



# Foundever<sup>®</sup> ESG Report

Issue date: May 2026

Create connection. Value conversation.



## Contents

	Scope of report	3
	Letter from the CEO	4
	Corporate governance	6
<b>About Foundever®</b>	Business model	10
	Awards and recognitions	11
<b>Strategy, business model and value chain</b>	Our sustainability strategy frameworks	14
	Environmental, Social and Governance (ESG) strategy	16
	Company values	17
	ESG governance	18
	Double materiality assessment	21
	Stakeholder communication	23
	Impact, risks and opportunities	24
	Goals summary	31
<b>Environment</b>	2025 Executive summary	35
	Business resilience to climate change	39
	GHG emissions	42
<b>Social</b>	2025 Executive summary	59
	Foundever associates	64
	Voice of the employee	65
	Social protection	74
	Diversity	75
	Inclusion: Persons with disabilities	77
	Training and skills development metrics	78
	Health and safety	84
	Health and wellbeing	90
	Work-life balance	93
	Human rights (own workforce)	94
	Human rights (value chain)	95
	Data privacy and security – own workforce	98
<b>Governance</b>	2025 Executive summary	106
	Internal control and governance	109
	Business conduct and corporate culture	110
	Sustainable sourcing strategy	113
<b>Letter and indexes</b>	Assurance Letter	121
	European sustainability reporting standards (ESRS)	124
	GRI content index	129



# Scope of report

This “Foundever® ESG (environmental, social and governance) report” covers the period January 1, 2025 through December 31, 2025 unless otherwise noted. The frequency of reporting is annually, and no restatements of information were needed for this report. The terms “Foundever,” “company,” “we,” “us” or “our” in this report refer to Foundever Group S.A. and its subsidiaries, on a consolidated basis, unless we state differently, or the context implies otherwise.

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

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

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

An independent third party has provided external assurance over selected ESG data presented in this report, supporting the reliability of our disclosures.

## ESG contacts

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

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

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

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

**Publication date:** May 2026



# Letter from the CEO



As we present the Foundever 2025 ESG report, we are proud to reflect on a year marked by meaningful progress, strengthened commitments, and a deepened integration of environmental, social, and governance principles across our global organization. Throughout 2025, our teams demonstrated resilience, innovation, and a shared belief that responsible business practices are essential to long-term success. This report captures not only our achievements but also the momentum we are building for the years ahead. This report captures not only our achievements but also the momentum we are building for the years ahead.

This year, we were especially encouraged to see our ESG ratings are on the rise with our peers and industry benchmarks — an external validation of the rigor, transparency, and ambition behind our strategy. In addition, our near-term emissions reduction targets received validation from the Science Based Targets initiative (SBTi), reinforcing that our climate roadmap aligns with the level of decarbonization required to limit global warming in line with scientific consensus.

In 2025, we advanced our ESG strategy across all pillars. We improved

Beyond 2026, our long term vision is anchored in building a more sustainable, resilient, and future ready organization. We are committed to reducing our environmental footprint, fostering a workplace where every employee can thrive, and upholding the highest standards of ethics and governance.



Sincerely,

**Laurent Uberti**

CEO and Executive Chairman,  
Foundever

the accuracy and scope of our environmental data, expanded energy efficiency initiatives across key regions, and continued to strengthen our climate roadmap. On the social front, we deepened our commitment to employee well being, inclusion, and community engagement, launching new programs that reflect our values and the diverse needs of our workforce. We also enhanced our governance framework, aligning more closely with global reporting standards and reinforcing the structures that ensure transparency, accountability, and ethical conduct. Notable initiatives—such as the expansion of our local sustainability committees, the rollout of new training and development programs, and the strengthening of our responsible sourcing practices—are already demonstrating measurable success and reinforcing the impact of our long term strategy.

As we look to 2026, we are entering the next phase of our ESG journey with a clear set of objectives and a focused action plan. Our priorities include accelerating our decarbonization efforts, expanding our measurement and reporting capabilities, and deepening the integration of ESG into business operations and client partnerships. We will continue to invest in the systems, governance mechanisms, and cross functional collaboration needed to support these goals. Strengthening our social impact programs, enhancing diversity and inclusion outcomes, and ensuring every market is equipped to meet evolving regulatory and client expectations will remain central to our work.

Beyond 2026, our long term vision is anchored in building a more sustainable, resilient, and future ready organization. We are committed to reducing our environmental footprint, fostering a workplace where every employee can thrive, and upholding the highest standards of ethics and governance. Our long term action plans include continued progress toward carbon reduction, expanded community engagement, and ongoing alignment with global frameworks that reinforce transparency and accountability.

We are grateful to our employees, clients, and partners who continue to support and challenge us on this journey. Together, we are shaping a more sustainable future for Foundever—one built on integrity, innovation, and shared responsibility.

