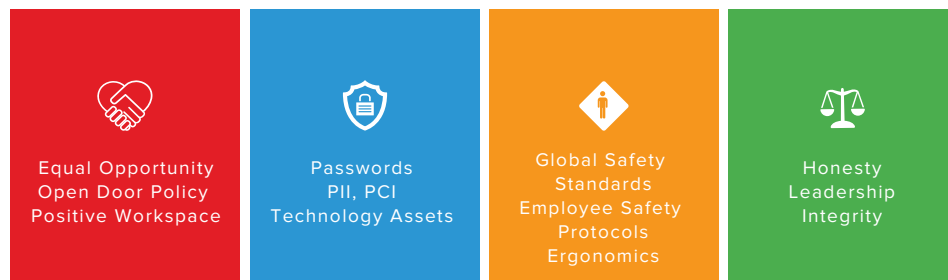
Ethics: SYKES worldwide has a code of ethics that is implemented in every country where it operates. This code of ethics includes topics such as report of fraudulent activities, workplace harassment, promotion of a violence free atmosphere, proper handling of passwords, confidentiality, use of the company's assets, open door policy, among others. SYKES has a telephone line dedicated exclusively to the report of fraudulent activities. It is required that every employee during training learns about the corporate code of ethics and the procedure to report fraudulent activities. Then, a recap must be done once a year. To make sure 100% of the workforce has gone through this training, there is an electronic signature within a digital platform. The CSRM office oversees these procedures.

Los estándares de conducta y código de ética en se pueden encontrar en la página web de SYKES: <https://www.sykes.com/about-us/>

STANDARDS of CONDUCT

LET'S TALK ABOUT IT

 RESPECT |  SECURITY |  SAFETY |  ETHICS



To ensure compliance with the codes of conduct and with internal and operational policies, SYKES performs internal audits through the local and regional risk department (client assessments named CAT, made at least once a year). Plus, the external client audits performed by our clients.

External Audits

Industries	2018	2019	2020
Communications	3	2	1
Financial Services	4	3	4
Technology	0	1	1
Consumer		0	0
Total	7	6	6

Internal Audits – CAT

Industries	2018	2019	2020
Communications	3	3	1
Financial Services	3	5	4
Technology	7	14	11
Consumer	1	2	1
Total	14	24	17

Overall, in 2020 there were 23 audits in our operations, 6 made by our clients and 17 made by our risk team.

In 2020 there were no cases of corruption or fraud in the operations of SYKES Costa Rica.

In 2019, nine cases of violation of policies by our collaborators and two various cases were registered, where the corrective measures were dismissals of collaborators, training of account personnel and changes in procedures within the account.

In 2018, four cases of internal metric manipulation were registered. The corrective measures taken were layoffs and training of the account personnel.

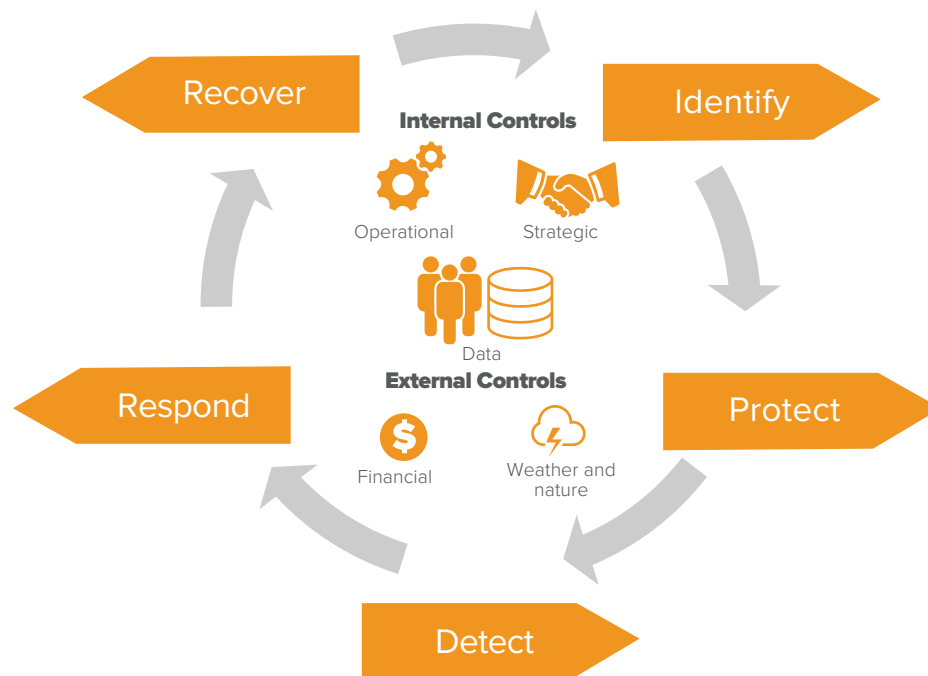
Data Protection

GRI 102-15, GRI 102-30

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

Our Security Model A

Based on the framework from the National Institute of Standards and Technology of the United States Department of Commerce. Thanks to our tools and security model, in 2020, 2019 and 2018 there were no complaints for misuse of customer's clients. We were able to keep our data protection goal in 0



Funciones:

- IDENTIFY** → Organizational understanding to managing security risks.
- PROTECT** → Safeguard and ensure delivery of critical services.
- DETECT** → Alerts for security events that allow a timely response.
- RESPOND** → Appropriate management of detected incidents.
- IDENTIFY** → Restore capabilities that were impaired due to an incident.

Internal Processes that we undertake in our operation:

- IDENTIFY** →
 - Inventory of software and systems.
 - Critical services dependencies are established.
 - Governance and risk management processes directed towards security risks
 - Tolerance to organizational risk is determined
 - Threats are documented

- PROTECT** →
 - Change control process
 - Audit records are kept
 - Data at rest and in transit are protected
 - Unnecessary data storage is eliminated
 - IT and physical access managed and safe
 - All parties understand their roles and responsibilities

- DETECT** →
 - Events are detected and analyzed in order to understand the attack methods
 - Vulnerability evaluations
 - Detection processes are continuously improved

- RESPOND** →
 - Incidents are constantly reported, classified, contained and eradicated
 - The impact is understood in order to document lessons learned

- RECOVER** →
 - Restore capabilities that were impaired due to an incident

To implement this model in our processes we use the following tools:



Awareness Program: Zero tolerance against fraud, internally managed through three target audiences, active collaborators, new hires, and recruiters and trainers.



Proactive Risk Assessment Methodology: It is a program that identifies key controls gaps in customer tools and processes that could cause fraud, metric manipulation, or process deviations.



Client Assessment Toolkit (CAT): It is an integral part of SYKES risk management to ensure the correct implementation of key security controls in each customer account on an annual basis.



Geopolitical Assessment: It is an integral part of SYKES risk management. This was created with the purpose of including the prioritization, the categorization of the recommended safeguards, the feasibility of the implementation and the risk mitigation processes within the management, operational and technical environment, specifically for the risks inherent to an operation due to your location



Audit Management: It is an integral part of SYKES risk management to ensure the correct execution of the audit life cycle, to minimize potential findings and make the process as efficient as possible by having a formal guide for the process.



Business Continuity Management: It addresses all critical and essential business activities, including testing of emergency plans. Continuity plans for each business line ensure preparedness in the event of a business impact.



Disaster Recovery Team

We have two emergency response teams. One is focused on buildings and their operation and the other one towards personnel risks:

- **Building disaster recovery team:** in case of disaster, this team seeks to keep the company's operations through the information technology department in the infrastructure, desktop equipment and customer service area; and through the administration department in the facilities, maintenance and security areas.
- **Emergency recovery team:** led by the risk management, the brigade team and area leaders, who guide and direct people during an emergency, and the occupational health committee.

2018

Type of disaster or emergency	Number
Natural Disaster	1
Natural Disaster	1
National Power Outage	1
Threats to life	1

2019

Type of disaster or emergency	Number
National Workers Strike	1

2020


Type of disaster or emergency	Cantidad
National Workers Strike	1
COVID-19 Pandemic	1


We have a reaction plan for each type of disaster or emergency that may happen, according to the internal risk mapping. Each plan is activated by the people in charge and each response team.


Fair marketing practice

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

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

	Indicator	2018	2019	2020
	Photos interactions	6,318	13,594	8,592
	Videos interactions	482	1,833	1,289
	Carousels interactions	0	0	617
	Publications	111	178	149
	Followers	3,809	6,376	8,702

	Indicator	2018	2019	2020
	Reactions	33,252	32,735	43,207
	Comments	7,035	4,873	7,278
	Shared Publications	3,945	2,342	3,648
	Publications	606	447	656
	Fans	76,745	82,445	89,442

	Indicator	2018	2019	2020
	Reactions	1,014	1,831	4,079
	Comments	19	81	109
	Shared Publications	131	154	494
	Publications	71	74	222
	Fans	11,116	19,666	33,284

Thanks to social media management and other platforms used to attract talent, we were able to reach the following number of candidates:

Job applications

Source	2018	2019	2020
Headhunters	4,161	2,653	1,699
Referrals	9,629	9,387	11,135
Digital campaigns (social media and webpage)	15,188	19,464	16,614
Job Fairs	1,188	1,524	1,748
Walk-ins	596	-	-
Institutes, universities and academies	221	338	1,613
LinkedIn	469	50	1,370
TalkPush	3,045	-	-
Job bank and data bases	-	-	580
Friend or family member of a collaborator			1,116
Advertising			937
Direct contact (email or phone call)	278	1,063	588
Not shown			1258
Total applications per year	34,775	34,479	38,658

Internal Communication

SYKES Kick Off

It is an annual event held in February or March by SYKES' Senior Management in order to present the previous year's results on the following topics: finance, operational, challenges presented throughout the year, relevant changes in the organization and the strategic plan and its goals for the current year.

This is an on-site event, and the audience are the company's leaders and key employees. They participate as listeners and contribute to gather information about initiatives to implement the strategic plan.

260 participants



SYKES Leaders Forum

It's a quarterly event where the results of each quarter are presented according to the strategic plan. During the event, all the leaders that have made a difference and have met the assigned goals are recognized. This event seeks to motivate our leaders and guide all our human capital towards the direction the company is looking for.

2 events and 675 participants



SYKES Chatbot

Our Chatbox, incorporated in the SYKES App and the company's internal platforms, is a new means of communication and consultation for our employees. Through artificial intelligence, they can interact and make general consultations about procedures, payroll, policies, among others.



SYKES TV

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



SYKES App

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



Indicator	2018	2019	2020
People who use the app		0	6246
Downloads	3168	3911	4792
Challenges – Games	31	30	69
Points redeemed for prize	566	770	55000
Medical appointments requested by the app	380	1384	1239



SOCIAL DIMENSION

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

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

Our strategy is based on developing Costa Rica's talent for today and the future. Internally this is achieved through our Employee Value Proposal, composed of five fundamental parts: recognitions, career, significant work, community and affiliation. Externally, it is achieved through our academies, creating income for society and investing in the communities we operate in.

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

MATERIAL TOPICS

1. Talent attraction and retention
2. Occupational Health and Safety
3. Working Conditions
4. Human Rights
5. Talent Development
6. Job Generation
7. Social Investment and Community
8. Wealth and Income Generation



Our contribution to the SDGs



SYKES Academy - We have improved the English level of 10,560 Costa Ricans so that they can choose a job since 2015, more info on page 75

Tech Academy - We specialized 8,173 Costa Ricans in technical careers so they can opt for a better job, more info on page 77



SWIT - We promoted 294 collaborators to technical accounts, closing the gap from 13.5% in 2016 to 25% in 2020. Our goal is 40% by 2021, more info on page 78

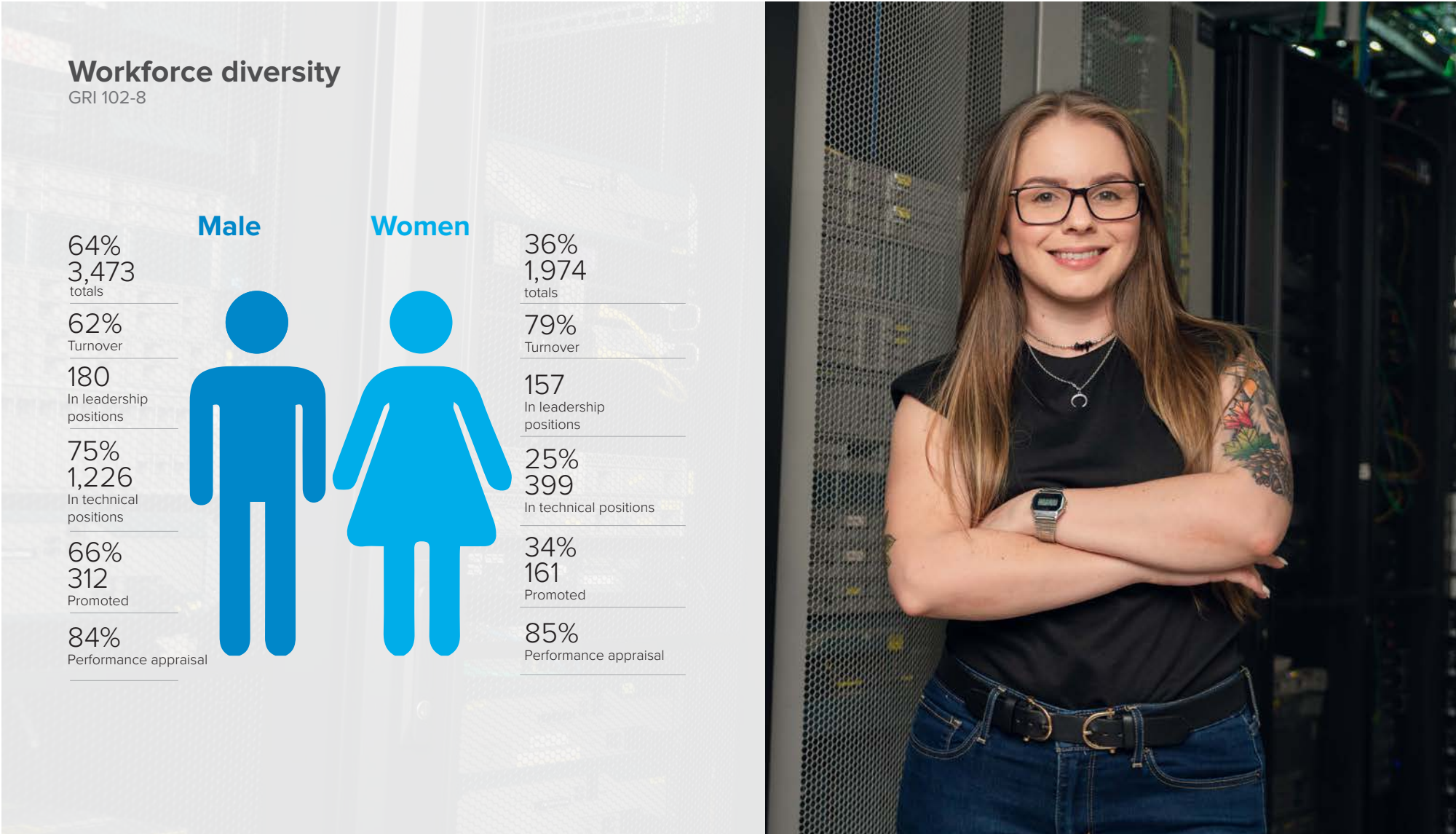
SHEROES - New affinity group with the aim of supporting and empowering women to improve their leadership skills and potential. 450 active collaborators in 2020, more info on page 71



SYKES Inclusive - We have trained 1,149 employees in inclusiveness issues since 2015, more info on page 72



This section covers the material topics in the social dimension, which represent all of SYKES' contribution and management towards its relevant stakeholders.



Workforce diversity

GRI 102-8

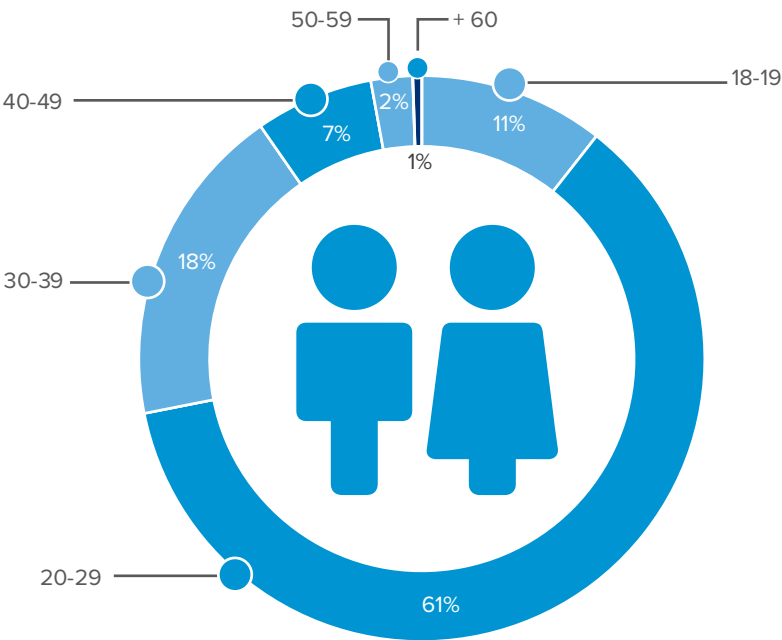
Total employees

In 2020 we proudly employed 5,447 people. We have grown in the last 3 years contributing with more employment to Costa Ricans.