# Corporate governance

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

## Board of directors

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



**Laurent Uberti**  
Board member A category and Chairman  
of the Board



PIDOLL, represented by  
**Benoit Leclercq**  
Board member A category and  
Vice-Chairman of the Board



**Hubert Giraud**  
Board member A category



**Carol Flaton**  
Board member A category



**Pascal Rakovsky**  
Board member B category



**Wim Ritz**  
Board member B category



**Marie-Adélaïde Leclercq-  
Olhagaray**  
Board member B category



**Léonie Toulemonde**  
Board member B category

# The board committees

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

## **The strategic committee**

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

## **The remuneration committee**

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

## **The risk and compliance committee**

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

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

# Executive Committee

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



**Laurent Uberti**  
CEO & Executive Director



**Olivier Camino**  
Deputy CEO



**Nordine Benbekhti**  
Chief Financial Officer



**Carole Bohrer**  
Chief Legal Officer



**Céline Carcy**  
Corporate Finance and Head  
of Internal Audit



**Iñaki Cebollero**  
Chief People Officer



**Jason Skaria**  
Chief Technology Officer



**Peter Langan**  
Chief Commercial Officer



**Michelle Parks**  
Chief Operating Officer



**Guillaume Laporte**  
Chief AI & Digital Officer



**Ash Padmanabhan**  
Chief Strategic Growth  
Officer



Chapter 01

# About Foundever®

# Business model

Foundever is a next-generation service leader reinventing how CX is done. We are the **integrated CX, digital operations and data insights partner** that delivers brand promises.

Built on +60 years of diverse and proven industry experience—we integrate people, technology and insight to help the world’s leading brands keep their promises. Blending human empathy with AI and automation to simplify complexity, accelerate digital transformation and create measurable brand and business momentum for our clients.

45

delivery countries in all regions

60

languages supported

+800

brands partner with Foundever

+50

Global eNPS average

3.3B

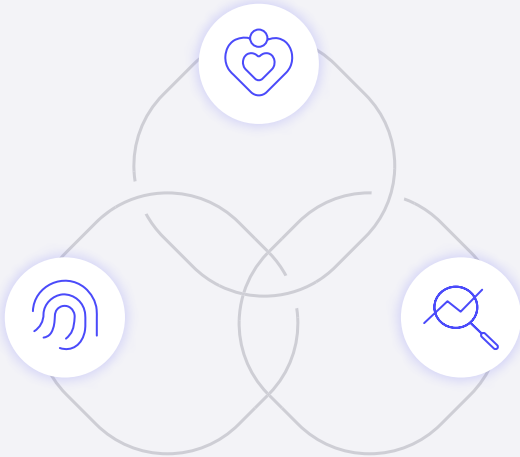
Customer conversations supported every year

Integrated [expertise across three offerings](#) allows Foundever to deliver agile, lean and scalable solutions that meet industry needs, market pressures and business desire to build momentum.

Time gets spent on what matters: [high value tasks](#)

**Digital Operations**

- Trust & safety
- Billing operations
- Claims management
- Fraud Management
- Know your customer (KYC)



**Customer Experience**

- Customer service
- Sales & retentions
- Collections
- Technical support
- Learning as a Service
- Social media care

**Data Insights**

- Data operations
- Data management
- Advanced analytics
- Platform implementation
- Customer 360 architecture

# Awards and recognitions

Recognition raises brand awareness and increases visibility, making it crucial for attracting talent, maintaining motivation across our business and driving continued improvement within our operations. In 2025, Foundever received more than 41 awards in each of our regions. Please visit [Awards & recognition- \(foundever.com\)](https://foundever.com) for details.

## > **Seven-time winner in 2025 ECCCSAs**

After being named a 24-time finalist across 16 categories, Foundever was awarded one Gold, three Silver and two Bronze European Contact Centre & Customer Service Awards (ECCCSAs) and was highly commended in one category in the 2025 awards.

## > **Comparably**

In 2025, Foundever was recognized with the Best Company Culture, Best CEO, Best Work-Life Balance, Best Company Career Growth, Best Company for Women, Best Perks & Benefits, and Best Company for Diversity.

## > **2025 Inspiring Workplaces Winner – Europe, Latin America and Asia**

Unlike other awards that primarily depend on survey completion, entrants for the Inspiring Workplaces Awards were required to demonstrate their commitment to investing in their workforce. This was achieved by submitting an entry form that encompasses six key elements deemed essential by Inspiring Workplaces for cultivating a People First culture and, consequently, an Inspiring Workplace.category in the 2025 awards.

## > **Foundever® Named a Top 15 Sourcing Standout by ISG**

Foundever was among the leading providers in the Building 15 category globally and in the Americas, EMEA and Asia Pacific regions based on annual contract value (ACV) won over the last 12 months, according to the 1Q 2025 Global ISG Index™.

## > **2025 Fortress Cyber Security Award**

Foundever was named a winner in the 2025 Fortress Cybersecurity Awards, presented by the Business Intelligence Group. The company was recognized in the Leading Cybersecurity Organization category for the company's work in protecting systems, infrastructure and data from the growing threat landscape.

## > **Silver – Customer Service Department of the Year – 2025 International Business Awards®**

Foundever was named for a Silver Stevie® Award in the International Business Awards, the world's premier business awards program. Foundever earned the Customer Service Department of the Year honor for its innovative work with a multinational healthcare and medical devices company, transforming customer experience in the competitive healthcare technology market.

## > **IAOP® Global Outsourcing 100® List**

[The 2025 Global Outsourcing 100®](#) recognizes the world's best outsourcing service providers and advisors. This list is based on applications received. Judging is based on a rigorous scoring methodology that includes an independent review by an independent panel of IAOP customer members with extensive experience in selecting outsourcing service providers and advisors for their organizations.

> **Silver Stevie – Employer of the Year – Business & Professional Services**

Foundever was named the winner of a Silver Stevie® Award in the Employer of the Year – Business & Professional Services category in the 10th annual Stevie Awards for Great Employers. The Stevie Awards for Great Employers recognize the world’s best employers and the human resources professionals, teams, achievements and HR-related products and suppliers who help create and drive great places to work. More than 1,000 nominations from organizations of all sizes across 35 nations and territories were submitted this year for consideration in a wide range of HR-related categories.

> **Generative AI Product of the Year**

EverGPT Turbo & EverAssist was a winner at the Generative AI Product of the Year Awards to celebrate the innovators behind the applications, platforms, models, devices, and infrastructure pushing the industry forward. Winning solutions demonstrate exceptional ability to transform workflows, accelerate decision-making, elevate customer engagement, and unlock new levels of efficiency across industries. Each recipient has proven — through deployment, performance, and customer impact — that their technology is shaping the next era of intelligent automation.

> **Sustainability Squad of the Year – 2025 Sustainability Awards**

Foundever was named a winner in the 2025 Sustainability Awards, presented by the Business Intelligence Group. The Foundever ESG team was recognized in the Sustainability Squad of the Year category for its outstanding work in advancing environmental and social impact while delivering measurable business results. The Sustainability Awards honor the companies, products, projects and individuals proving that purpose-driven strategy can fuel growth. Winners are selected by a panel of business-leader judges who evaluate performance, innovation and quantifiable outcomes across environmental, social and governance (ESG) pillars.

> **Best Place to Work**

For the second consecutive year, Foundever was named a winner of The Business Intelligence Group’s 2025 Best Place to Work award; Foundever was the sole winner in the Global Enterprise category. This prestigious award acknowledges an unwavering commitment to creating an exceptional work environment that fosters employee engagement, growth and outstanding performance. In today’s evolving work landscape, employee satisfaction and engagement are paramount. Business Intelligence Group recognizes companies prioritizing these metrics to cultivate thriving workforces and achieve superior business results.

Brazil (5th consecutive year) | India (3rd consecutive year) | Portugal (3rd consecutive year) | Spain (2nd consecutive year) | Egypt (2nd consecutive year) | Greece (2nd consecutive year) | Philippines (2nd consecutive year) | Bulgaria | Germany | Ivory Coast | Romania | Senegal | Turkey

> **Global leader**

**Leader in Everest Group Customer Experience Management Services PEAK Matrix® Assessment 2025 – Global**

The Everest Group PEAK Matrix® assesses the relative market impact, vision and capability of service providers. Through detailed evaluations of service providers, companies are awarded three classification categories: Leaders, Major Contenders and Aspirants. recipient has proven — through deployment, performance, and customer impact — that their technology is shaping the next era of intelligent automation.

> **Asia Corporate Excellence & Sustainability Awards (ACES)**

The Asia Corporate Excellence & Sustainability Awards (ACES) is one of the most prestigious accolades that recognizes inspiring leaders and sustainability advocates cross-industry and across Asia. Foundever in the Philippines was recognized as having the most inspiring executives in Asia and Top Community Centric Company in Asia. threat landscape.



## Chapter 02

# Strategy, business model and value chain

# Our sustainability strategy frameworks

Foundever follows multiple frameworks when reporting on our ESG strategy. Foundever is a European-based organization and falls under the European Union (EU) regulations. These regulations apply for ESG reporting as well as other topics like the EU Corporate Sustainability Due Diligence Directive. Established in +45 countries, our Group has an international reach; local laws may also apply. Moreover, we decided to voluntarily conform to internationally recognized standards and rules.

## European Corporate Sustainability Reporting Directive (EU CSRD)

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

## Global Reporting Initiative (GRI)

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

## The ISO 26000 – Social responsibility

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

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

## United Nations Guiding Principles

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

- **Principle 1:** businesses should support and respect the protection of internationally proclaimed human rights
- **Principle 2:** make sure that they are not complicit in human rights abuses
- **Principle 3:** business should uphold the freedom of association and the effective recognition of the right to collective bargaining
- **Principle 4:** the elimination of all forms of forced and compulsory labor
- **Principle 5:** the effective abolition of child labor
- **Principle 6:** the elimination of discrimination in respect of employment and occupation
- **Principle 7:** businesses should support a precautionary approach to environmental challenges
- **Principle 8:** undertake initiatives to promote greater environmental responsibility
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies
- **Principle 10:** businesses should work against corruption in all its forms including extortion and bribery

## United Nations Sustainable Development Goals

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



# Environmental, Social and Governance (ESG) strategy

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

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

Frameworks are an important part of our ESG strategy. We applied ISO 26000 across the company and the GRI is referenced in this report. As a long-term member of the UN Global Compact, we continue to communicate on our progress toward sustainable development goals. Given an interest in how companies approach ESG issues, Foundever identified key strategic channels communicating ESG impact to both internal and external stakeholders.