Workforce by age

61% of our collaborators are between 20 and 29 years old

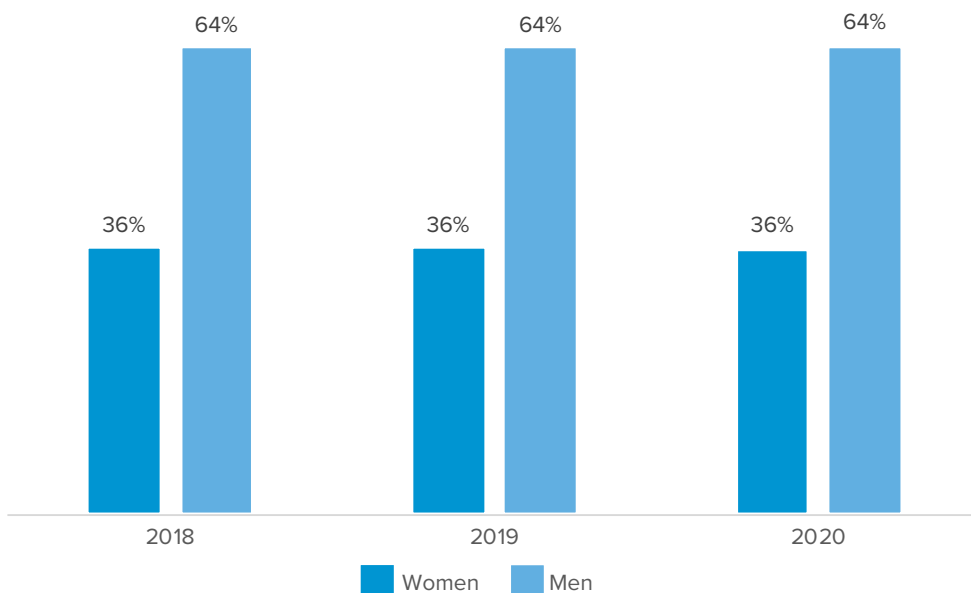


Number of employees by age range			
Age range	2018	2019	2020
15-17	5	15	0
18-19	475	1133	577
20-29	2756	2792	3339
30-39	917	543	1005
40-49	298	162	368
50-59	119	73	130
+ 60	30	7	28
Total	4599	4725	5447



Workforce by gender

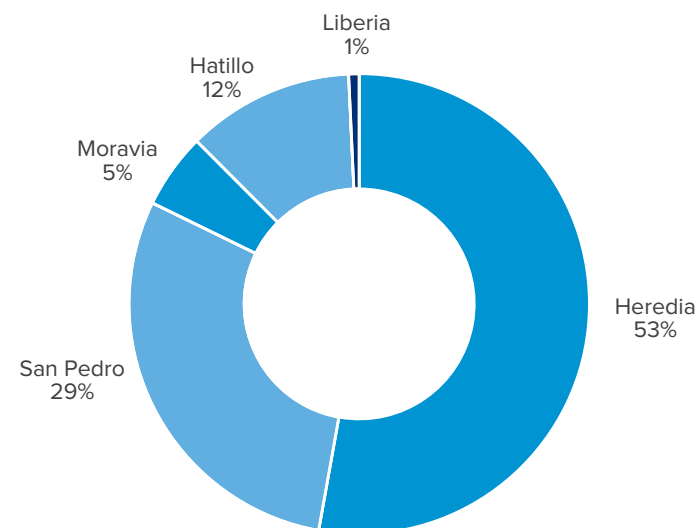
We work every day to close the gender gap and to be able to change the constant of 64% men and 36% women



Reporting year	Women	Men	Total
2018	1,671	2,928	4,599
2019	1,716	3,009	4,725
2020	1,974	3,473	5,447

Workforce by location

Our largest operation is in Heredia, where 53% of our workers work.



Number of employees by site

Location	2018	2019	2020
Heredia	2401	3065	2877
San Pedro	1087	1224	1602
Moravia	557	267	288
Hatillo	554	169	640
Liberia			40
Total	4599	4725	5447

By modality

Our employees maintain a WAH (Work at Home) and B&M (Brick & Mortar) model.

Site	Total	WAH	B&M
Heredia-Main Building	2106	950	1156
Heredia-Annex Building	771	771	0
San Pedro	1602	790	812
Moravia	288	222	66
Hatillo	640	470	170
Liberia	40	40	0
Total	5447	3243	2204
Percentage	100%	60%	40%

Workforce by citizen

95% of our employees are Costa Rican, and 5% represent 266 people of 25 different nationalities. This is part of the labor inclusion that we work with UNHCR in hiring refugees. The following nationalities are the most common at SYKES:

Nationality	Employees 2020
Costa Rican	5181
Nicaraguan	120
Venezuelan	48
Salvadoran	19
American	16
Colombian	13
Mexican	7
Honduran	6
Other	37
Total	5447



Leadership Positions

GRI 405-1

337 employees lead our organization

Our leadership positions, in addition to the Senior Management, are comprised as follows:

Operations area



- Account Directors
- Account Managers
- Account Supervisors
- Team managers
- Quality supervisors
- Planning supervisors

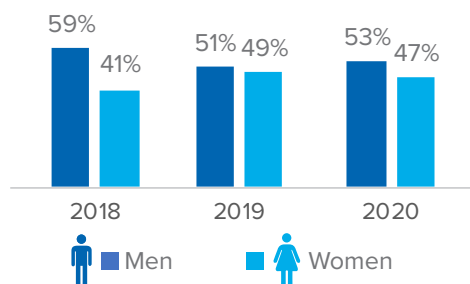
Support area:

- Area Director
- Area Manager
- Area Supervisor
- Area Team Manager

Leadership positions by gender

Our leadership positions have a difference of 6 percentage points between men and women

Gender	2018	2019	2020
 Men	180	165	180
 Women	126	157	157
Total	306	322	337



Leadership positions by age

82% of our leaders are between 20 and 39 years old

Age	2018	2019	2020
18-19	0	1	1
20-29	103	124	153
30-39	122	125	124
40-49	55	52	42
50-59	24	19	15
60+	2	1	2
Total	306	322	337

Age	2018	2019	2020
18-19	0%	0%	1
20-29	34%	39%	153
30-39	40%	39%	124
40-49	18%	16%	42
50-59	8%	6%	15
60+	1%	0%	2
Total	100%	100%	337

Talent attraction and retention

GRI 401-1

New hires

4,182 people were hired in 2020 as a requirement of the organization's operations. The two most important variables for which we have high hiring rates are: high employee turnover and growth in the operations area

New hires by gender and age

Age range	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
15-17	6	9	24	21	0	0
18-19	347	472	474	586	295	306
20-29	1026	1528	918	1387	1086	1656
30-39	131	305	121	224	175	391
40-49	57	102	35	75	50	137
50-59	15	36	53	31	30	47
60+	1	10	2	4	2	7
Total hires by gender	1583	2462	1627	2328	1638	2544
% of hires by gender	39%	61%	41%	59%	39%	61%
Total hires per year	4045		3955		4182	

Highlights:

- 39% of new hires were women and 61% men
- 6 out of 10 hires are between 20 and 29 years old and
- 6 out of 10 hires come from the province of San Jose

New hires by gender and province of residence

Province of residence	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
San Jose	1087	1678	1198	1718	1009	1558
Heredia	99	192	97	123	237	342
Cartago	157	225	133	144	142	243
Alajuela	113	217	111	184	153	269
Guanacaste	17	28	8	34	60	62
Limon	62	41	37	66	17	30
Puntarenas	27	53	35	52	18	36
Not specified	22	27	8	7	2	4
Total hires by gender	1583	2462	1627	2328	1638	2544
% of hires by gender	39%	61%	41%	59%	39%	61%
Total hires per year	4045		3955		4182	

Total hires by age

Age range	2020	
15-17	0	0%
18-19	601	14%
20-29	2742	66%
30-39	566	14%
40-49	187	4%
50-59	77	2%
60+	9	0%
Total	4182	100%

Total hires by province

Province	2020	
San Jose	2567	61%
Heredia	579	14%
Cartago	385	9%
Alajuela	422	10%
Guanacaste	122	3%
Limon	47	1%
Puntarenas	54	1%
Not specified	6	0%
Total	4182	100%

Candidates applying for jobs

In 2020, we had 38,658 people applying to the jobs offered by SYKES in order to fill the operational need. Of these people, 10,077 were interviewed and 4,182 were hired.

Indicator	2018	2019	2020
Total applications	34775	34479	38658
People scheduled for interview	19405	16693	24096
Success rate	56%	48%	62%

Indicator	2018	2019	2020
People scheduled for interview	19405	16693	24096
People that cancel or do not show up for the interview	3682	2248	700
People that show up but do not pass the second filter (lab and computer navigation)	3148	1637	13319
Total interviews	12575	12808	10077
Candidates rejected (written test, face to face interview, profile, schedule)	6198	8778	7219
Other rejections (they were waitlisted, documents pending, among others)	1275	473	0
Candidates hired	4045	3955	4182
Conversion rate (people scheduled for interview vs people hired)	21%	24%	17%

Employees Turnover

GRI 401-1

3,731 employees terminated the employment relationship, which is a very significant negative impact for the company.^a

Turnover by age and gender



Age range	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
15 -17			16	25	0	0
18 -19	175	206	325	356	170	173
20 -29	899	1245	983	1421	1184	1526
30 -39	148	298	155	351	142	324
40 -49	45	93	45	109	35	101
50 -59	8	34	21	44	28	38
60+		8	4	8	2	8
Total resignations by gender	1275	1884	1549	2314	1561	2170
Total resignations per year	3159		3863		3731	
Total employees by gender	1671	2928	1671	2928	1974	3473
Turnover by gender	76%	64%	93%	79%	79%	62%
Total turnover	69%		84%		68%	





Turnover by reason for leaving and gender

Reason for leaving	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
Voluntary	1040	1477	1172	1598	1172	1598
Termination with severance	147	239	212	466	212	466
Termination without severance	18	63	41	90	41	90
End of contract	0	1	0	0	0	0
Death	2	2	2	1	2	1
Mutual agreement	2	4	10	10	10	10
Signed a contract but never showed up for work	34	37	87	89	87	89
Tacit resignation (abandonment)	31	61	24	60	24	60
Others	1	0	0	1	0	1
Total resignations by gender	1275	1884	1548	2315	1548	2315
Total resignations per year	3159		3863		3731	
Total employees by gender	1671	2928	1671	2928	1671	2928
Turnover by gender	76%	64%	93%	79%	93%	79%
Total turnover	69%		84%		68%	



Turnover by province of residence and gender

Province of residence	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
San Jose	816	1192	1109	1607	1088	1297
Heredia	129	233	118	184	138	385
Cartago	149	208	147	191	123	189
Alajuela	122	189	119	197	124	211
Guanacaste	8	14	10	27	16	34
Limon	32	28	34	59	37	29
Puntarenas	16	23	17	44	30	30
Total resignations by residence	1272	1887	1554	2309	1556	2175
Total resignations per year	3159		3863		3731	

Highlights:

- The employees who rotate the most are between 20 and 29 years old
- 82% of employees who rotate do so voluntarily

Total turnover by age

Age range	2020	
15-17	0	0%
18-19	343	9%
20-29	2710	73%
30-39	466	12%
40-49	136	4%
50-59	66	2%
60+	10	0%
Total	3731	100%

Total turnover by province

Province	2020	
San Jose	2385	64%
Heredia	523	14%
Cartago	312	8%
Alajuela	335	9%
Guanacaste	50	1%
Limon	66	2%
Puntarenas	60	2%
Total	3731	100%

Total turnover by reason for leaving

Reason for leaving	2020	
Voluntary	3141	84%
Termination with severance	434	12%
Termination without severance	38	1%
End of contract	0	0%
Death	2	0%
Mutual agreement	1	0%
Signed a contract but never showed up for work	82	2%
Tacit resignation (abandonment)	31	1%
Others	2	0%
Total	3731	100%

Working Conditions

Salary injection into the national economy

GRI 201-1, GRI 201-3

In 2020 our employees received **¢42 billion** in gross salary and overtime.

Compensamos a nuestros colaboradores por su excelente rendimiento con 1.8 mil millones de colones

We compensate our employees for their excellent performance with 1.8 million colones.

As part of the Worker's Protection Law1, No 7983, SYKES Costa Rica contributed 26.5% over gross salaries of social employer contribution, equivalent to ¢10.6 billion destined to public institutions, labor capitalization funds, disability pensions, state and supplementary pensions, and other duties.

SYKES Costa Rica contributes 2% of the gross salaries to its "Asociación Solidarista". This is a legal worker's association, regulated by Law2 No 6970 ("Ley de Asociaciones Solidaristas"). In 2020, the employer's contribution was ¢494 million.

Additionally, Law No 7983 requires that the employees contribute a percentage of their salary to the government. In 2020, it was 10.5%. This percentage is deducted from their gross salary and the company pays it directly to the applicable government entities.

Salaries and Social Employer Contribution Paid In millions of colones (000,000)

Item	2018	2019	2020
Annual paid gross salaries	¢ 33,643	¢ 34,772	¢ 40,359
Overtime paid annually	¢ 1,365	¢ 2,113	¢ 1,725
¹ Total employer social contribution 26.33%	¢ 8,958	¢ 9,155	¢ 10,626
² Total contribution to the "Asociación Solidarista"	¢ 66	¢ 92	¢ 494
³ Total employee contribution to CCSS 10.34%	-¢ 3,477	-¢ 3,595	-¢ 4,238

Variable compensation or performance bonuses In Millions of colones (000,000)

Beneficiaries	2018	2019	2020
Direct and indirect agents, technical account agents, managers and directors	¢ 2,632	¢ 1,809	¢ 1,892

Standard Starting Salary vs Local Minimum Wage Ratio

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

Industry	Year	Currency	Minimum wage, Ministry of Labor categories	Starting wage at SYKES / country minimum wage
Communications	2018	Colones	Highschool Education	1.09
	2019	Colones	Bachelor's degree-Higher Education	1.11
	2020	Colones	Bachelor's degree-Higher Education	1.39
Financial Services	2018	Colones	Bachelor's degree-Higher Education	1.05
	2019	Colones	Bachelor's degree-Higher Education	1.17
	2020	Colones	Bachelor's degree-Higher Education	1.23
Technology	2018	Colones	University Technical – Bachelor's	1.41
	2019	Colones	University Technical – Bachelor's	1.37
	2020	Colones	University Technical – Bachelor's	1.41
Consumer	2018	Colones	Bachelor's degree-Higher Education	1.30
	2019	Colones	Bachelor's degree-Higher Education	1.23
	2020	Colones	Bachelor's degree-Higher Education	1.32

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

Employee Compensation and Benefits

401-2

Medical insurance and tuition reimbursement

	Indicator	2018	2019	2020
Life and medical insurance	Employees with an INS policy	986	1066	1391
	Monetary value of all policies paid	\$404,752.00	\$393,549	\$490,225
Tuition reimbursement	Employees that used this benefit	1665	1435	1499
	Monetary value of all reimbursements \$	\$288,953	\$266,210	\$253,880

Medical Insurance

All leadership positions and some other employees are covered within the company's health insurance plan with the National Insurance Institute (INS, Instituto Nacional de Seguros). This plan is paid by the company through an insurance agency.

Educational Reimbursement

This benefit seeks to promote continuous education and development in our employees. SYKES Costa Rica covers an amount of money for all employees that enroll in courses, or university studies up to master's degrees.

Policy

- All employees can apply for tuition reimbursement from their first day of work in the company.
- The maximum amount is \$300 annually or \$1000 for technical courses relevant to the service we provide in technical accounts.
- Employees must have a performance of at least 3 out of 4.
- To be eligible for the reimbursement, employees must complete all courses enrolled and must present a receipt and a passing certificate.

In-house Cafeteria

Each of our sites has a subsidized cafeteria offering our employees breakfast and lunch at affordable prices. The cafeteria department works on nutritional aspects, waste management, cost and revenue control, and quality standards.