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

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

# Company values

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



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



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



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

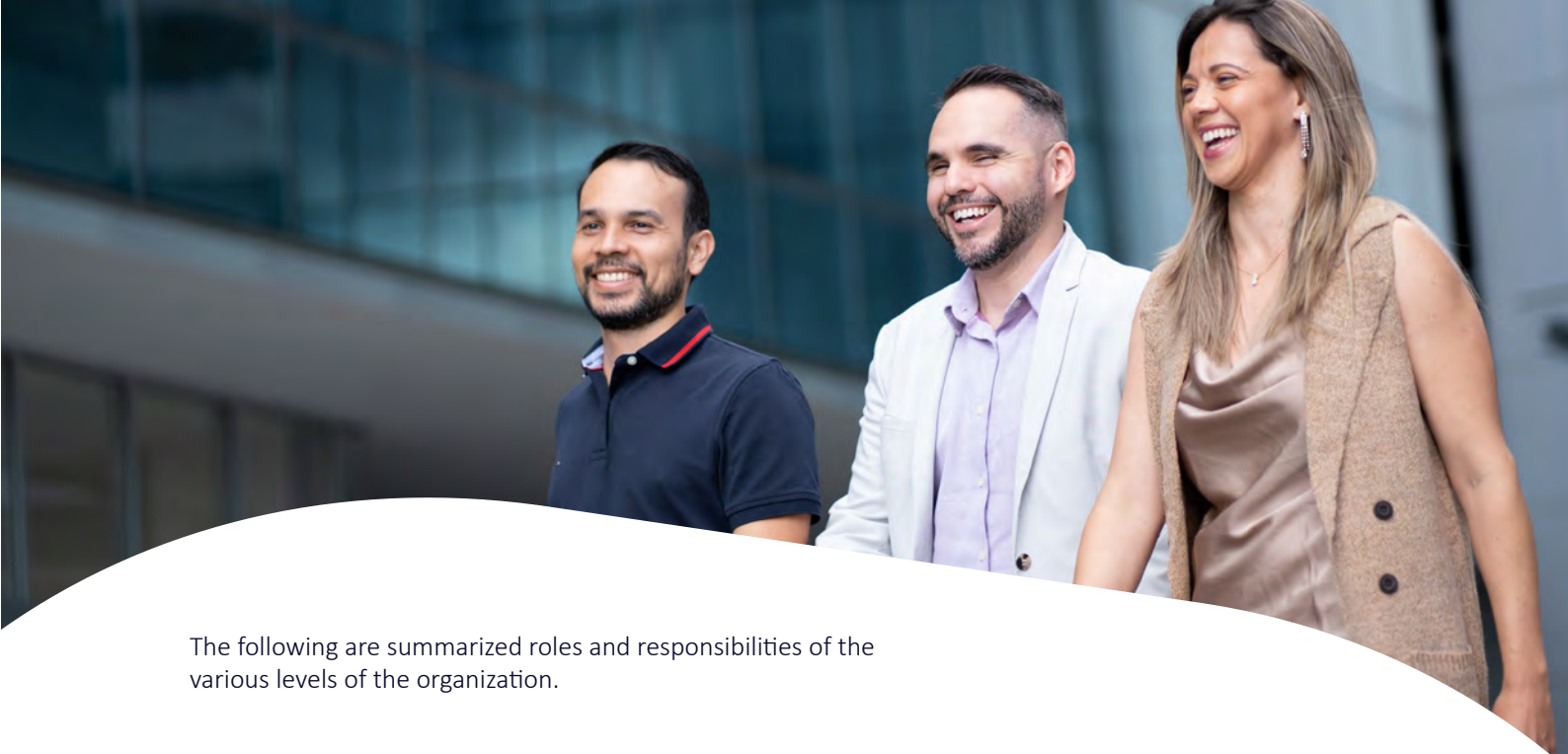
# ESG governance

## Our ESG governance and executive sponsors

Our ESG governance strategy establishes a clear, accountable structure that embeds environmental, social, and governance principles into every level of the organization. Through defined roles, cross-functional collaboration, and transparent oversight, the framework ensures that ESG priorities are integrated into corporate strategy, risk management, and day-to-day operations. This governance model enables consistent global alignment, supports regulatory compliance, strengthens stakeholder trust, and drives meaningful progress toward the company’s long-term sustainability commitments.



\*Note: Dedicated global role



The following are summarized roles and responsibilities of the various levels of the organization.

---

#### **The Board of Directors**

The Board of Directors oversees the company's ESG efforts to ensure they support long-term strategy and stakeholder expectations. They are consulted on ESG strategy, key topics, KPIs, commitments, and related risks, opportunities, and investment needs. They also review ESG requirements for new countries or facilities and are regularly updated on ESG policies, actions, market trends, and reporting frameworks and regulations.

#### **The ESG Board Referent**

The ESG Board Referent is the Foundever Board member responsible for overseeing ESG matters and ensuring ESG principles are embedded in corporate strategy, risk management, and stakeholder engagement. They are kept informed on all ESG strategies, material topics, KPIs, commitments, related risks and opportunities, required investments, new country or facility ESG requirements, and all relevant reporting frameworks and regulations.

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#### **The Board Risk and Compliance Committee**

The Board Risk and Compliance Committee oversees ESG-related risks and ensures compliance with regulatory expectations. It is consulted on ESG strategy, key topics, KPIs, commitments, and associated risks, opportunities, and investment needs. The committee also reviews ESG requirements for new countries or facilities and receives regular updates on ESG policies, actions, market trends, and reporting frameworks and regulations. related risks and ensures compliance with regulatory expectations. It is consulted on ESG strategy, key topics, KPIs, commitments, and associated risks, opportunities, and investment needs. The committee also reviews ESG requirements for new countries or facilities and receives regular updates on ESG policies, actions, market trends, and reporting frameworks and regulations.

#### **The CEO**

The CEO leads the company's overall ESG strategy and stakeholder engagement, ensuring ESG priorities are embedded across the business. They are accountable for ESG strategy, key topics, KPIs and commitments, related risks and opportunities, policies and actions, required investments, new country or facility ESG requirements, and all ESG reporting frameworks and regulations, while staying informed on client and competitive trends.

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#### **The Executive Committee**

The Executive Committee drives the company's ESG initiatives, ensuring they align with corporate strategy and stakeholder expectations while coordinating implementation across departments and local operations. The committee oversees ESG strategy, key topics, KPIs and commitments, related risks and opportunities, policies and actions, required investments, new country or facility ESG requirements, and ESG reporting frameworks and regulations, and stays informed on client and competitive trends.

#### **The Global Leadership Team**

The Global Leadership Team embeds ESG into the company's strategy, culture, and operations, setting direction and ensuring accountability. They define ESG priorities, integrate ESG into strategy and risk management, champion ESG through leadership and advocacy, ensure regulatory compliance, support social and community initiatives, foster a sustainable and ethical culture, establish key ESG performance indicators, and ensure cross-functional alignment across HR, finance, operations, and marketing.

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### **The ESG Advisory Committee**

The ESG Advisory Committee is composed of the executive sponsors for each ESG pillar and provides oversight and guidance across all ESG matters. The committee is kept informed on ESG strategy, material topics, KPIs, commitments, risks, opportunities, required investments, new country or facility ESG requirements, and all reporting frameworks and regulations. It includes the Environmental sponsor (Chief Digital and Technology Officer), the Social sponsor (Chief Operating Officer), and the Governance sponsor (Chief Legal Officer).

### **The Global ESG Team**

The Global ESG Team supports and drives ESG initiatives across the organization, ensuring alignment with corporate strategy and stakeholder expectations while enabling adoption at both departmental and local levels. They oversee ESG strategy, material topics, KPIs, risks and opportunities, policies, required investments, new country or facility ESG requirements, and all ESG reporting frameworks and regulations. The team participates in Global Working Committees, collaborates with ESG Market Leaders, and produces key disclosures such as the annual Non-Financial Report and the UN Communication on Progress. They respond to client, board, and shareholder ESG requests, coordinate internal and external ESG communications, and stay informed on local regulations to ensure compliance and guide necessary strategic adjustments. Financial Report and the UN Communication on Progress. They respond to client, board, and shareholder ESG requests, coordinate internal and external ESG communications, and stay informed on local regulations to ensure compliance and guide necessary strategic adjustments.

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### **The Global Working Committees**

The Global Working Committees supports ESG initiatives across the organization by staying informed on client requirements and industry trends. They contribute to ESG strategy, material topics, KPIs, risks and opportunities, policies, required investments, new country or facility ESG needs, and ESG reporting frameworks and regulations, while monitoring global client and competitive trends.

### **Market Sustainability Leaders**

Market Sustainability Leaders oversee ESG requirements within their markets, applying knowledge of local regulations, laws, certifications, and internal networks. They review and implement client ESG contractual obligations at delivery sites, manage market-level impacts, risks, opportunities, and monitor client and competitive trends. They also support ESG strategy, material topics, KPIs, policies, required investments, new country or facility ESG needs, and ESG reporting frameworks and regulations. This partially dedicated role works closely with the Director of Global Sustainability and ESG Reporting, the Global ESG Team, and local sustainability networks.

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### **Local Sustainability Committees**

Local Sustainability Committees operate at the country level, led by the local executive and composed of material topic experts determined by local needs and regulations. They support client ESG contractual requirements, assess impacts, risks, and opportunities, and stay informed on market-level client and competitive trends. The committees are responsible for ESG strategy, material topics, KPIs, policies, required investments, new country or facility ESG needs, and ESG reporting frameworks and regulations. Each committee is led by the Local Sustainability Leader.

### **The Local Sustainability Leader**

The Local Sustainability Leader oversees ESG efforts at the country level, leveraging knowledge of local regulations, laws, certifications, and internal networks. They manage market-level impacts, risks, opportunities, and client and competitive trends, and are accountable for ESG strategy, material topics, KPIs, policies, required investments, new country or facility ESG needs, and ESG reporting frameworks and regulations. This partially dedicated role executes ESG contractual requirements at delivery sites with support from the local ESG committee and the Market Sustainability Leader and maintains a dotted-line relationship with the Director of Global Sustainability and ESG Reporting..



# Double materiality assessment

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

- Shareholders
- Board of directors
- Foundever leadership and associates
- Clients
- Suppliers

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

By engaging various internal and external stakeholders, the materiality analysis highlights critical topics for Foundever.