Menu	Market Price	SYKES Price	Savings	Market Price	SYKES Price	Savings	Market Price	SYKES Price	Savings
Vegetarian combo	¢ 2,800	¢ 1,600	¢ 1,200	¢ 3,500	¢ 1,600	¢ 1,900	¢ 3,700	¢ 1,600	¢ 2,100
Protein combo	¢ 3,000	¢ 1,600	¢ 1,400	¢ 3,200	¢ 1,600	¢ 1,600	¢ 3,300	¢ 1,600	¢ 1,700
Chef's specialty	¢ 4,800	¢ 2,500	¢ 2,300	¢ 5,200	¢ 2,500	¢ 2,700	¢ 5,350	¢ 2,500	¢ 2,850
Fast Food Combo	¢ 3,500	¢ 2,750	¢ 750	¢ 4,000	¢ 2,750	¢ 1,250	¢ 4,200	¢ 2,750	¢ 1,450

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

SYKES Points

SYKES Points are assigned to employees for good performance, based on the score obtained from the performance appraisal, as shown as follows:

Performance Appraisal Ranking	SYKES Points Amount earned per month
4 to 3.91	50 Points
3.90 to 3.81	45 Points
3.80 to 3.71	40 Points
3.70 to 3.61	35 Points
3.60 to 3.51	30 Points
3.50 to 3.41	25 Points
3.40 to 3.31	20 Points
3.30 to 3.21	15 Points
3.20 to 3.11	10 Points
3.10 to 3.0	5 Points

SYKES gives recognition to all top performers through a point assignment system. These points can be traded for products by the employees. The items that can be traded include umbrellas, lunch boxes, restaurant gift coupons, cafeteria coupons, glasses, shirts, and other daily use items.

The points are assigned each month and the virtual store is set up monthly so that employees can trade their desired products. This generates a preorder and the products are delivered the month after, according to the delivery schedule for each site. SYKES Costa Rica invested \$124 thousand dollars in 2020.

SYKES Points

Detail	2018	2019	2020
SYKES Points earned or distributed	297,490	689,111	292,450
SYKES Points claimed	353,290	515,785	581,460
Number of benefited employees	11,341	14,134	10,960
Investment in SYKES Points products	\$ 144,000	\$ 129,600	\$ 124,332
Average cost of each point	\$ 0.41	\$ 0.25	\$ 0.21

SYKES
Points





Refer A Friend - RAF

Refer a Friend is a program for employees or external people to refer an appropriate candidate to previously announced vacant positions. They can do this through the RAF platforms and be eligible for a bonus or monetary reward:

If the applicant is hired, the referring person gets 50% of the bonus. When the applicant (now employee), works for a certain period, the referring person gets the other 50% of the bonus.

In 2020, 11,135 people were referred, of which only 1039 passed the recruitment tests and were hired. In this year, \$96 thousand dollars were paid in bonuses.

Indicator	2018	2019	2020
Total candidates referred	9,629	9387	11135
Total referred hires	807	772	1039
Success rate	8.38%	8.22%	9.3%
Bonuses paid	\$ 108,990	\$ 101,000	\$ 96,250

Seniority Celebrations

We celebrate with employees that achieve the milestone of 1, 5, 10, 15 and 20 years of working in the company. The celebration takes place in the main building and includes games, food, an appreciation speech and a gift for each one. In 2020, we celebrated 1267 people.

Employees Celebrated	2018	2019	2020
3 months	N/A	N/A	2459
6 months	N/A	N/A	1940
1 year	N/A	990	1526
5 years	96	189	159
10 years	58	66	50
15 years	13	21	14
20 years	2	1	0
Total employees celebrated	169	1267	6148
Total annual investment	\$ 32,000	\$ 84,100	\$ 103,323
Cost per person celebrated	\$ 189	\$ 66	\$ 16

Employee Transportation

Our transportation department mobilized 7506 employees in 2020 over 531,056 trips from the sites to each employee's house, in 2020 the investment was ¢ 1,530,964,593 in transportation.

Site	Detail	2018	2019	2020
Hatillo	Cost	¢ 83,069,666	¢ 28,162,000	¢ 122,592,258
	People	331	233	673
	Trips	84,557	9,870	35,556
Heredia	Cost	¢ 286,560,361	¢ 322,365,502	¢ 806,443,378
	People	1,291	1,502	3,653
	Trips	203,888	116,125	277,742
Moravia	Cost	¢ 67,362,282	¢ 28,567,000	¢ 171,000,145
	People	303	305	1,099
	Trips	55,266	12,104	51,245
San Pedro	Cost	¢ 144,002,218	¢ 155,740,500	¢ 430,928,812
	People	477	2,009	2,081
	Trips	144,821	86,693	166,513
Total annual	Cost	¢ 580,994,528	¢ 534,835,002	¢ 1,530,964,593
	People	2,402	4,049	7,506
	Trips	488,532	224,792	531,056



Parental Leave

GRI 401-3

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

In 2020, 63 employees had the right and took the parental leave benefit. Of these 63 people, 27 were men and 36 were women. The return rate was 100%.

Gender	2018	2019	2020
Men	31	34	27
Women	61	46	36
Total de licencias parentales	92	80	63

Employee return after parental leave

Gender	2018	2019	2020
Men	25	29	27
Women	39	35	36
Men	81%	85%	100%
Women	64%	76%	100%

Gender	Maternity leave for mothers (4 months minimum by law)	Parental leave for fathers (2 days)
2018	¢ 51,277,370	¢ 2,478,633
2019	¢ 35,737,064	¢ 2,578,502
2020	¢ 31,508,632	¢ 1,751,900

Non-compulsory licenses

We offer our employers paid permits or licenses: to be with the family when they need it most



Marriage: three paid working days

Bereavement: three paid working days



Parental: two paid working days for fathers. Mothers have a four-month parental leave given by law.



Marriage licenses

	2018	2019	2020
Women	9	15	10
Men	24	24	15
Total	33	39	25
Investment	¢ 3,581,965	¢ 3,175,508	¢ 2,289,928



Bereavement licenses

	2018	2019	2020
Women	12	12	11
Men	26	43	23
Total	38	55	34
Investment	¢ 2,818,074	¢ 3,977,371	¢ 4,569,702

Occupational Health and Safety

GRI 403-1, GRI 403-8

Occupational Health and Safety Management System

Standard:

ISO 45001:2018

voluntary

Progress:

85%

implemented

Certification:

Planned for the fourth quarter of 2021

Management system scope: The Occupational Health and Safety Management System applies in all the Costa Rican operations and its six sites (Global, Annex, Moravia, Hatillo, San Pedro, and Liberia), its people, activities, internal support areas, and customer service.

Coverage: The **Occupational Health and Safety Management System** covers 100% of employees and contractors.

Occupational health services

GRI 403-3, GRI 403-6

Medical Services

Our medical services and the occupational health and safety expert identify, minimize or eliminate potential dangers, thus guaranteeing quality and access to all workers in the organization.

There are medical services offices on all our sites. Our general doctors and nurses receive over ten thousand visits per year. We have an alliance with the CCSS (the public system health provider), which allows us to provide them with medicines and services internally, so they don't have to leave the office.

	Heredia, Main Building	Heredia, Annex	Moravia	Hatillo	San Pedro	Liberia	Work from Home
 Medical Services	Monday, Wednesday and Friday, from 7:00 am to 4:00 pm Tuesday and Thursday, from 9:00 am to 6:00 pm	Doctor's appointments are given in the main building or virtually	Tuesday and Thursday: 7:00 am to 4:00 pm	Monday, Wednesday and Friday: 7:00 am to 4:00 pm	Monday, Wednesday and Friday, from 7:00 am to 4:00 pm Tuesday and Thursday, from 9:00 am to 6:00 pm	Currently there is no doctor's office	Monday, Wednesday and Friday, from 7:00 am to 4:00 pm Tuesday and Thursday, from 9:00 am to 6:00 pm
 Nurse	Monday, Wednesday and Friday, 7:00 am to 4:00 pm Tuesday and Thursday, from 9:00 am to 6:00 pm	Currently there is no nurse available	Monday to Friday, 7:00 am to 4:00 pm	Currently there is no nurse available	Currently there is no nurse available	Currently there is no nurse available	Currently there is no nurse available

Medical Services Appointments

Detalle	2018	2019	2020
Appointments requested per year a	23,961	22,039	22,039
Appointments handled per year	20,214	17,874	17,874
Appointments rejected per year	2,508	4,920	4,920
Appointments missed per year	1,197	1,125	1,125
Number of people who benefited	4,481	5,116	5,116
Cost per year in medical equipment and materials	¢ 14,340,000	¢ 15,210,000	¢ 15,210,000

During 2020 five health fairs were held, where we offered these services: mammograms, blood tests, medical check-ups, ophthalmology, dentistry, and others. Through the compensation and benefits department, employees are offered an average 50% discount on all tests. Also, ASOSYKES can finance medical tests with preferential interest rates.

Health Campaigns

Details	Pap smear	Electrocardiogram	Lab tests
Number of benefited employees	188	332	169
Campaign cost	¢ 1,196,250	¢ 1,759,680	¢ 1,567,990

Medical Insurance

In 2020, 29% of our employees had health insurance, and the incident rate was 205%.

Details	2018	2019	2020
Use of INS policies	43	609	575
Incident rate	4%	87%	205%
Internal preventive health fairs	4	5	0
Number of employees with INS private medical insurance	986	1066	1391
Employees with insurance / Total employees	21%	23%	29%

Health and Safety Cases

Our Medical Services Department refers the cases that require physical space evaluation to the health and safety department. When an employee comes to the doctor with constant back or hand pain, we evaluate the area and make adjustments when necessary.

Occupational Health and Safety Cases 2020

Type	Heredia Main	Heredia Annex	San Pedro	Moravia	Moravia	Total
Hand tendinitis	12	6	10	5	2	35
Lower back pain	15	12	20	5	2	54
Disc hernias	2	0	0	0	0	2
Scoliosis	26	16	25	0	0	67
Muscle contractur	5	2	5	0	0	12
Cervicalgia	5	0	0	0	0	5
Carpal Tunnel Syndrome	4	0	0	0	0	4
Total	60	36	60	10	4	170

In 2020 we had 170 cases. The most common ones were hand tendinitis and lower back pain. The following action plans were implemented to solve these 170 cases:

- Ergonomic equipment
- Gel wrist rest
- Mouse pad
- Lumbar support
- Footrest
- Monitor base
- Laptop base
- Mouse con bola lateral
- Ergonomic keypad
- Doughnut seat cushion

Worker participation

GRI 403-4

SYKES must survey all employees annually as a requirement of the ISO 45001:2018 Occupational Health and Safety Management System. In the survey, the following aspects are evaluated:

- Work environment
- Physical Loads at work
- Work Hazards
- Sanitation
- Conditions in the workplace
- Internal programs: drills, emergencies, wellness programs



Occupational Health and Safety Committee

GRI 403-4

Each site at SYKES has an Occupational Health and Safety Committee made up of:

1. Volunteer coordinator
2. Volunteer secretary
3. Three employer representatives, including site coordinator, medical office, and human resources.
4. At least two volunteer employees

The obligations of the health and safety committee are:

- 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 health and safety committee:

- The Health and Safety Committee reports to the executive committee or senior management representatives.
- The executive committee is comprised of: the director of administration, compensation and benefits manager, human resources manager, and occupational health and safety specialist.
- Progress on plans and budget execution must be reported.

Communication channels with workers

Types of communication

1. General Communications

Channels	Sykes app, Posters, Banners, E-mails, The Place, Sharepoint, Digital Totems.
Outreach	Internal SST communications Recreational activities Internal changes in SST Project invitations OHS Elections (committees)
Stakeholder	Leaders, Employees, Contractors,

2. Internal Communications

Channels	101 Sessions, Talks / periodic training, Team Meeting, The Place, Sharepoint, Sykes apps, emails.
Outreach	Disclosure of mandatory internal standards and policies Announcements and memos Opinion exchange and consultation Internal changes (technical details) Process updating New people in charge
Stakeholder	Employees, Contractors

3. Periodic Communication

Channels	Sykes app, posters, banners, digital Totem, Sharepoint, The place, informative screens.
Outreach	Reminders in SST. Recreational activities Informative events News Communication of initiatives Contests
Stakeholder	Employees, Contractors

Worker training on occupational health and safety

GRI 403-5

Training is free, and it is offered to our employees during paid work hours.

- All employees are trained in drills, emergency measures and safety signage.
- Brigade members are trained in first aid, spill containment, and building, and fire evacuation.
- The Occupational Health and Safety Committee is trained in ISO 45001.



Workers' hazards and risk matrix

GRI 403-2, GRI 403-7

Our matrix identifies hazards by measuring all the positions and areas of the organization. The hazards are classified into:

- Biological hazards
- Physical hazards
- Ergonomic hazards
- Safety hazards
- Chemical hazards
- Electrical hazards
- Psychosocial hazards
- Hazards caused by natural phenomena

Each hazard's risk is evaluated according to the following criteria:

- Deficiency level
- Exposition
- Probability
- Consequence

Finally, the hazards are itemized according to the following risk classification:

Risk Acceptability	
Risk level	Meaning
I	Not Acceptable
II	Not Acceptable or Acceptable with specific control
III	Acceptable
IV	Acceptable

Work-related injuries and ill health

GRI 403-9, GRI 403-10

SICK LEAVE INDEX

Details	2018	2019	2020
Most common sick leave motives (3 motives)	1. Upper airways infection, 828 days	1. Upper airways infection, 658 days	1. Upper airways infection, 856 days
	2. Gastrointestinal disorders, 560 days	2. Gastrointestinal disorders, 504 days	2. Possible COVID 19 cases, 133 days
	3. Musculoskeletal Disorders, 165 days	3. Musculoskeletal Disorders, 239 days	3. Acute Gastroenteritis, 93 days
Lost day rate	6.8	5.6	35.7
Sick leave days by gender	Women, 1277 days	Women, 1173 days	Women, 5765 days
	Men, 1104 days	Men, 969 days	Men, 7271 days
Sick leave days, by site	Heredia, 1070 days	Heredia, 1115 days	Heredia, 4335 days
	San Pedro, 586 days	San Pedro, 639 days	San Pedro, 3807 days
	Hatillo, 206 days	Hatillo, 155 days	Hatillo, 937 days
	Moravia, 281 days	Moravia, 132 days	Moravia, 72 days
			Liberia, 0 days
			Work-from-home, 3885 days
Absenteeism rate	5.0%	3.9%	2.6%
Deaths	There were no reported deaths in this period		

ACCIDENT RATE – OCCUPATIONAL RISK

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

Death rate resulting from work-related injuries = 0.0

Major work-related injury rate (not including deaths) = 0.0

Recordable work-related injury rate =

- In 2019, for every million work hours, there were 5 work-related injuries recorded
- In 2020, for every million work hours, there were 3 work-related injuries recorded

GRI Standards-recommended formula:

$$\text{Rate of recordable work-related injuries} = \frac{\text{Number of recordable work-related injuries}}{\text{Number of hours worked}} \times 1\,000\,000 \text{ work hours}$$

$$\text{Rate of recordable work-related injuries in 2019} = \frac{47}{9,354,135} \times 1\,000\,000 \text{ work hours}$$

$$\text{Rate of recordable work-related injuries 2020} = \frac{34}{10,638,384} \times 1\,000\,000 \text{ work hours}$$

Accident and sickness cases

Details		2019	2020	Analysis
Total	Cases	55	43	
	Occupational risk sick leave	15	18	34%
	Employees on sick leave	15	18	
	Total employees	4599	5447	
	Occupational Risk Index	0.33%	0.33%	0.33%
Cases by site	Main	19	20	40%
	San Pedro	31	12	44%
	Anexo	5	4	9%
	Hatillo	0	5	5%
	Moravia	0	2	2%
	Liberia	0	0	0%
Cases by gender	Female	31	24	56%
	Male	24	19	44%
Cases by type of consultation	Accident	47	34	82%
	Relapse	4	9	13%
	Sickness	5	0	5%
Rate case by employee	Accident	0.010	0.006	0.008
	Relapse	0.001	0.002	0.001
	Sickness	0.001	-	0.001

Lost days to accidents and sickness

Details		2019	2020	Analysis
Total	Days	72	87	
	Occupational risk sick leave	15	18	
	Employees on sick leave	15	18	4.82
	Total employees	4599	5447	
	Occupational Risk Index (days)	0.016	0.016	0.016
Days per site	Main	43	17	38%
	San Pedro	12	39	32%
	Anexo	17	3	13%
	Hatillo	0	26	16%
	Moravia	0	2	1%
	Liberia	0	0	0%
Days by gender	Female	44	50	59%
	Male	28	37	41%
Days by type of consultation	Accident	66	87	96%
	Relapse	6	0	4%
	Sickness	0	0	0%
Sick day rate per employee	Accident	0.014	0.016	0.015
	Relapse	0.001	-	0.001
	Sickness	-	-	-

Human Rights

GRI 401-1, GRI 401-2, GRI 406-1, GRI 412-1, GRI 412-2

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

Our standards of conduct, anti-discrimination, moral and psychological harassment policies are communicated to 100% of new hires as part of the induction and training process. Also, one or two internal campaigns are held each year.

Investigating Commission

Internally, our work relations' department or employee services are in charge of managing cases of discrimination, moral or psychological harassment or conflict between employees, among others.

In 2020, there were 238 cases and mainly they were about queries or information about our programs, policies, procedures and about compensation and benefits.

Categories	2018	2019	2020
Compensation and benefits	159	11	15
Organizational climate	33	28	16
Queries or information	193	370	130
Internal procedures	48	76	59
Internal programs	14	8	18
Total	447	493	238

Additionally, we have an interdisciplinary investigating commission (that includes our supplier BDS) that along with Human Capital Management takes care of disciplinary measures.

In 2020 we had 7 suspensions and 2145 reprimands.

The two most common causes for suspension were:

1. Unjustified absenteeism (4 cases)
2. Present false disabilities (3 cases)

The two most common causes for reprimands were:

1. Unjustified tardiness (595 cases)
2. Unjustified absenteeism (256 cases)

Freedom of Association

GRI 102-41, GRI 407-1

ASOSYKES is the employees' "Asociacion Solidarista". In 2020, 52% of our employees were affiliated. This adds an employer contribution of ₡92.9 million. SYKES contributes 2% of the paid gross salary, which the association pays directly to employees that stop working for us.

Movement	2018	2019	2020
SYKES total employer contribution	₡ 1,326,877,936	₡ 1,399,130,974	₡ 1,492,083,709
Total affiliated employees' contribution	₡ 2,672,761,666	₡ 2,760,679,152	₡ 2,970,395,633



What are Employee Affinity groups?

Employee affinity groups are networks of employees that come together based on personal characteristics, interests, or experiences. They foster inclusion and diversity.

These affinity groups contribute to enhance employee engagement promoting satisfaction at work, increasing productivity, and resulting as a retention strategy.



Purpose of SYKES WOMEN Affinity Group

Cultivate and actively promote an inclusive environment that supports and encourages WOMEN to advance their skills and leadership potential through connection, mentorship, collaboration, and discussion.

Values

- Strong together
- Access to collective knowledge
- Bond of support from an active network
- Serve the common good between genders
- Platinum rule: Treat others the way that they want to be treated

Goals:

- Ensure women employees have an opportunity to be heard, valued, and engaged.
- Amplify the profile of women internally and externally.
- Increase diversity and foster inclusion.
- Recruitment, retention, and advancement of women.
- Provide women employees the opportunity to problem-solve, innovate, and develop, regardless of gender, seniority or status

Results 2020:

- Women employees participating in virtual events: **450**
- Active women employees in the network: **210**
 - Women employees trained in empowerment issues: **30**





SYKES INCLUSIVE is a program created by SYKES to internally certify the organization's leaders in diversity management, two modules have been created, one virtual (1 hour) and the other face-to-face (2 hours) to train leaders in 4 topics Critical for inclusion in the work environment: Gender equality, LGBTQI+, people with disabilities and refugees.

Objective:

- Distinguish the basic concepts related to inclusiveness issues
- Promote awareness in employees on issues of inclusivity and existing stereotypes.
- Point out possible actions that collaborators can take to promote inclusiveness in the work environment.



We select our employees according to their skills, experience, training, and integrity.

We are committed to delivering work environment in which all SYKES employees are treated with the respect and esteem they deserve. All types of harassment and discrimination are prohibited and are punished to ensure a professional, pleasant, and productive environment

Indicator

Trained employees

2018

324

2019

250

2020

574



Employee Experience Excellence

It is our culture of excellence towards our collaborators, service is part of the DNA of our business and the satisfaction of our collaborators is essential.

Why we do it?

More committed teams
delivering
better results

Improve
employee
satisfaction

Increased
motivation
=
Higher retention

Make a positive
impact on the
lives of our
people and their
families

Our focus is the satisfaction of our employees to offer a quality service to our clients. During 2020 we celebrate with our talent!

Special Moments

Birthdays: 2946
Childbirth: 77
Marriage: 47
Mother day: 335
Fathers day: 400
Total: 3805 employees

Seniority

3 months: 2459
6 months: 1940
1 year: 1526
5 years: 159
10 years: 50
15 years: 14
Total: 6148 employees

SYKES Behaviors

Edition 1:
204 nominees:

- 2 gold winners
- 2 silver winners
- 11 bronze winners

Edition 2:
300 nominees:

- 7 gold winners
- 10 silver winners
- 8 bronze winners

Caring leader

94 leaders awarded for their excellent performance



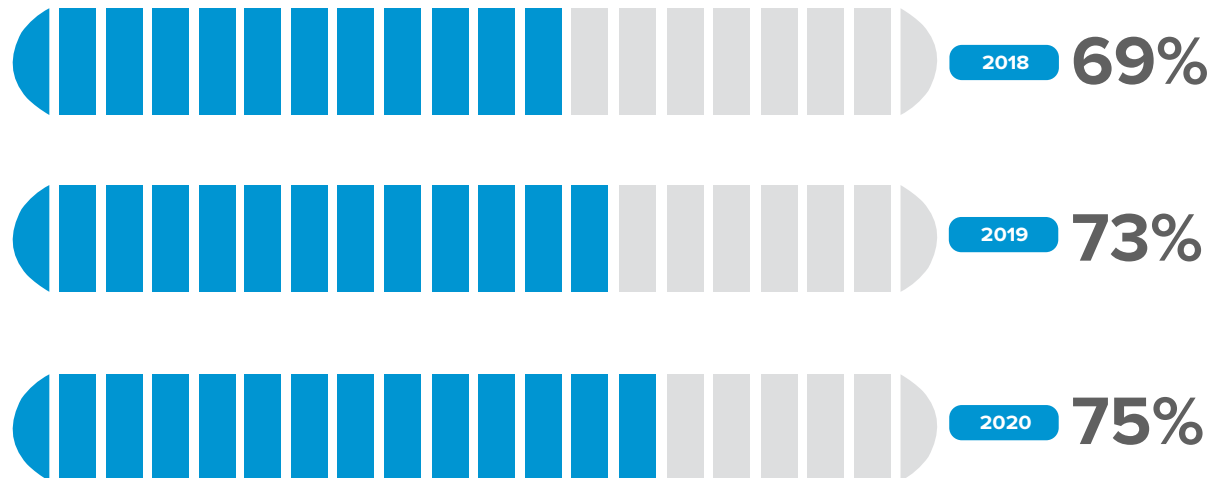


■ SYKES Employee Satisfaction Survey

The GES, or Global Employee Survey, is the employee satisfaction and organizational climate survey that SYKES uses in all its operations globally. It is completely anonymous and it was applied in 2020 to 87% of SYKES Costa Rica employees. This helps us understand what factors motivate and demotivate our employees in their work experience at the company and a satisfaction percentage is obtained.

Our regional goal is 85% employee satisfaction. In Costa Rica, in 2020 **we obtained 75%**, which made us set employee satisfaction as one of our 2021 goals of 82% or more

Overall satisfaction percentage



Job Generation

GRI 201-4

“Mi Primer Empleo” (“My First Job”)

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

2018: 13 young persons hired and ₡19,400,000 in incentives

2019: 1686 people trained in English through the SYKES Academy for ₡247 million in subsidies by the Ministry of Labor

2019: 1970 people trained in English through the SYKES Academy for ₡485 million in subsidies by the Ministry of Labor

Indicator

	2018	2019	2020
Number of groups completed	142	273	581
Number of students enrolled	1535	3156	6989
Number of graduated students	1296	2243	3974
Number of students hired	955	747	1221
Success rate	84%	71%	57%
Contribution to total hires	24%	18%	28%
Investment	\$ 242,611	\$ 332,146	\$ 595,959

SYKES Academy Programs in 2020

Program	Groups	Enrolled	Graduated	Non-compliant	Success rate
A2	43	385	230	155	60%
B1	51	940	625	315	66%
B2	220	2329	1370	959	59%
B2+	266	3328	1742	1586	52%
C1	1	7	7	0	100%
Total 2020	581	6989	3974	3015	57%

SYKES Academy Historical

Indicator	2007-2020
Groups completed	1,845
Students enrolled	19,216
Graduated students	15,581
Success rate	81%

SYKES[®] Academy

It's a non-profit intensive English course that runs since 2007. It offers training for people that want to apply for a job at SYKES but need to improve their English skills in order to be eligible.

It's designed exclusively for applicants that have an intermediate to good English level (74%-84%, or B1 to B2 on the scale of the Common European Framework of Reference for Languages).

In 2020 we had a historical record of people trained

- 6989 students
- 3974 graduated
- 1221 people hired

We've improved the English skills of 15 thousand Costa Rican citizens to an acceptable level to work in any multinational company operating in the country since 2007 through our academy and its methodology. More than \$4 million have been invested since its beginnings.

Alliance for Bilingualism

Agreement between the Ministry of Labor and Social Security and SYKES 2019-2022

Objetivo: The new agreement will allow the enrollment of 10,000 new applicants in 4 years on our Sykes Academy. This program will increase the talent pool not only for SYKES but for the industry, as 30% to 40% of the graduates will be released to the market.

- MTSS commits to a Government investment of approximately \$ 4.8 million during 2019-2022
- SYKES is committed to training 10,000 people in English skills
- Admitted applicants will be entered into the National Employment Program (PRONAE)
- The applicants admitted to the SYKES Academy will receive ₡ 190 thousand from the Ministry of Labor (50% will be for their maintenance and the other 50% must be deposited in a bank account of the academy)
- The contribution of each admitted to the academy represents a monetary contribution and not a payment for the course. With this contribution the academy will be able to expand its installed capacity for the admission of more people per month and year
- The admitted receives the Government subsidy the second week of the following month that the candidate has been reported as a participant in the project and according to their performance
- The same admitted person can receive several subsidies as they advance in the modules of SYKES Academy "In-Transit" and SYKES Academy "Reloaded"

Results 2020:

- 1970 people admitted
- 5324 subsidies paid by the MTSS to admitted persons
- ₡485 million of income to the accounts of the Academy to cover the operating cost

Results 2019:

- 1686 people admitted
- 2784 subsidies paid by the MTSS to admitted persons
- ₡ 247 million of income to the accounts of the Academy to cover the operating cost





Tech Academy

SYKES Tech Academy is one of our two academies, which seeks to specialize our collaborators in technical careers so that they can qualify for better opportunities in the Costa Rican labor market.

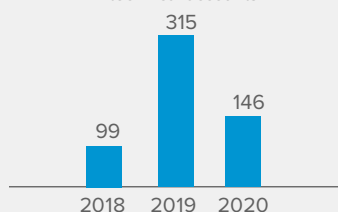
Technical Development Strategy

Our development strategy offers more than 15 courses grouped into six main areas: Enterprise, computing, cloud, development, software development, project management, and business intelligence and analytics. The duration of each course is 12 weeks and is aligned to the requirements of our technical accounts so that students can opt for a promotion or job offer.

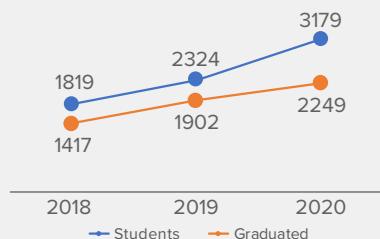
We graduate 2,249 students in technical careers in 2020

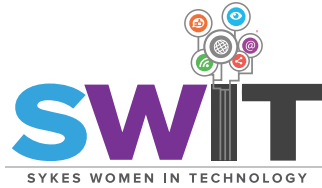
Tech Academy	2018	2019	2020
Number of groups	221	244	291
Number of students	1819	2324	3179
Number of graduated students	1417	1902	2249
Success rate	78%	82%	71%

Promoted students to technical accounts



Students and graduated





SWIT (SYKES Women In Technology)

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

Strategic goals

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

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

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

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

As of 2020, the participation of women in technical accounts was **25%**

Year	Women	Men	Women in technical accounts
2018	174	900	16%
2019	283	1062	21%
2020	399	1226	25%

Women in Tech Academy

Our strategy is to promote the SYKES technical academy to all women in the organization and offer a 100% scholarship so that they can start the essential technical courses, with more women in the academy we seek to promote from communications or consumer accounts to technical accounts.

SWIT	2018	2019	2020
Total academy students	1819	2335	3179
Total women students	729	1058	1362
Percentage of women students	40%	45%	43%

SWIT	2018	2019	2020
Women promotions to Tech Accounts	25	123	104



Talent Development

GRI 404-1, GRI 404-2

Work. Learn. Grow.

Employee Training

Before starting to work in any of our accounts, each employee must complete a training curriculum specific for each of our clients and their business lines. At SYKES, we have two departments in charge: the financial services and communications accounts agent training department and the technical accounts technical training department. Our trainers are certified, and investments are constantly made according to our clients' needs. Training lasts from six to twelve weeks and they are fully paid.

Training in Financial Services and Communications Industries

In 2020 we trained a total of 4058 employees that graduated as direct customer service and sales agents through 257 classes and 61,508 hours of training.

Indicator	2018	2019	2020
Training classes finished	239	217	257
Total training hours	64,700	58,680	61,502
Trained employees ¹	4225	3612	4058
Graduated employees	3373	2918	3473
Graduation rate	80%	81%	86%

¹ Considering new hires and employees that transfers from an account or line of business (these must also take the training courses).

Training in the Technology Industry

In 2020 we trained 437 employees that graduated as technical direct agents through 264 classes and 96,001 hours of training.

Indicator	2018	2019	2020
Training classes finished	107	152	264
Total training hours	70,383	103,408	96,011
Trained employees	305	579	437
Graduated employees	304	553	427
Graduation rate	100%	96%	98%

Talent Development to all employees

We've trained our employees for personal and professional growth through 34,595 hours in 2020. We do this through two major commitments we have as an organization:

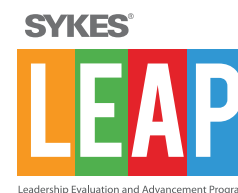
¹ IDP- Individual Development Program: all our employees, from agents to directors have within their job performance objectives, an IDP, which means they must take at least one training course for their personal and professional growth.

Number of employees developed and trained 2020

Employee classification	Number of Women	Number of Men	Total employees per category	Average per category
Directors	25	25	50	25
Managers	32	60	92	46
Supervisors	88	87	175	88
Individual Contributors	363	362	725	363
Direct Agents	167	233	400	200
Indirect Agents	388	448	836	418
Total hours by gender	1063	1215	2278	1139
Percentage by gender	47%	53%		
Average per gender	177	203		
Total Investment	\$ 303,765.00			
Total number of courses	191			

Number of hours training 2020

Employee classification	Hours Women	Hours Men	Total hours per category	Average hours per category
Directors	280	320	600	300
Managers	515	806	1321	661
Supervisors	1333	1929	3262	1631
Individual Contributors	5999	5729	11728	5864
Direct Agents	2505	3025	5530	2765
Indirect Agents	3108	3516	6624	3312
Total hours by gender	13,740	15,325	29,065	14,533
Percentage by gender	47%	53%		
Average per gender	2290	2554		
Total Investment	\$ 303,765			
Total number of courses	191			



LEAP – Leadership Evaluation and Advancement Program: Our LEAP program (Leadership Evaluation and Advancement Program) is oriented towards the operations areas, to enable direct agents to opt for indirect agents positions such as team manager, account supervisors, planning supervisors, etc.

The LEAP program aims to improve knowledge and equip our people with the necessary skills to develop talent as a way to grow within the company. LEAP also seeks to establish a group of candidates for future internal promotions by career and based on forecasted growth or new positions within accounts.

Indicator	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
Number of LEAP trained employees	106	160	30	36	167	233
LEAP training hours	1614	2136	450	525	2505	3025
Total employees trained in LEAP	266		66		400	
Total LEAP training hours	3750		975		5530	
Employee percentage by gender	40%	60%	45%	55%	42%	58%
Hour percentage by gender	43%	57%	46%	54%	45%	55%

Extracurricular courses

These courses are offered to all our collaborators to improve or learn a language.

611 employee students in 2020: all in Portuguese

556 employee students in 2019: 196 in English and 360 in Portuguese

537 employee students in 2018: 149 in English, 365 in Portuguese and 23 in Japanese



Dedicated Resources

To complement our employee's learning, our talent development department has resources dedicated to look for language improvement points in our agents and employees in general for them to better communicate with our customers. Our employees are our main resource and their communication skills are essential to provide a quality service.

Assignments	Description	2018	2019	2020
Coaching sessions	Nesting: side to side supervision (1h sessions). Operations: group sessions (1h or 1h and 30 min).	1338	721	5787
Validations	The agent's calls are listened to, in order to improve the language used.	904	240	2236
Training group visits	The groups that are in training to become customer service and sales agents are visited in order to detect improvement opportunities in time, before they move on to operations.	117	26	241
Projections	Agents are reevaluated applying to internal promotions, LEAP, account requirements or others, to measure the English level.	198	345	651

Performance Appraisal







GRI 404-3


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

At the end of each month or semester, objectives are evaluated on a scale of 1 to 4, as follows:


1. Unacceptable performance
2. Needs to improve
3. Met expectations
4. Exceeded expectations

Each objective has compliance levels in the four scales mentioned. It's worth mentioning that the objectives and results are established by the employees and discussed and agreed upon with the direct manager. The employees evaluate their own objectives, showing the results achieved.

	1	2	3	4	5	6
WHAT?	HRIS Performance Management Inductions	Performance Criteria: Objectives are set	Performance Criteria Validation: Manager validates objectives set	Employee Self-evaluation: Employee evaluates own objective	Manager's evaluation: Final evaluation of objectives	Curve Calibration Sessions: PA Curve is reviewed and adjusted
WHO?	 Manager	 Employee	 Manager	 Employee	 Manager	 Manager

 **Manager:**

Person who is responsible for evaluating his/her direct reports.