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

## Foundever material topics

### Environmental

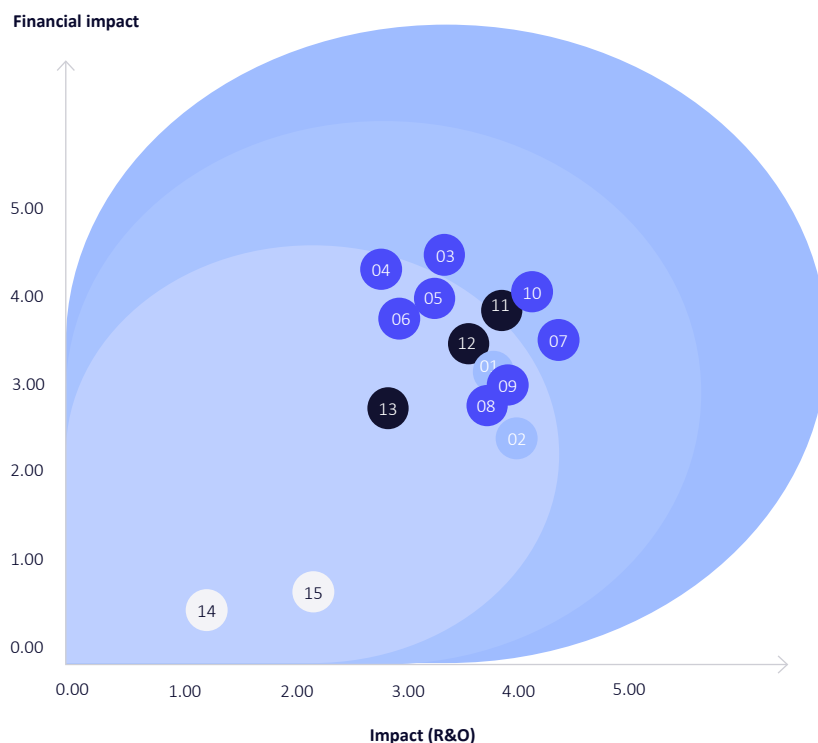
- 1 Business resilience to climate change
- 2 GHG emissions

### Social

- 3 Adequate wages
- 4 Health and safety of own workforce
- 5 Diversity, equity and inclusion
- 6 Data protection and security – third parties
- 7 Data protection and security – own workforce
- 8 Social dialogue
- 9 Human rights – own workforce
- 10 Human rights – value chain

### Governance

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



## Foundever non-material topics\*

- 14 Water management
- 15 Waste management

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

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

**Impact materiality:** This dimension identifies material topics based on the impacts generated by the Company, considering the effects on the economy, the environment, and people.

**Financial materiality:** This dimension focuses on material topics concerning risks and opportunities that could influence a company’s financial position, performance, cash flow, access to finance or cost of capital over the short, medium or long term. Both dimensions involve assessments from a human rights perspective.

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

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

# Stakeholder communication

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

Types of communications	Associates	Clients	Board of Directors	Suppliers	Communities	Partners
EverConnect (company intranet)	<input checked="" type="checkbox"/>					
Internal communications	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			
Sustainability network	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Surveys	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Meetings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Social media & Public Relations (PR)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Website	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Account management		<input checked="" type="checkbox"/>				
Direct communications		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Training on policies	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>



# Impact, risks and opportunities

Each material topic is presented in the table below, which shows the relevant issues concerned by the most impacts, risks and opportunities. The table presents a brief description of the material impacts, risks and opportunities.

Material topic	Impact	Risk	Opportunities
Environmental			
<b>Business resilience to climate change</b> Medium-term 1 to 5 years	<ul style="list-style-type: none"> <li>Mandatory reporting requirements</li> <li>Continuity of operations: disruption of business processes, sites and delivery of services to clients</li> <li>Supply chain reliability and potentially increased costs</li> <li>Employee health, wellbeing and human rights</li> <li>Client satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Operational disruption: Climate-related events can impact Foundever's facilities, workforce, or service delivery</li> <li>Non-compliance: Incomplete or inadequate climate risk reporting can result in regulatory penalties and reputational harm</li> <li>Cost pressures: Adapting operations or supply chains for resilience may require investments in infrastructure, technology, or training</li> <li>Climate risk scenario analysis is not completed according to our agreed KPI</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of climate risk scenario analysis with externally reported KPI</li> <li>Workplace design includes climate requirements</li> <li>Incorporate into Foundever disaster recovery planning</li> <li>Meeting client reporting requirements and commitments</li> <li>Measuring health &amp; safety incidents for each climate event</li> </ul>

Material topic	Impact	Risk	Opportunities
<b>GHG emissions</b> Long-term 5+ years	<ul style="list-style-type: none"> <li>• SBTi commitment not met</li> <li>• Environmental footprint: GHG emissions from operations, energy use, and supply chain contribute to climate change and can affect Foundever's sustainability profile</li> <li>• Stakeholder expectations: Increasing demand from clients, investors, and regulators for transparency and action on emissions reduction</li> <li>• Compliance: New or evolving regulations may require disclosure, reduction, or mitigation of GHG emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Non-compliance: Inaccurate reporting or failure to meet reduction targets can result in regulatory penalties and reputational damage</li> <li>• Cost Implications: Investments may be needed to upgrade infrastructure, adopt renewable energy, or improve operational efficiency</li> <li>• Supply chain exposure: Emissions from suppliers and partners (Scope 3) can be difficult to measure and control, posing reporting and reputational risks</li> <li>• SBTi actions not communicated or understood within the Company — lack of ownership and accountability</li> <li>• Breach of contractual emissions targets</li> <li>• Lack of third-party assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to ISO14001 – environmental management system</li> <li>• Standardized ESG building checklist to meet sustainability needs of Foundever</li> <li>• Implementation of ESG calculation tool to simplify and automate calculations</li> <li>• Introduction of assurance process</li> <li>• Continual improvement of data collection process</li> </ul>