 **Employee:**

Person who will be evaluated by the Manager.

This evaluation has a maximum score of 4 points, and it's taken into consideration for pay raises, internal promotions, and recognitions.

Performance 2020

3.39 average female performance

3.34 average male performance

Performance Appraisal

Detail	2018	2019	2020
Average women's performance	3.49	3.39	3.39
Average men's performance	3.41	3.36	3.34

Leader Satisfaction Survey

All leaders in the company (shown on page 56) are evaluated by the employees that report to them through a survey in order to receive feedback from them. Communication, teamwork, focus on results, collaboration and support are evaluated. The general satisfaction of the collaborators with their leaders is included obligatorily, like the IDP, in the performance evaluation objectives of all our leaders.

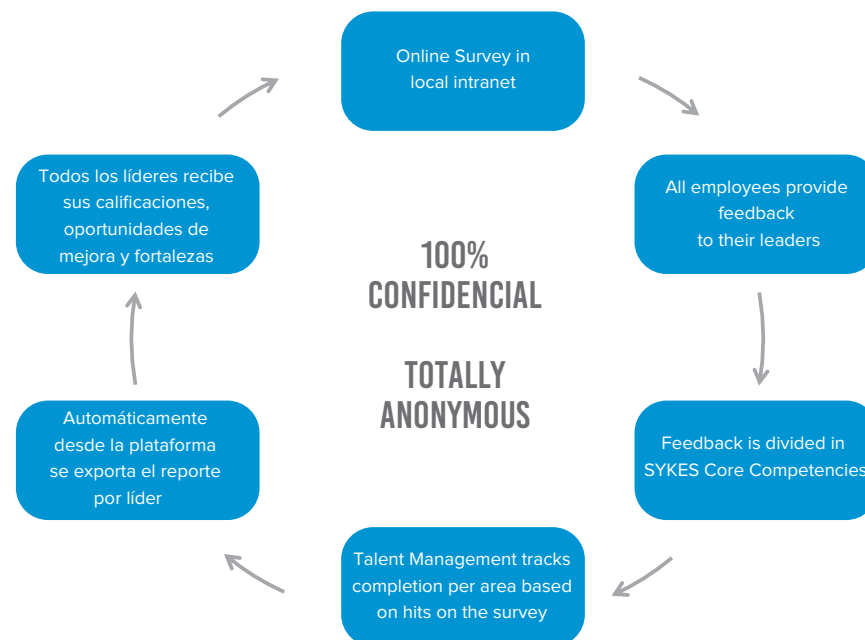
Satisfaction 2020:

91% -94% satisfaction of our women leaders.

89% -93% satisfaction of our leading men

89% -94 total company average

Leaders Satisfaction	2019		2020	
	I-Semester	II-Semester	I-Semester	II-Semester
Women	93%	93%	91%	94%
Men	88%	92%	89%	93%
Average	89%	93%	89%	94%



Internal Promotions

“Work, learn, grow” is the work value proposition motto we offer our employees. From our academies, our way of training and transparent performance measuring, we seek growth in our employees.

In 2020 we had 473 internal promotions, 34% were promoted women and 66% were men promoted to a better position. It should be noted that 9% of our total collaborators (5447 collaborators) were promoted.

Indicator	2018	2019	2020
Women promoted per year	188	269	161
Men promoted per year	444	584	312
Total internal promotions per year	632	853	473
Annual percentage of promoted women vs total women	11%	16%	8%
Annual percentage of promoted men vs total men	15%	19%	9%
Total Promotion rate	14%	18%	9%
Percentage of promoted women vs promoted men	30%	32%	34%

Social Investment and Active Community Involvement

GRI 413-1, GRI 413-2

SYKES has the goal to contribute with 30% of employees in volunteering. Our focus is integrated with the company's core business, based on education and promotion of the English language and technical development.

By 2020, due to health issues due to COVID-19, volunteer activities were suspended, even so we were able to carry out 7 virtual activities and contribute 870 volunteering hours

Indicator	2018	2019	2020
Volunteers	1421	1566	148
Volunteering hours	7087	8993	870
Amount of volunteers	37	50	7
Participation percentage	31%	35%	3%

Wellness 360

SYKES aims for its employees to achieve work-life balance. Our 360 program offers employees, free of charge: fitness programs, zumba and strong, in house nutritionist consultation, cycling team, movie club, art classes and bicycles as means of sustainable mobility.

Scope 2020:

3300 participating collaborators

- 1 movie club
- 1 table football tournament
- 3 SYKES Music Channel
- 68 hours of yoga, physical conditioning, lettering, and watercolor
- 13 Monthly Cycling, Walking and Athletics Challenges
- 2 competitions with great prizes



Wealth and income generation

Local Provider Expenditure Ratio

GRI 204-1

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

This resulted in 99% of supplier expenses spent in national suppliers, thus supporting local trade. We contributed with a total of \$27.4 million or ₡15 billion colones to these suppliers.

Contribution	2018	2019	2020
Local purchases amount in colones	₡ 9,629,309,684	₡ 9,500,630,337	₡ 5,066,851,554
Local purchases amount in dollars	\$ 9,699,036	\$ 14,626,609	\$ 16,633,465
Foreign purchases amount in dollars	\$ 1,014,961	\$ 845,390	\$ 272,788
Percentage of local purchases	96%	97%	99%



- Average dollar exchange rate **2020** ₡587.24
- Average dollar exchange rate **2019** ₡587.24
- Average dollar exchange rate **2018** ₡578.56

Free Trade Zones Regime

GRI 207-1, GRI 207-2, GRI 207-3, GRI 207-4

SYKES operations in Costa Rica are under the Free Trade Zone Regime. This regime is granted the objective of incentivizing Direct Foreign Investment (IED for the initials in Spanish) commercial exchange and job creation in our country. The Costa Rican Government offers this Free Trade Zone (ZF for the initials in Spanish) Regime to domestic and foreign companies desiring to develop operations in the country

Legislation: Free Trade Zone Regime Law No. 7210

Regulatory body: PROCOMER - Costa Rican Foreign Trade Promoter

Benefits:

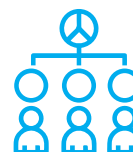
- Exención en la importación de mercancías necesarias para la operación y administración de la empresa
- Tax exemptions on domestic purchases of goods and services
- Tax exemptions on exports
- Exemption on remittances
- Exemption from all taxation on profit

Our tax strategy is to maintain operations in Costa Rica under the free trade zone regime in order to enjoy the aforementioned benefits. With these benefits we offset the high employer burdens that by law we must pay and high operating costs such as electricity. In addition, this allows us sustainable development to be able to invest in Costa Rican human talent through our academies, and it has allowed us to locate ourselves in different locations within the GAM so that our employees do not have to travel long distances and thus, be able to reactivate different local microeconomics.

The person in charge of executing the requirements and requirements of this regime is the Director of Finance, this review of documents is done quarterly and is reported to PROCOMER annually.



Tax governance, control, and risk management



Stakeholder engagement and management of concerns related to tax



Paid taxes

Corresponding to the activity of feeding employees that we have in our buildings. This activity is not exempt by the free trade zone regime, therefore, it is the only activity in the business that pays taxes.

Indicator Value-added Tax Paid

2018	¢ 192,382,304
2019	¢ 223,947,027
2020	¢ 74,652,142

Infrastructure investments

GRI 203-1, GRI 203-2

Buildings rented to local suppliers

Our six sites are rented to local providers. We sign long term contracts, according to the site's square footage.

Site	Provider	M ²
Principal	Improsa Fondo de Inversión Gibraltar, S.A.	9255
Anexo	Improsa Fondo de Inversión Gibraltar, S.A.	4000
Hatillo	Condominios de Comercio, S.A.	4565
Moravia	Ramsgate	3575
San Pedro	Plataforma Mercantil, S.A.	6070
Liberia	Grupo Solarium	1221
SYKES Costa Rica		28,686

Expenses in buildings rented to local providers

Year	Main building and annex	Hatillo	Moravia	San Pedro	TOTAL
2018	\$2,023,049	\$845,379	\$291,645	No aplica	\$4,345,842
2019	\$2,083,209	\$817,447	\$301,950	Mp aplica	\$4,436,474
2020	\$2,112,042	\$440,020	\$153,206	\$34,176	\$4,436,474

Investment on rented building improvements

Building	Infrastructure Improvements	Amount invested
Hatillo	Hatillo cafeteria remodeling	\$13,000
Todos	Improved A/C of buildings	\$19,000
Todos	Complete optical keys in all buildings	\$5,000
Anexo	Annex parking lighting replacement	\$1,500
Anexo	Floor change 2nd floor Annex	By Landlord
Todos	BMS system improvements	\$15,000
Hatillo	Hatillo bathroom remodeling	\$50,000
Hatillo	Vinyl hallway and door trim by Hatillo	\$35,000
Moravia	Remodeling of training rooms in Moravia	\$8,000
Moravia	SYKES Express area remodeling	\$2,000
Hatillo	SYKES South Remodel	\$135,000
Principi	Bathroom Remodeling	By Landlord
Anexo	Remodeling Annex 2nd floor	By Landlord
Liberia	Opening and remodeling SYKES Liberia	\$1,090,000



ENVIRONMENTAL DIMENSION

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

Environmental Dimension

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

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

Our strategy is based on our material topics and the Global Reporting Initiative (GRI) indicators: material management, waste and effluents, energy, water, emissions management and supplier environmental evaluation. These indicators are managed through local and international standards: Carbon Neutrality Certification (ISO 14064), Bandera Azul (Costa Rican Government), Energy Management System (ISO 50001) and Environmental Management (ISO 14001).

MATERIAL TOPICS

1. Emission Control
2. Waste Management
3. Sewage Treatment
4. Energy Consumption
5. Water Consumption
6. Materials Consumption
7. Fossil Fuels Consumption
8. Climate Change Action

Our contribution to the SDGs



SYKES Solar Panels - We generated 1,386,587 kWh through 576 panels since 2015, more info on page 93



Emissions control - We have reduced 847 tons of CO2 emissions since 2015, more info on page 102

SYKES Costa Rica's Environmental Strategy



For 2021, we commit to :

1. Generate 8% of the energy consumption of our buildings through our solar plant..
2. 90% of our supplies will be environmentally friendly.
3. Reduce water consumption by 60% vs base year 2008.

4. Reduce paper consumption by 75% vs base year 2008.
5. Reduce LP gas consumption by 20% vs base year 2008.
6. Reduce energy consumption by 35% vs base year 2008.

Our current certifications:



ISO
ISO 14064
GREENHOUSE GASES



ISO
ISO 14001
ENVIRONMENTAL
MANAGEMENT SYSTEM



ISO
ISO 50001
ENERGY MANAGEMENT
SYSTEM



**CARBONO
NEUTRAL**
Reconocido por el Gobierno de Costa Rica
CARBON
NEUTRALITY



BANDERA AZUL ECOLÓGICA:
CATEGORY CLIMATE
CHANGE

★★★★★★
6 stars in all building

Materials Consumption

GRI 301-1

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

The materials considered to be more relevant, which are kept in record are: paper reams (renewable material) and plastic bags (renewable material).

Paper reams: SYKES has a monthly indicator for paper reams used at each of its sites, in order to achieve a reduction in the next months and contribute to the annual reduction goal. These have been our results:

Year	Commitment	Consumption	Per capita
2018	1476	1370	0.30
2019	1266	1216	0.26
2020	1095	935	0.17

SYKES has sought and implemented initiatives to achieve a reduction in the impact of consumption of reams of paper per capita, where the purchase of reams of paper made from 100% sugar cane stands out.

Plastic Bags: SYKES uses almost only biodegradable plastic bags for waste collection at its five sites. In 2020, 10.4 tons of plastic bags were used.

Plastic bags		
Year	Consumption in kg.	Per capita
2018	14,157	3.08
2019	21,100	4.47
2020	10,450	1.92

Summary of materials used in 2020

The total amount of renewable materials used in 2020 were:



Recycled Materials Used

GRI 301-2, GRI 301-3

Our waste is the following: cardboard, white paper, colored paper, newspaper, plastic, plastic bottles, plastic gallons, aluminum cans, wooden pallets, tetrabrik, glass, donations, organic, and sale. By 2020, the total waste was 215 tons, of which 78 tons were recoverable and 136 tons were non-recoverable

**Recycled materials used –
Recoverable waste in kilograms (kg)**

Building	2018	2019	2020
Main and annex	88,800	68,857	50,238
Moravia	17,110	11,688	13,127
San Pedro	49,302	52,929	48,225
Hatillo	11,348	11,885	15,067
Liberia			10,052
Total annual	166,559	145,360	136,708

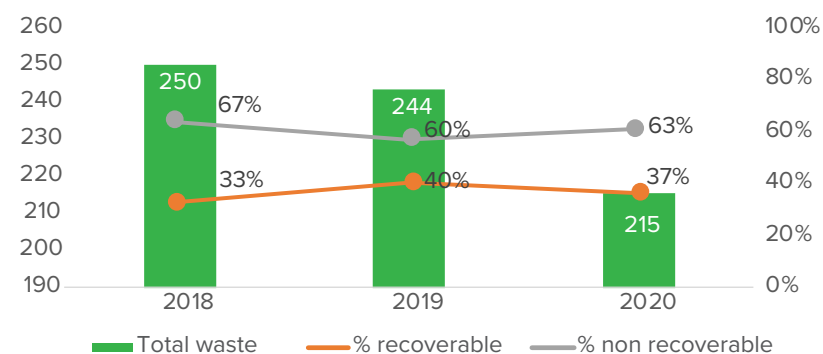
Non-recycled materials used– Non-recoverable waste in kilograms (kg)

Building	2018	2019	2020
Main and annex	59,688	71,676	28,987
Moravia	10,011	8,881	20,812
San Pedro	4,800	4,993	3,663
Hatillo	8,935	12,719	25,263
Liberia			20
Total annual	83,434	98,269	78,744

Total materials used in kilograms (kg)

Building	2018	2019	2020
Recoverable	83,434	98,269	78,744
Non-recoverable	166,559	145,360	136,708
Total annual	249,993	243,629	215,452
% Recoverable	33%	40%	37%
% Non-recoverable	67%	60%	63%

**Total waste
In thousands of kilograms**



Energy Consumption

GRI 302-1, GRI 302-2



We are certified in ISO 50001:2018 Energy Management System since 2019

The energy data presented below is verified and certified by auditors external to the organization.

The following sources of energy consumption were identified:

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

Energy Consumption from Non-renewable Sources

Our non-renewable energy sources include diesel, gasoline and LP gas. We were able to decrease total consumption by 0.1265 Terajoule in 2020. We achieved 3 consecutive years of reduction in energy consumption from non-renewable sources.

Non-renewable sources	Consumption (Terajoule [TJ])			Reduction 2020 vrs 2019
	2018	2019	2020	
Diesel for generators	0.1195	0.1334	0.2530	0.1195
Diesel for vehicles	0.1825	0.1846	0.2290	0.0444
Gasoline for vehicles	0.0279	0.0184	0.0225	0.0042
LP Gas	1.3858	1.2999	1.0053	-0.2946
Total	1.7157	1.6363	1.5098	-0.1265

Energy Consumption from Renewable Sources

Our renewable energy sources are the most important ones as they keep our buildings in operation. They are solar energy, specifically in the main building and the electricity provided by the country's public company. In these two sources we saw great progress; our solar plant production increased, and electricity consumption decreased, for a total reduction of 3.0548 Terajoule in 2020.

Renewable sources	Consumption (Terajoule [TJ])			Reduction 2020 vrs 2019
	2018	2019	2020	
Solar Energy	1.0037	1.0437	0.9545	-0.0893
Electricity	25.0560	23.2382	20.2727	-2.9655
Total	26.0597	24.2819	21.2271	-3.0548

Total Energy Consumption

Through the above-mentioned sources, our total energy consumption in 2020 was 22.7369 Terajoule. This represents a reduction of 3.1813 Terajoule, or 12% less than 2019.

Sources	Consumption (Terajoule [TJ])			Reduction 2020 vrs 2019
	2018	2019	2020	
No renovables	1.7157	1.6363	1.5098	- 0.1265
Renewable	26.0597	24.2819	21.2271	- 3.0548
Total	27.7754	25.9182	22.7369	- 3.1813

Energy Intensity

GRI 302-3

Our energy intensity is 0.00417 terajoule per employee

Indicator	Energy Intensity			Reduction 2020 vrs 2019
	2018	2019	2020	
Total energy consumption	27.7754	25.9182	22.7369	-3.1813
Total employees	4599	4564	5447	883
Consumption per capita	0.00604	0.00568	0.00417	-0.0015

Nota: se incluyen todos los tipos de energía y consumo de energía dentro y fuera de la organización.

Energy consumption reduction

GRI 302-4

We reduced our energy consumption by 3.1813 terajoules in 2020

Energy Intensity

Indicador	2018	2019	2020
Total Energy Consumption	27.7754	25.9182	22.7369
Reduction (previous year)	-3.2337	-1.8573	-3.1813

Note: All types of energy and energy consumption inside and outside the organization are included. Baseline 2019.

Energy consumption according to the original unit of measure

1. We are consuming less liters of fossil fuels and gas
2. We are consuming more solar energy and less electricity

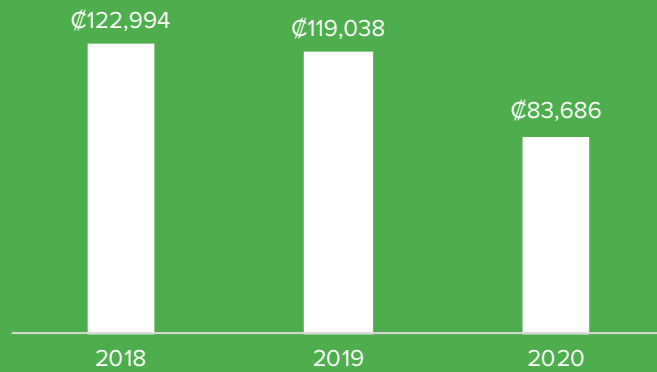
Non-renewable sources	Consumption (Terajoule [TJ])			Reduction 2020 vrs 2019
	2018	2019	2020	
Diesel for generators (liters)	3,063	3,421	6,486	3,065
Diesel for vehicles (liters)	5,029	4,733	5,873	1,139
Gasoline for vehicles (liters)	865	537	659	121
LP Gas (liters)	55,432	51,995	40,211	(11,784)
Total liters	64,388	60,687	53,229	(7,458)

Renewable sources	Consumption (Terajoule [TJ])			Reduction 2020 vrs 2019
	2018	2019	2020	
Solar Energy (Kwh)	278,801	289,930	265,129	(24,801)
Electricity (Kwh)	6,960,013	6,455,045	5,631,294	(823,751)
Total kilowatts	7,238,814	6,744,975	5,896,423	(848,552)

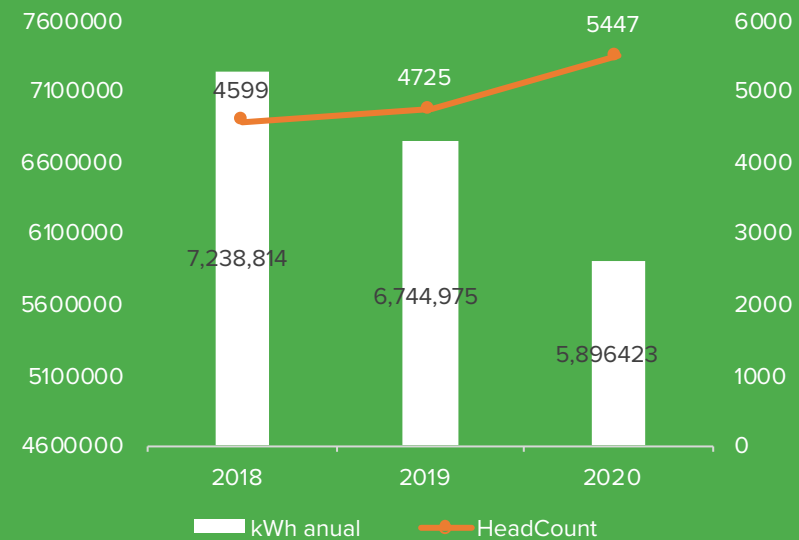
■ Building electricity consumption

Electricity is the organization's main source of energy and one of the highest production costs.

Annual electricity paid by employee



Electric energy consumed and number of employees



Water and effluents

We are certified in ISO 14001:2015 Environmental Management System since 2019

The data presented below on water, effluents and waste are verified and certified by external auditors to the organization.

Water and effluents management approach

GRI 303-1, GRI 303-2

Our environmental management system includes an identification and evaluation of environmental aspects, which includes impacts related to water. These impacts include 2 types:

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

These impacts are evaluated according to probability of occurrence, consequence to the environment, magnitude, and condition. This gives us a heat map of risk and tells us if it is significant or not. All impacts have operational controls, goals, and objectives according to the environmental plan. This can be consulted by email: ComprometeRSE@sykes.com

The main operational controls that we have for water consumption and water discharges are the following:

- Monthly report of water consumption according to receipt from the supplier
- Building Management System (BMS): it is an intelligent building system to monitor and control the consumption of electricity, water, LP gas and air conditioning.
- Weekly review of the infrastructure such as preventive, predictive, and corrective maintenance by technicians and Infor EAM software
- Daily, weekly, monthly, and annual indicator of water consumption through the BMS to detect anomalies
- Grease traps in the cafeteria areas of all buildings
- Wastewater analysis every semester
- Environmental education for employees and electrical optical keys in all sinks



For water discharge we are governed by the Discharge and Reuse of Wastewater Regulation number 33601. It should be noted that all the cantons of Guanacaste have declared an emergency due to water deficit on 2 occasions according to Decree #41852 and #41944, therefore both our building in Liberia is reported as a water-stressed area.

Water consumption

GRI 303-3, GRI 303-5

The following are determined as sources of water withdrawal and water consumption in the organization:

1. Water withdrawal and consumption from third parties. Source: freshwater from municipal supply. Applies to buildings in Heredia, Moravia, Hatillo and San Pedro.

2. Water withdrawal and consumption from third party. Source: freshwater from private providers. Applies to buildings in Moravia, Hatillo and Liberia.

3. Water withdrawal and consumption from surface water. Source: Rainwater harvesting system. Applies to the Main building in Heredia

Water withdrawal and consumption from municipal supply

The main source of water comes from the municipal system, corresponding to 90% of the total withdrawal and consumption of water.

Freshwater withdrawal and consumed from municipal supply Cubic meters (m3)

Year	Annex	Hatillo	Moravia	Principal	San Pedro	Liberia	Total
2018	2,797	6,043	5,842	17,114	4,977		36,773
2019	5,432	3,506	3,638	19,193	6,508		38,277
2020	3,257	3,012	4,369	9,956	4,606	0	25,200
Reduction 2020 vrs 2019	(2,175)	(494)	731	(9,237)	(1,902)	0	(13,077)

Water withdrawal and consumption from third party

In dry times of the year, but infrequent, in the areas of Moravia and Hatillo the municipality makes water reasoning; therefore, we have to contract water from private companies through cisterns. On the other hand, Liberia's water is supplied by the landlord of the condominium where we work and as part of the opening of the building, until January 2021 we will record water consumption.

Freshwater withdrawal and consumed from third party Cubic meters (m3)

Year	Annex	Hatillo	Moravia	Principal	San Pedro	Liberia	Total
2020	0	16	21	0	0	0	37

Water withdrawal and consumption from surface water

In our main building, in Heredia, we have a rainwater harvesting system. This water is used for the toilets of the building and is considered as other water because it is not suitable for the consumption of the employees.

Other water withdrawal and consumed from surface water Main Building

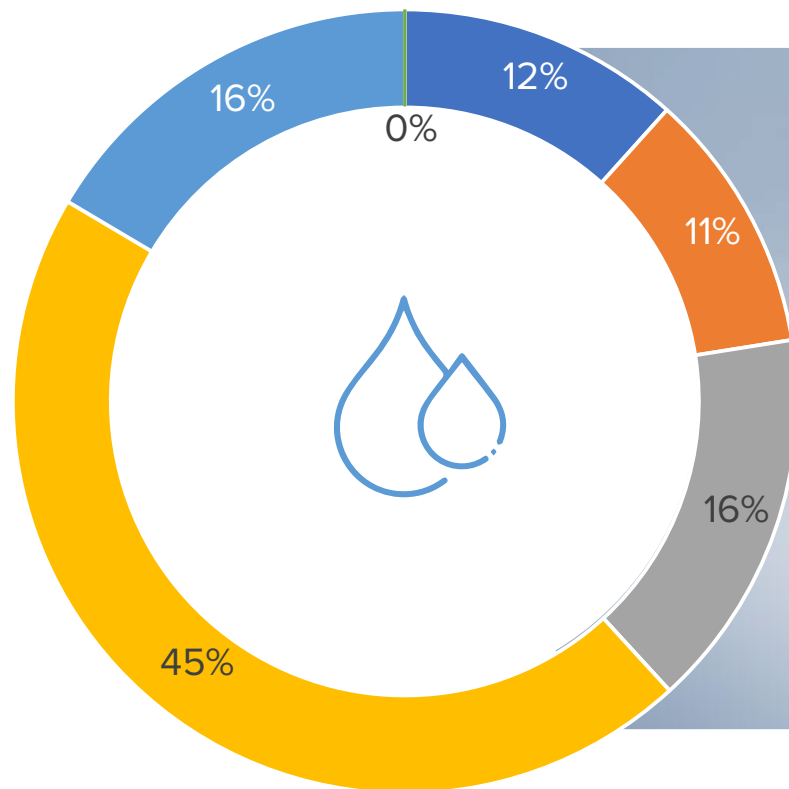
Año	Anexo
2018	2297
2019	2829
2020	2708

Total water consumption

Our operations during 2020 consumed 27,945 cubic meters from the three withdrawn sources, reflecting a reduction of 13 thousand m3 total or 3.57 m3 per employee.

Year	Total water withdrawn and consumed in m3	Total Employees	Total water consumption/ employees per year
2018	39,070	4,599	8.50
2019	41,106	4,725	8.70
2020	27,945	5,447	5.13
Reduction per capita		-3.57	m³ per capita
total increase 2020 vs 2019		-13161	m³ totals

Water withdrawal and consumption by building 2020



Annex	Main
Hatillo	San Pedro
Moravia	Liberia



Water discharge

GRI 303-4

The uses of water that cause discharges within the organization are the following:

1. Kitchens for food preparation for employees
2. Restrooms and sinks
3. For consumption by people inside the building through dispensers

Detail	Annex	Main	Hatillo	Moravia	San Pedro
Supplier	Empresa de servicios públicos de Heredia	Empresa de servicios públicos de Heredia	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados
Origin	Pozo Malinches Water Treatment Plant	Pozo Malinches Water Treatment Plant	Tres Rios and Puente Mulas Water Treatment Plant	Los Sitios de Moravia and Guadalupe Treatment Plants	Tres Rios Water Treatment Plant
Type of water	Ordinary	Ordinary	Ordinary	Ordinary	Ordinary
Treatment method	Grease traps and treatment by means of plant provided by the landlord.	Grease traps and treatment by means of plant provided by the landlord.	Grease traps and a provider gives you treatment.	Traps of grease and wastewater is not given treatment before reaching the destination.	Grease traps and treatment by bacteria.
Destination	Treatment Plant	Treatment Plant	Municipal Sewer System	Municipal Sewer System	Municipal Sewer System
Destination River	Burío River	Burío River	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers
Quality	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water
Amount (m3/year)	3,257	12,664	3,028	4,390	4,606

Total water discharge m³ 27,945

Waste Management



Waste management approach

GRI 306-1, GRI 306-2

Our environmental management system includes an identification and evaluation of environmental aspects, which includes the impacts related to the waste generated. These impacts include 3 types:

- **Ordinary waste:** recyclable waste such as paper, aluminum, cardboard from daily consumption of operations and employees, organic waste from cafeteria, depreciated assets and garbage from common areas
- **Hazardous waste:** bioinfectious waste from the medical services office and paint waste from infrastructure remodeling
- **Special handling waste:** debris from remodeling, waste destruction, UPS batteries and alkaline batteries



These impacts are evaluated according to probability of occurrence, consequence to the environment, magnitude, and condition. This gives us a heat map of risk and tells us if it is significant or not. All impacts have operational controls, goals, and objectives according to the environmental plan. This can be consulted by email: ComprometerSE@sykes.com

The main operational controls that we have for the consumption of water and discharges are the following:

- Warehouse inventory control
- Daily, weekly, monthly, and annual report of waste generated
- Weighing tickets and waste removal by the supplier
- Environmental education to collaborators for the proper classification of waste

For waste management we rely on Law No. 8839 for Comprehensive Waste Management of the Costa Rican government. All waste is sorted, weighed, and controlled internally, but managed for recycling, reuse, or disposal by government authorized suppliers.

Waste generated

GRI 306-3, GRI 306-4, GRI 306-5

Composition	Método	Heredia	Hatillo	Moravia	San Pedro	Liberia	Total
Recoverable - Waste diverted from disposal	Reuse (kg)	12,873	1,181	14,551	70	0	28,675
	Recycling (kg)	11,622	17,658	3,861	3,593	19	36,753
	Composting (kg)	4,491	6,425	2,400	-	-	13,316
Non recoverable - Waste directed to disposal	Trash (kg)	38,162	11,398	10,206	47,668	52	107,486
	Special waste (kg)	11,680	3,400	2,902	245	10,000	28,227
	Hazardous waste (kg)	396	269	19	312	-	995
Not apply	Incineration						-
	Landfilling						-
	On-site storage						-
	Total kilograms (kg)	79,224	40,330	33,939	51,887	10,072	215,452

Classification of waste generated:

- **Reuse:** Depreciated assets that are sold to collaborators or donated to organizations, coffee and oil packaging, both from cafeteria
- **Recycling:** Cardboard, plastic, aluminum cans, tetrabrik, glass, wood, printer toner and stereo
- **Composting:** cafeteria food
- **Trash:** garbage from common areas and cafeteria
- **Special waste:** debris from remodeling, waste destruction, UPS batteries and alkaline batteries
- **Hazardous waste:** bioinfectious waste from the doctor's office and paint waste from infrastructure remodeling

Emission Control

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



We are certified in ISO 14064 Greenhouse Gases standard

We are Carbon Neutral since 2014

The data presented below on emissions is verified and certified by auditors external to the organization.

Our commitment is to reduce and offset the CO2 footprint. The first CO2 measurement (year 2011) was 1,275 tons and the following data shows the decrease we have achieved:

Total Ton Co2

Building	2018	2019	2020	2020 vrs 2019
Main	380	294	165	-129
Annex	159	114	67	-46
Moravia	113	31	43	11
Hatillo	115	82	54	-28
San Pedro	79	53	204	151
Liberia			1	1
Total	845	574	534	-40

Total GHG Emissions and total intensity by building

Building	2018	2019	2020
Main	0.22	0.14	0.08
Annex	0.24	0.14	0.09
Moravia	0.20	0.08	0.15
Hatillo	0.21	0.27	0.08
San Pedro	0.07	0.04	0.13
Liberia			0.02
Total	0.24	0.12	0.10

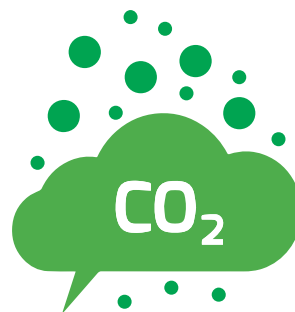
GHG emissions by scope

Scope I					Scope II				Scope III			
Building	2018	2019	2020	2020 vrs 2019	2018	2019	2020	2020 vrs 2019	2018	2019	2020	2020 vrs 2019
Main	86	103	73	-31	198	102	82	-21	96	88	10	-78
Annex	37	45	26	-19	121	69	42	-27	0	0	0	0
Moravia	52	14	24	10	61	17	19	1	0	0	0	0
Hatillo	49	60	31	-30	66	21	23	2	0	0	0	0
San Pedro	0	8	165	157	79	45	39	-6	0	0	0	0
Liberia			0	0			1	1			0	0
Total	225	231	318	87	525	255	206	-49	96	88	10	-78

Intensity by scope
(total ton tCO₂e by scope / total employees)

GHG emission intensity
(Total tCO₂e / total employees by building)

Detalle	Total emisiones	Per cápita
Scope I	318	0.06
Scope II	206	0.04
Scope III	10	0.00
Total	534	0.10



Scope	2018 Absolut GHG Emissions (tCO ₂ e)						2019 Absolut GHG Emissions (tCO ₂ e)						2020 Absolut GHG Emissions (tCO ₂ e)					
	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Totales	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Totales	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Totales
Scope I	113	0	0	111	0	225	107	0	0	123	0	231	100	0	0	218	0	318
Scope II	525	0	0	0	0	525	255	0	0	0	0	255	206	0	0	0	0	206
Scope III	95	0	0	0	0	96	88	0	0	0	0	88	10	0	0	0	0	10
Total	734	0	1	111	0	845	450	0	1	123	0	574	315	0	1	218	0	534
Total annual	845						574						534					

GHG emissions reduction

In 2018 we had a 24% increase in emissions, even so, in 2019 and 2020 we managed to reduce our emissions.