Social			
<b>Wages</b> Medium- to long-term	<ul style="list-style-type: none"> <li>• Employee wellbeing: Paying adequate wages supports employees' financial security and wellbeing</li> <li>• Performance &amp; engagement: Fair compensation can boost morale, productivity and loyalty</li> <li>• Compliance: Meets legal requirements on minimum wage and fair pay in all operating regions</li> </ul>	<ul style="list-style-type: none"> <li>• Regulatory non-compliance: Failing to meet adequate wage standards or provide accurate reporting can lead to legal penalties or reputational harm</li> <li>• Employee turnover: Perceived or real wage inadequacy may impact morale, engagement and retention</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with regulations</li> <li>• Defined Foundever strategy in relation to adequate, living or minimum wage</li> </ul>

Material topic	Impact	Risk	Opportunities
<p><b>Health and safety of own workforce and third parties</b></p> <p>Medium-term 1 to 5 years</p>	<ul style="list-style-type: none"> <li>Greater transparency: Enhanced public disclosure requirements drive accountability for health &amp; safety performance throughout the value chain</li> <li>Stakeholder scrutiny: Clients, investors, and regulators will review both internal and third-party health &amp; safety practices</li> <li>Can lead to decrease in productivity and increase in H&amp;S cases/ staff absenteeism</li> </ul>	<ul style="list-style-type: none"> <li>Compliance gaps: Inconsistent health &amp; safety standards within Foundever and across third parties can expose Foundever to legal and reputational risks.</li> <li>Operational disruption: Identifying health &amp; safety issues among third parties may require corrective actions, potentially affecting service delivery</li> <li>Higher risk of accidents at work due to lack of knowledge and training of employees</li> <li>Higher costs due to potential legal cases/ bringing in temporary staff to cover absences</li> <li>Reputation risks</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with ISO45001 Health &amp; Safety Management system</li> <li>Continuing adoption of global standards across the Foundever organization</li> <li>Vendor Code of Conduct including health &amp; safety clauses</li> <li>Implement actions from health &amp; safety risk assessment</li> </ul>
<p><b>Diversity, equity &amp; inclusion</b></p> <p>Short- to medium-term</p>	<ul style="list-style-type: none"> <li>Non-compliance: Insufficient or inaccurate DE&amp;I data can lead to regulatory penalties or reputational harm</li> <li>Workforce perception: Gaps between stated values and actual DE&amp;I outcomes can impact employee trust and engagement</li> <li>Supplier diversity: Limited DE&amp;I focus among suppliers or partners may affect risk exposure along the value chain</li> <li>Loss of talent due to lack of training or staff development — increased cost of hiring</li> </ul>	<ul style="list-style-type: none"> <li>Non-compliance: Insufficient or inaccurate DE&amp;I data can lead to regulatory penalties or reputational harm</li> <li>Workforce perception: Gaps between stated values and actual DE&amp;I outcomes can impact employee trust and engagement</li> <li>Supplier diversity: Limited DE&amp;I focus among suppliers or partners may affect risk exposure along the value chain</li> <li>Change management to implement global standards</li> </ul>	<ul style="list-style-type: none"> <li>Development of global strategy for talent</li> <li>Continual improvement of employee satisfaction</li> <li>Development and standardized DE&amp;I training</li> <li>Educational awareness of DE&amp;I topics</li> <li>Strengthen brand reputation as a global DE&amp;I company</li> </ul>













Material topic	Impact	Risk	Opportunities
<p><b>Social dialogue</b></p> <p>Short-term &lt;1 year</p>	<ul style="list-style-type: none"> <li>• Mandatory disclosure: Foundever must report on the existence, structure and outcomes of social dialogue processes (e.g., communication with employee representatives, unions, and work councils).</li> <li>• Transparency expectations: Stakeholders — including employees, clients and investors — will gain greater visibility into how Foundever engages with its workforce.</li> <li>• Increased operating costs</li> <li>• Potential staff working disruption</li> </ul>	<ul style="list-style-type: none"> <li>• Employee relations: Poorly managed or under-reported social dialogue may impact workforce trust, engagement and retention</li> <li>• Operational disruption: Failure to address workforce concerns raised through social dialogue could lead to grievances or disruptions and potentially higher operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on working with local workers council and unions</li> <li>• Improve working conditions in countries where it is lacking minimum labor requirements</li> </ul>
<p><b>Human rights — own workforce</b></p> <p>Medium-term 1 to 5 years</p>	<ul style="list-style-type: none"> <li>• Mandatory reporting: Foundever must disclose its policies, procedures and results related to protecting human rights for all employees</li> <li>• Increased accountability: Stakeholders will have greater visibility of how Foundever respects and upholds human rights in its operations.</li> <li>• Improved employee wellbeing</li> <li>• Higher productivity and performance</li> <li>• Brand reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance failure: Inadequate protection or reporting of human rights can lead to regulatory penalties and reputational damage</li> <li>• Employee trust: Any gap between policy and practice may affect employee confidence and engagement</li> <li>• Incident management: Failure to address human rights concerns (e.g., discrimination, harassment, fair pay) could result in grievances or legal action</li> <li>• Human rights breaches across the workforce</li> <li>• Adverse social media</li> <li>• No global standard to work towards</li> </ul>	<ul style="list-style-type: none"> <li>• Continued focus on development and implementation of global standards</li> <li>• Continued educational awareness of human rights and whistleblowing</li> <li>• Standardize the process to collect and report on human rights incidents</li> </ul>