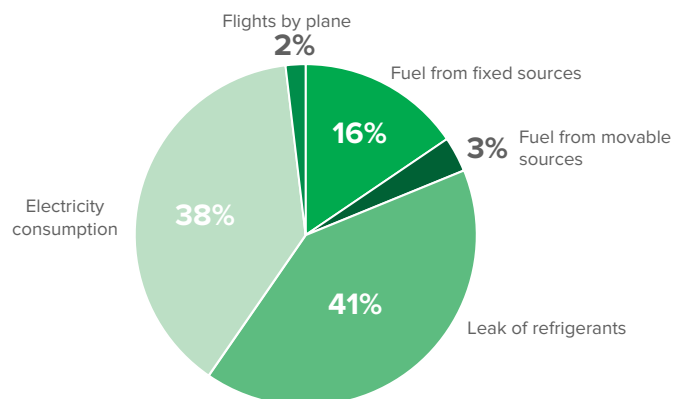
Indicator	2018	2019	2020
Total emissions	845	574	534
Tons variance	164	-271	-40
% variance *	24%	-32%	-7%

*Baseline: previous year

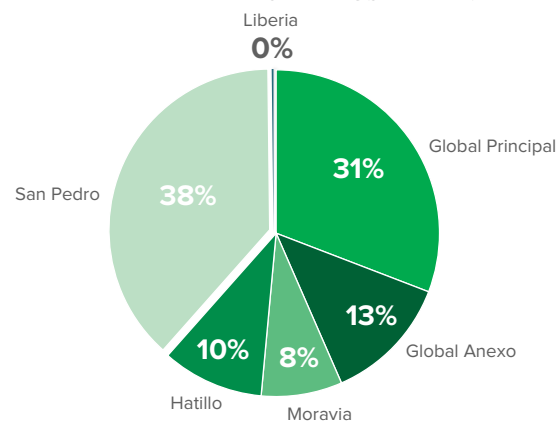
GHG distribution

Our main GHG emitter is electricity consumption, however by 2020 we had a leak of 45kg of refrigerants in the San Pedro building and this caused an unforeseen increase of 70 tons of emissions from this source.

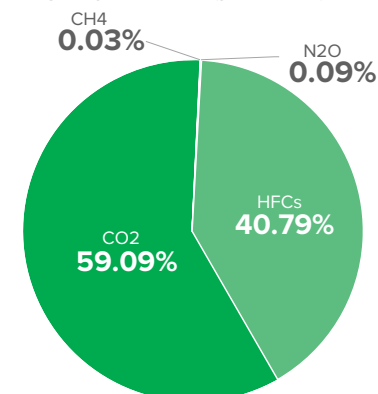
Distribution of co2e emissions
In SYKES costa rica, by emission source (year 2020)



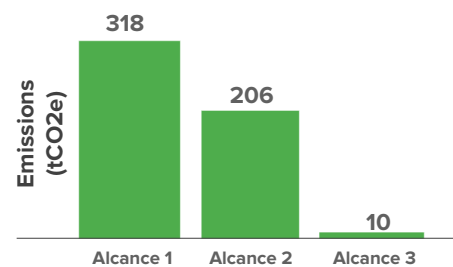
Distribution of co2e emissions in
SYKES costa rica, by building (year 2020)



Distribution of emissions in SYKES Costa Rica,
according to type of GHG (year 2020)



Distribution of CO2 emissions in SYKES Costa Rica, according to scope (year 2020)



Main sources of GHG emissions

The main sources of GHG emissions at SYKES Costa Rica are detailed in the following chart. The methodology used to quantify emissions and reductions were the ones proposed by INTE/ISO 14064-1:2006 and INTE 12-01-06:2011. Direct and indirect GHG emissions were calculated through the emission factors. The factors were taken from the Instituto Metereológico Nacional (IMN), GHG Protocol and No Kyoto “R22”. In some cases where factors were unavailable from the IMN, other reliable sources were used such as DefraCarbon-Factors.

GHG Emissions, detailed by scope

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

Carbon Offsetting

In order to comply with the Government’s Carbon Neutrality Program, once the greenhouse gas emissions are calculated, we then proceed with purchasing compensation credits, which cost \$7.5 per ton of carbon. In our case, we needed to offset 574.14 credits. Yet, bought 580 credits in order to certify as a carbon neutral company.

FONAFIFO Credits

	2018	2019	2020
Number of credits required to achieve certification	844	574	534
Number of credits purchased	850	580	540
Cost of credits purchased	\$ 6,375	\$ 4,350	\$ 4,050

Climate Change Action

GRI 201-2

Economic Performance

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

Renewable Energy Investment – Solar Panel Plant

Detail	Stage 1: 2015	Stage 2: 2016
Investment	\$135,962	\$132,455
Power	76kWp	100kWp
Amount	4 investments, 256 panels	5 investments, 320 panels
ROI	8.5 years	6 years

Renewable Energy Generation – Solar Panel Plant

Detail	2018	2019	2020
Total Power	176Kwp	176Kwp	176Kwp
Solar Energy Generation	278,801kWh	289,930kWh	265,129kWh
Monetary Savings	\$37,595	\$42,589	\$34,953

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

Investment in Building Management System

Detail	2017
Inversión	\$ 19,280
Alcance	Interiores de los cinco edificios
Cantidad	100% de iluminaria LED
ROI	1.3 años
Valor ahorro monetario	\$ 14,465

SYKES contribution in efficient energy use

SYKES contribution in efficient energy use

Details	2018	2019	2020
Energy savings	458,573 kWh	64,601kWh	633,958kWh
Monetary savings	\$46,383	\$21,379	\$81,772

Other improvements and investments we made in 2020 to optimize the use of energy

Building	Energy Conservation Opportunity (ECO)	Investment \$	Saving kWh/Año	Annual monetary savings	ROI (years)
Moravia	Replacement HVAC Main Datacenter	\$ 6,850	46,179	\$ 3,943	1.7
Annex	LED parking lot lighting	\$ 1,520	7,425	\$ 828	1.8
Main	BMS electrical transfer integration	\$ 168	-	\$ 5,051	N/A
Annex	BMS electrical transfer integration	\$ 163	-	\$ 3,353	N/A
Hatillo	BMS electrical transfer integration	\$ 494	-	\$ 1,863	N/A
Moravia	BMS electrical transfer integration	\$ 494	-	\$ 1,819	N/A
Moravia	Replacement HVAC backup Datacenter	\$ 8,290	46,807	\$ 5,301	1.6
Annex	Optimization of areas by WFH	\$ -	585,480	\$ 69,819	N/A
Hatillo	Optimization of areas by WFH	\$ -	19,354	\$ 2,456	N/A
Liberia	A-wing LED lighting retrofit	\$ 678	12,096	\$ 2,384	0.3
All	HVAC measurement in buildings by BMS	\$ 11,501	-	\$ -	N/A
Main	Diesel tank level measurement by BMS	\$ 2,490	-	\$ -	N/A

Other environmental indicators

Water withdrawal

GRI 303-3

Water data is presented applying the format recommended by GRI. The numbers presented do not change with respect to what was presented previously:

- Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources.
- Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources.

Water withdrawal by source	All areas (ML)	Areas with water stress (ML)
Surface water (total)	2.708	0
Fresh water	0	0
Other water	2.708	
Ground water (total)	0	0
Fresh water	0	0
Other water	0	0
Seawater (total)	0	0
Fresh water	0	0
Other water	0	0
Produced water (total)	0	0
Fresh water	0	0
Other water	0	0
Third party water (total)	25.237	0
Fresh water	25.237	0
Other water	0	0
Total third-party water withdrawal by withdrawal source	Surface water	-
	Ground water	25.237
	Seawater	-
	Produced water	0
Total water withdrawal	27.945	0

Note: SYKES Liberia is the only location in a water stress area, however for 2020 we do not report any water withdrawal data.

Water discharge

GRI 303-4

Water data is presented applying the format recommended by GRI. The numbers presented do not change with respect to what was presented previously:

- Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination.
- A breakdown of total water discharge to all areas in megaliters by the following categories.

Types of destination,	Fresh water discharge (ML)	Other water discharge (ML)	Total water discharge (ML)
Surface water	0	2.708	2.708
Ground water	0	0	0
Seawater	0	0	0
Third party water	0	25.237	25.237
Total	0	27.945	27.945

- Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories.

Water category	Liberia (ML)
Fresh water	0
Other water	0
Total water discharge	0

Water consumption

GRI 303-5

- Total water consumption from all areas in megaliters.

- Total water consumption from all areas with water stress in megaliters.

Year	Annual consumption (ML)	Total employees	Indicator (water consumption/total employees)	Source	Liberia (ML)
2018	39.070	4599	0.0085	Surface water	
2019	41.106	4725	0.0087	Ground water	0
2020	27.945	5447	0.0051	Seawater	0
				Third party water	
				Total	0

Note: SYKES Liberia is the only location in a water stress area, however for 2020 we do not report any water withdrawal data.

Waste generated

GRI 306-3

Waste data is presented applying the format recommended by GRI. The numbers presented do not change with respect to what was presented previously:

- Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.
- Contextual information necessary to understand the data and how the data has been compiled.

Waste generated 2020
In tons

Waste composition	Waste generated (T)	Waste diverted from disposal (T)	Waste directed to disposal (T)
Ordinary waste (non hazardous)	186.23	78.74	107.49
Hazardous waste	0.99		0.99
Special handling waste	28.23	0.00	28.23
Total	215.45	78.74	136.71

Waste diverted from disposal (recoverable)

GRI 306-4

Waste data is presented applying the format recommended by GRI. The numbers presented do not change with respect to what was presented previously:

- Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste.
- Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations.
- Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations.
- For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal.
- Contextual information necessary to understand the data and how the data has been compiled.

Waste composition	En las instalaciones (T)	Fuera de las instalaciones (T)	Total
Non-hazardous waste			
Preparation for reuse	0	28.67	28.67
Recycling	0	36.75	36.75
Other recovery operations (Composting)	0	13.32	13.32
Total	0	78.74	78.74
Hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	0	0
Other recovery operations	0	0	0
Total	0	0	0

Total waste diverted from disposal (recoverable): 78.74 tons

Waste directed to disposal (non recoverable)

GRI 306-5

Waste data is presented applying the format recommended by GRI. The numbers presented do not change with respect to what was presented previously:

- Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste.
- Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations.
- Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations.
- For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal.
- Contextual information necessary to understand the data and how the data has been compiled.

Waste composition	Onsite (T)	Offsite (T)	Total
Non-hazardous waste			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	0	0
Landfilling	0	107.49	107.49
Other disposal operations	0		0
Total	0	107.49	107.49
Hazardous waste			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	0	0
Landfilling	0	0.99	0.99
Other disposal operations (Special handling waste)	0	28.23	28.23
Total	0	29.22	29.22

Total waste directed to disposal (non recoverable): 136.71 tons



MANAGEMENT APPROACH

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

Management Approach

Extracción de agua

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

As established in SYKES Costa Rica's Social Responsibility Management System Manual, the material topics in the organization were identified by an initial review that included the following sources:

- GRI G4 Sustainability Reporting Standards.
- GRI 2016 Sustainability Reporting Standards.
- ISO 26000 international standard, including the seven key principles of social responsibility and the corresponding subjects.
- SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB).
- ROBECO SAM SUSTAINABILITY YEARBOOK 2017.
- GRI Sustainability Topics for Sectors.
- United Nations Global Compact
- Social Responsibility Reports of companies in the sector such as ATENTO, ATOS, Accenture and Convergys.
- Internal documentation: SYKES Costa Rica's Strategic Plan, Mission, Vision and SYKES' values.
- Stakeholder consultation.

This revision helped determined the relevant topics, described in page 21. Once identified, we evaluated each one with the criteria about impact and risk for the organization and relevance to stakeholders.

Pregunta	Escala	Definición	Calificación	Peso de la Pregunta
If we do not manage this topic, the economic risk to the business would be:	Low	Low: the risk of monetary loss is <\$25.000	1	3
	Medium	Medium: the risk of monetary loss is more than \$25.000 and less than \$50.000	2	
	High	High: the risk of monetary loss is more than \$50.000	3	
Are there any legal requirements?	Yes	There is a document, contract or regulation to manage the topic	1	3
	No	There is no document, contract or regulation to manage the topic	0	
The stakeholders with whom the sector is related have shown concern about this issue	Little	Little: Only one or two stakeholders show concern	1	1
	Medium	Medium: Some stakeholders show concern	2	
	Much	Much: Most stakeholders show concern	3	
Not managing this topic could negatively affect the image and reputation of the sector	Little	Little: only local (community) scope	1	2
	Medium	Medium: cantonal and provincial scope	2	
	Much	Much: national scope	3	
Not managing this topic could have a negative impact on society or the environment	Yes	Yes: the company must manage the material topic in order to avoid a negative impact	1	1
	No	No: if the company omits management of this material topic, no negative impact would occur	0	
The scope of the impact of this topic is:	Low	Low: Affects only one stakeholder	1	2
	Medium	Medium: Affects several stakeholders	2	
	High	High: National scope	3	
The probability that this topic will have a negative impact is:	Low	Low: The impact happens under exceptional circumstances, there are not known precedents.	1	2
	Medium	Medium: Has occurred sometimes but not does not happen regularly	2	
	High	High: The impact occurs repeatedly as a direct consequence of our operations.	3	
If we do not manage this topic, the severity of this impact would be:	Low	Low: It's reversible immediately when the activity stops.	1	2
	Medium	Medium: It's reversible in the medium term by executing an action plan.	2	
	High	High: Causes irreversible damage to society or the environment	3	
Our detection capacity of this impact is:	Low	Low: Minimal knowledge of the impact and no mechanisms to detect or monitor.	3	1
	Medium	Medium: We have knowledge of the impact and have detection mechanisms, but there is no periodic monitoring.	2	
	High	High: It is a known impact. We have formal detection mechanisms and periodic monitoring.	1	

Explanation of why the topic is material

Materiality		Explanation of why the topic is material										
Dimension	Material Topic	Economic Risk	Legal requirement	Stakeholders	Risk for Image and Reputation	Negative impact	Impact scope	Impact probability	Impact severity	Detection capability	Relevance to business	Relevance to stakeholders
Environmental	Waste management	Low	Yes	Little	Much	Yes	Medium	High	Low	Medium	70.59%	88.52%
	Wastewater treatment	Low	Yes	Little	Little	Yes	Medium	High	Low	Medium	62.75%	92.41%
	Emission control	High	Yes	Little	Little	Yes	High	High	High	High	84.31%	79.85%
	Water consumption	Medium	No	Little	Little	Yes	Medium	High	Medium	High	52.94%	92.63%
	Energy consumption	High	No	Medium	Little	Yes	High	High	Low	High	60.78%	94.16%
	Paper consumption	Low	No	Medium	Little	Yes	Low	High	Low	Medium	43.14%	86.97%
	Fossil fuel consumption	Low	No	Little	Little	Yes	Medium	Low	Low	High	35.29%	80.52%
	Climate change action	Low	No	Little	Little	No					22.22%	84.54%
Economic	Anti-corruption and ethics	High	Yes	Much	Much	Yes	Medium	Medium	Medium	High	84.31%	88.60%
	Value chain sustainability	Low	No	Medium	Medium	Yes	Medium	Medium	Medium	Medium	50.98%	84.72%
	Fair marketing prices	High	Yes	Medium	Much	Yes	Medium	Medium	Medium	Medium	84.31%	93.62%
	Technical knowledge and customer service	High	Yes	Much	Much	Yes	Medium	Medium	Medium	Medium	86.27%	91.00%
	Data protection	High	Yes	Much	Much	Yes	Medium	Medium	Medium	High	84.31%	93.29%
	Competitiveness and innovation	High	No	Much	Medium	Yes	Medium	Medium	Medium	Medium	64.71%	78.79%
Social	Human rights	Medium	Yes	Much	Much	Yes	Medium	Medium	Medium	Medium	80.39%	79.50%
	Working conditions	High	Yes	Much	Much	Yes	Medium	High	Medium	High	88.24%	87.29%
	Occupational safety and security	High	Yes	Much	Much	Yes	Medium	High	Medium	High	88.24%	81.97%
	Talent development	High	No	Much	Medium	Yes	Medium	Medium	Medium	High	62.75%	79.40%
	Community and social investment	Low	No	Medium	Much	Yes	Medium	Low	Medium	Medium	50.98%	74.23%
	Job generation	High	No	Much	Much	Yes	Medium	Low	Medium	High	62.75%	92.09%
	Wealth and income generation	Low	No	Medium	Medium	Yes	Medium	Low	Medium	Low	49.02%	80.11%
	Talent attraction and retention	High	Yes	Much	Much	Yes	Medium	High	Medium	High	88.24%	84.27%

Cobertura del tema material y el enfoque de gestión y sus componentes

Materiality		The Boundary for the material topic, which includes a description of:			The approach to management and its components	
Dimension	Material Topic	Where is the impact produced	The organization's implication in the impact	Any particular limitation regarding coverage of the topic	Goals and Objectives	Areas responsible for the commitment and resources they have
Environmental	Waste management	In the five sites of SYKES Costa Rica, where we have operations, all people, activities, operation and support areas, according to the current environmental declaration. See: sykescostarica.com/sustainability	Caused - Internal / External	Awareness and culture of our stakeholders about recycling and waste collection and separation	Reduce 4% of waste per hour worked in 2020 vs 2019. Reduce 20% of single-use plastic in the cafeteria (in colones) by the end of 2020.	The Environmental Committee is in charge of all the environmental issues at SYKES. It is led by the Administration Director and composed by one or more representatives of these areas: Maintenance, Cafeteria, Finance, Social Responsibility, Site Coordination, Purchasing and Security.
	Wastewater treatment		Caused - Internal Related - External	Internal: equipment for control and treatment of wastewater. External: some of our building's landlords are in charge of the final treatment of wastewater.	Grease traps implemented in all our sites to reduce the negative impact of wastewater.	
	Emission control		Caused - Internal / External	Changes in the proposed indicators for the management of the defined scope, pages 99-101	Keep the carbon neutral certification. Reduce 10% in comparison to base year without affecting the emission factor in 2020.	
	Water consumption		Caused - Internal	Follow up and control of the indicators	Achieve \$50,000 in savings in electricity and water in 2020 vs 2019. Reduce 5% of water consumption per hour worked in 2020 vs 2019. Reduce 60% of water consumption by 2021 in comparison to base year 2008.	
	Energy consumption		Caused - Internal	Follow up and control of the indicators	Reduce 3% in energy per hour worked in 2020 vs 2019. Achieve \$50,000 in savings in electricity and water in 2020 vs 2019. Get the ISO 50001 energy management system certification in 2019. Generate 9% of the energy requirement of all sites through our solar plant by 2021. Reduce 35% of energy consumption by 2021, in comparison to base year 2008.	
	Material consumption		Caused - Internal	Follow up and control of the indicators	90% eco friendly supplies by 2021. Reduce 75% of paper consumption by 2021, in comparison to 2008 base year. +83% of eco friendly purchases in colones in 2020.	
	Fossil fuel consumption		Caused - Internal	Follow up and control of the indicators	Reduce consumption of LP gas by 1% in 2020 vs 2019. Reduce gas and diesel consumption by 1% in 2020 vs 2019. Reduce LP gas consumption by 20% by 2021 in comparison to base year 2008	
	Climate change action		Caused - Internal / External	Internal: results of our environmental management, budget External: generated impacts that could not be compensated or eliminated	Install 100% of the BMS modules in all sites by the end of 2020.	

Materiality		The Boundary for the material topic, which includes a description of:			The approach to management and its components	
Dimension	Material Topic	Where is the impact produced	The organization's implication in the impact	Any particular limitation regarding coverage of the topic	Goals and Objectives	Areas responsible for the commitment and resources they have
Economic	Anti-corruption and Ethics	All of our stakeholders are involved in this material topic.	Contributed - Internal Related - External	Internal: if any of our employees violates our Standards of Conduct. External: if any of our strategic partners causes an event and indirectly impacts us	Communication and training of the Code of Conduct to 100% of new hires. Keep the free zone benefit in the country. Compliance with all labor topics, especially the CCSS.	Senior Management, Agent Training, Commercial
	Value chain sustainability	Clients Suppliers Employees	Contributed - Internal	Assessment of our value chain's sustainability performance and their impacts.	Evaluate 10% of active suppliers in 2020. Implement the purchasing analysis (based on the three dimensions, not just commercial/financial) to 100% of purchase orders in 2020.	Purchasing and Social Responsibility
	Fair marketing prices	Employees Media Competitors	Contributed - Internal Related - External	Internal: use of the SYKES brand and trend follow up External: people's and organization's perception of the brand	Candidate applications through social media campaigns >=96%	Communications, Recruitment
	Technical knowledge and customer service	Employees Clients	Caused - Internal	Quality of the service offered to our customers through our employees	Increase revenue in \$157M by 2022 through the existing service portfolio. Increase the net profit percentage from 22 to 24% by 2022. Improve customer satisfaction from 89% to 90% or more by 2022.	Operations Directors, Vice-president of Operations in Costa Rica, all direct and indirect agents in the company, Quality and Productivity, Finance.
	Data protection	Employees Clients	Caused - Internal	Risk management for data protection and fraud mitigation.	Make at least one internal audit in all our accounts. Zero data protection incidents in the year. Implement 100% of the Security Model tools.	Risk and Security, Operation Directors.
	Competitiveness and innovation	Employees Clients	Caused - Internal	Training of our employees	Promote Innovation, Research & Development by deploying a Center of Excellence (CoE) 1 mapped project per business unit 6 projects deployed in 2020	Quality and Productivity

Materiality		The Boundary for the material topic, which includes a description of:			The approach to management and its components	
Dimension	Material Topic	Where is the impact produced	The organization's implication in the impact	Any particular limitation regarding coverage of the topic	Goals and Objectives	Areas responsible for the commitment and resources they have
Social	Human rights	Employees Suppliers Clients	Caused - Internal Related - External	Internal: no obstacles or limitations were identified External: traceability in our value chain, especially suppliers.	Zero cases of discrimination, harassment, or human rights violations against our employees or stakeholders.	Human Capital and Communications
	Working conditions	Employees Suppliers	Caused - Internal	Limited budget to meet all of our employee's needs	Compensation and salary ratio, SYKES vs market $\geq 90\%$	Human Capital and Communications
	Occupational safety and security	Employees Suppliers	Caused - Internal	Compliance of all internal regulations by our employees.	Get the ISO 45001 occupational health and safety management system certification in 2020.	Administration
	Talent development	Employees	Caused - Internal	Limited budget to meet all of our employee's needs	$\geq 85\%$ graduation rate in customer service agents and sales trainings in 2020.	Human Capital and Communications
	Community and social investment	Community Employees Clients Media Government	Caused - Internal Contributed - External	Internal: limited budget and quantifying the long term impact of our initiatives. External: 2018 strike and political stability	30% participation of our employees in corporate volunteering. Compliance with the Ministry of Education work plan. Donations and sponsorships related to our focus: English improvement, technology and education development.	Social Responsibility, Corporate Affairs and all employees in the company.
	Job generation	Community Employees	Caused - Internal	Limited budget to reach more people with low English levels and low technical skills.	Achieve 40% of female participation in technical accounts by 2021. 30% of annual hiring must come from SYKES Academy in 2019. Success or graduation rate in SYKES Academy of $\geq 80\%$. At least 500 students in Tech Academy per quarter in 2020.	SYKES Academy, Tech Academy, Human Capital and Communications, Corporate Affairs and Social Responsibility
	Wealth and income generation	Employees	Caused - Internal	Cost of some of the products and services offered by national suppliers.	More than 90% of purchases (in ₺ and \$) must be local in 2020.	Purchasing, Finance and Accounting.
	Talent attraction and retention	Employees Competitors	Caused - Internal Related - External	Internal: our business' sustainability: the more difficult it is to find the appropriate candidate's profile and the higher turnover is, the harder it is for us to grow and be profitable. External: aggressive competition in the job market for candidates of the same profile	Compliance of $\geq 96\%$ of required hiring. Hiring cost of each candidate equal to or less than \$417. Turnover rate in the first 30 days of a new hire of 11% or less. Turnover rate in the first 60 days of a new hire of 11% or less. Turnover rate in the first 90 days of a new hire of 22% or less.	Human Capital and Communications

Note:

Stakeholder engagement and their identification of material topics is on pages 11 to 13, and the mapping of material topics in our value chain on page 14

The 2020, 2019 and 2018 results are presented throughout this sustainability report, which is divided by dimension and material topic.

For all material topics we have policies, procedures, and manuals, all available in our SYKESPEDIA tool, available to our collaborators, and in the case of any external interested party, we can send them to them through the mechanisms specified below.

The formal complaint and / or claim mechanisms for any material issue are the following:

Internal

Email: ComprometeRSE@sykes.com

Employee Services Office

Ask Alejandro

External

Social media: [@sykescostarica](https://www.instagram.com/sykescostarica)

Email: ComprometeRSE@sykes.com

Any reception of our 6 buildings

Phone: 800 SYKES CR

Website: [sykescostarica.com](https://www.sykescostarica.com)

WhatsApp: +506 6170 2474

Certifications





CONTENT INDEX

GRI 102-55

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 102: General Disclosures 2016	102-1	Name of the organization	6	
	102-2	Activities, brands, products, and services	6, 8 y 36-37	
	102-3	Location of headquarters	3 y 8	
	102-4	Location of operations	3	
	102-5	Ownership and legal form	6	
	102-6	Markets served	8 y 36-37	
	102-7	Scale of the organization	3	
	102-8	Information on employees and other workers	48-51	
	102-9	Supply chain	24-25 y 34-35	
	102-10	Significant changes to the organization and its supply chain	26-33 y 34-35	
	102-11	Precautionary Principle or approach		Internal policies approved by our directors, according to the commitments acquired by the organization and national laws.
	102-12	External initiatives	17-19	
	102-13	Membership of associations	17-19	
	102-14	Statement from senior decision-maker	4-5	
	102-15	Key impacts, risks, and opportunities	41-42	
	102-16	Values, principles, standards, and norms of behavior	39-40	
	102-17	Mechanisms for advice and concerns about ethics	20	
	102-18	Governance structure	9 y 10	
	102-19	Delegating authority	15-16	
	102-20	Executive-level responsibility for economic, environmental, and social topics	10	
	102-21	Consulting stakeholders on economic, environmental, and social topics	11-13	
	102-22	Composition of the highest governance body and its committees	10	
	102-23	Chair of the highest governance body	9 y 10	
	102-24	Nominating and selecting the highest governance body	9 y 10	
	102-25	Conflicts of interest	39-40	
	102-26	Role of highest governance body in setting purpose, values, and strategy	15-16	
	102-27	Collective knowledge of highest governance body	4-5	
	102-28	Evaluating the highest governance body's performance	15-16	
	102-29	Identifying and managing economic, environmental, and social impacts	14	
	102-30	Effectiveness of risk management processes	41-42	
	102-31	Review of economic, environmental, and social topics	14	
	102-32	Highest governance body's role in sustainability reporting		The social responsibility department hands over the final draft of the sustainability report to the Vice-president of Operations in SYKES Costa Rica in order to get final comments and approval prior to the report's publication.
	102-33	Communicating critical concerns	20	
	102-34	Nature and total number of critical concerns	20	
	102-35	Remuneration policies		Compensation and Benefits Policy, approved by the director of Human Capital and Communications. Last revision: September 13, 2020. Not commented on the report for confidentiality reasons, but if any stakeholder is interested, we are willing to share it.

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
			6	
	102-36	Process for determining remuneration		It is established in the Compensation and Benefits Policy. Internally we call them VCS (Variable Compensation Structure), HPP (High Performance Plan) and Others (for example, workload). They are approved by senior management and we hired PWC and HAY Group consultants.
	102-37	Stakeholders' involvement in remuneration		According to the Compensation and Benefits Policy, there is no stakeholder involvement.
	102-38	Annual total compensation ratio		2020: Ratio of total annual compensation of the highest paid person in SYKES Costa Rica: 30% of annual salary. 2020: Median of the total annual compensation of all employees (excluding the highest paid person) in SYKES Costa Rica: 4.9% of the annual salary.
	102-39	Percentage increase in annual total compensation ratio		Highest paid person: 2020 = 30% and 2019 = 20%, therefore there was 50% growth between 2019 & 2018 Median all employees excluding the highest paid: 2020 = 7.85% and 2019 = 3.035%, therefore there was 160% increased.
	102-40	List of stakeholder groups	11-13	
	102-41	Collective bargaining agreements	70	Currently SYKES Costa Rica does not have a workers' union, but it does have an "asociacion solidarista"
	102-42	Identifying and selecting stakeholders	11-13	
	102-43	Approach to stakeholder engagement	11-13	
	102-44	Key topics and concerns raised	11-13	
	102-45	Entities included in the consolidated financial statements	2	
	102-46	Defining report content and topic Boundaries	2	
	102-47	List of material topics	14	
	102-48	Restatements of information	15-16	
	102-49	Changes in reporting	2	
	102-50	Reporting period	2	
	102-51	Date of most recent report	2	
	102-52	Reporting cycle	2	
	102-53	Contact point for questions regarding the report	2	
	102-54	Claims of reporting in accordance with the GRI Standards	2	
	102-55	GRI content index	116-119	
	102-56	External assurance		Currently we do not have the budget to hire an outside verifier. We summoned several independent experts in sustainability and reports to review the contents, though.

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	21 y 109-114	
	103-2	The management approach and its components	21 y 109-114	
	103-3	Evaluation of the management approach	21 y 109-114	The economic goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	38 y 58	
	201-2	Financial implications and other risks and opportunities due to climate change	106	
	201-3	Defined benefit plan obligations and other retirement plans	38 y 58	
	201-4	Financial assistance received from government	75	
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	58	
	202-2	Proportion of senior management hired from the local community	58	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	86	
	203-2	Significant indirect economic impacts	86	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	84	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	39-40	
	205-2	Communication and training about anti-corruption policies and procedures	39-40	
	205-3	Confirmed incidents of corruption and actions taken	39-40	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		There were no legal actions in this reporting period
GRI 207: Tax 2019	207-1	Approach to tax	85	
	207-2	Tax governance, control, and risk management	85	
	207-3	Stakeholder engagement and management of concerns related to tax	85	
	207-4	Country-by-country reporting	85	

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	87 y 109-114	
	103-2	The management approach and its components	87 y 109-114	
	103-3	Evaluation of the management approach	87 y 109-114	Environmental goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 301: Materials 2016	301-1	Materials used by weight or volume	91	
	301-2	Recycled input materials used	91	
	301-3	Reclaimed products and their packaging materials	91	SYKES does not have any packaging processes
GRI 302: Energy 2016	302-1	Energy consumption within the organization	93	
	302-2	Energy consumption outside of the organization	93	
	302-3	Energy intensity	94	
	302-4	Reduction of energy consumption	94	
	302-5	Reductions in energy requirements of products and services	-	No cases were reported in this period
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	96	
	303-2	Management of water discharge-related impacts	96	
	303-3	Water withdrawal	97 y 107	
	303-2	Water discharge	99 y 107	
	303-3	Water consumption	97 y 107	
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		SYKES 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		SYKES does not report any significant impact in 2020
	304-3	Habitats protected or restored	Omission	Omission: not applicable, SYKES 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	Omission	Omission: not applicable, SYKES does not have operations in the habit of species of the IUCN Red List
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	102-105	
	305-2	Energy indirect (Scope 2) GHG emissions	102-105	
	305-3	Other indirect (Scope 3) GHG emissions	102-105	
	305-4	GHG emissions intensity	102-105	
	305-5	Reduction of GHG emissions	102-105	
	305-6	Emissions of ozone-depleting substances (ODS)		SYKES did not have emissions of this kind
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		SYKES did not have emissions of this kind
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	100	
	306-2	Management of significant waste-related impacts	100	
	306-3	Waste generated	101 y 108	
	306-4	Waste diverted from disposal	101 y 108	
	306-5	Waste directed to disposal	101 y 108	
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations		SYKES did not have any non-compliance with environmental laws and regulations
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	34-35	
	308-2	Negative environmental impacts in the supply chain and actions taken	34-35	

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	51 y 109-114	
	103-2	The management approach and its components	51 y 109-114	
	103-3	Evaluation of the management approach	51 y 109-114	Social goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	53 y 54	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	59-61	
	401-3	Parental leave	62	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes		Company policies establish a 4 week minimum
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	63	
	403-2	Hazard identification, risk assessment, and incident investigation	67	
	403-3	Occupational health services	63	
	403-4	Worker participation, consultation, and communication on occupational health and safety	65 y 66	
	403-5	Worker training on occupational health and safety	67	
	403-6	Promotion of worker health	63	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by	67	
	403-8	Workers covered by an occupational health and safety management system	63	None of the job descriptions of our workers have a high incidence or risk of disease according to accident and claim rates.
	403-9	Work-related injuries	68	None of the job descriptions of our workers have a high incidence or risk of disease according to accident and claim rates.
	403-10	Work-related ill health	68	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	79-81	
	404-2	Programs for upgrading employee skills and transition assistance programs	79-81	
	404-3	Percentage of employees receiving regular performance and career development reviews	82	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	52	
	405-2	Ratio of basic salary and remuneration of women to men	58	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	70	There were no discrimination incidents in this period
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	70	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	34-35	No cases of child labor were recorded in operations or suppliers
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	34-35	No cases of forced labor were recorded in operations or suppliers
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures		100% of security personnel trained in human rights policies or procedures
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples		No cases of human rights violations involving indigenous people were recorded
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	70	No site has been subject of human rights reviews
	412-2	Employee training on human rights policies or procedures	70	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		No contracts or investment agreements were reported on this period

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	84	
	413-2	Operations with significant actual and potential negative impacts on local communities	Mar-00	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	34-35	
	414-2	Negative social impacts in the supply chain and actions taken	34-35	
GRI 415: Public Policy 2016	415-1	Political contributions		There was no support to political parties or representatives on this period
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		There were no cases of non-compliance on these subjects on the reporting period
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Omission	Omission: not applicable, SYKES does not have packaging processes
	417-2	Incidents of non-compliance concerning product and service information and labeling	Omission	Omission: not applicable, SYKES does not have packaging processes
	417-3	Incidents of non-compliance concerning marketing communications	Omission	Omission: not applicable, SYKES does not have packaging processes
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	39	
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area		No penalty for non-compliance in 2020

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