Material topic	Impact	Risk	Opportunities
<p><b>Human rights — workers in the value chain</b></p> <p>Short-term &lt;1 year</p>	<ul style="list-style-type: none"> <li>Expanded reporting scope: Foundever must disclose policies and practices regarding human rights protection not only for its own workforce but also for workers in its value chain</li> <li>Transparency requirements: Stakeholders expect visibility into how Foundever manages human rights risks among third-party workers and suppliers</li> <li>Working with inappropriate vendors who breach human rights</li> <li>Ensuring local regulations are met</li> <li>Meeting client expectations</li> </ul>	<ul style="list-style-type: none"> <li>Compliance gaps: Inconsistent human rights standards among suppliers and partners can expose Foundever to legal, financial and reputational risks</li> <li>Supply chain disruption: Human rights violations in the value chain can cause operational interruptions or loss of business continuity.</li> <li>Lack of adherence with Vendor Code of Conduct, especially human rights clauses</li> <li>Loss of reputation</li> <li>Adverse social media</li> </ul>	<ul style="list-style-type: none"> <li>Vendor Code of Conduct</li> <li>Third-party risk assessments</li> </ul>
<p><b>Data protection and security — own workforce and third parties</b></p> <p>Short-term &lt;1 year</p>	<ul style="list-style-type: none"> <li>Stakeholder scrutiny: Clients, investors, regulators, and employees will expect evidence of robust data protection policies and incident management processes</li> <li>Fines due to data security/privacy breaches</li> <li>Impacts on company reputation</li> <li>Contractual damages</li> <li>Costs to enhance systems and security</li> <li>Impact on operational expenditure and profitability</li> </ul>	<ul style="list-style-type: none"> <li>Compliance breaches: Inadequate data protection, either internally or at third parties, can result in regulatory penalties (e.g., GDPR fines) and reputational harm</li> <li>Data incidents: Breaches involving employee or third-party data can disrupt operations, erode trust and lead to financial losses</li> <li>Systems are not robust enough to meet data and security requirements</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing training and awareness across own workforce and third parties</li> <li>Grow ISO27001 certification to all countries</li> <li>Vendor questionnaires for data privacy/security considerations</li> </ul>











Material topic	Impact	Risk	Opportunities
Governance			
<b>Business ethics</b> Short-term <1 year	<ul style="list-style-type: none"> <li>• Non-compliance: Gaps in ethical governance or reporting can lead to regulatory penalties, legal action or reputational damage</li> <li>• Incident exposure: Ethical breaches (e.g., fraud, bribery) can disrupt operations, erode trust and result in financial loss.</li> <li>• Supplier/partner risks: Inconsistent ethical standards among third parties may expose Foundever to additional risks</li> <li>• Loss of contracts</li> <li>• Impact on operational expenditure and profitability</li> </ul>	<ul style="list-style-type: none"> <li>• Non-compliance: Gaps in ethical governance or reporting can lead to regulatory penalties, legal action or reputational damage</li> <li>• Incident exposure: Ethical breaches (e.g., fraud, bribery) can disrupt operations, erode trust and result in financial loss</li> <li>• Supplier/partner risks: Inconsistent ethical standards among third parties may expose Foundever to additional risks</li> </ul>	<ul style="list-style-type: none"> <li>• Align with ISO 37001 standards</li> <li>• Reporting and review of incidents</li> </ul>
<b>Sustainable sourcing</b> Medium-term 1 to 5 years	<ul style="list-style-type: none"> <li>• Supply chain transparency: Stakeholders will expect visibility into how suppliers are selected, managed and monitored for sustainability</li> <li>• Working with vendors who do not follow our Supplier Code of Conduct</li> <li>• Loss of reputation due to non-timely payments</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance gaps: Insufficient sustainable sourcing can lead to regulatory or reputational risks, especially if suppliers do not meet environmental or social standards</li> <li>• Working with vendors who do not follow/adhere to vendor code of conduct — can affect business continuity and disruption of operations</li> <li>• Late payments to suppliers, especially small to medium enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement policies</li> <li>• Vendor Code of Conduct</li> <li>• Vendor payment policies</li> </ul>

Material topic	Impact	Risk	Opportunities
<p><b>Company culture and governance</b></p> <p>Medium-term 1 to 5 years</p>	<ul style="list-style-type: none"> <li>• Potential legal consequences due to non-compliance</li> <li>• Impact on company reputation leading to loss of customers, investors and business partners</li> <li>• Negative publicity, public scrutiny and social media backlash</li> <li>• Impact on company financial performance</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance gaps: Inadequate reporting or insufficient governance structures can result in regulatory penalties or reputational harm</li> <li>• Non-adherence to Foundever Global Code of Conduct &amp; Ethics may impact employee engagement and trust</li> <li>• Whistleblowing policies and processes do not meet the requirements of the company</li> </ul>	<ul style="list-style-type: none"> <li>• Update the Foundever Global Code of Conduct &amp; Ethics including training and communication</li> <li>• Continued enhancements to whistleblowing process including independent review and reporting line plus reporting and communication</li> <li>• Continuous Improvement: CSRD-driven analysis encourages ongoing enhancements in culture-building and leadership development</li> </ul>

# Goals summary

Material topic	Frameworks					KPI metric	2023	2024	2025	Status
	UN global compact guiding principles	UN SDG's	ILO	GRI	CSRD					
Business resilience to climate change	UNGP 7 UNGP 8 UNGP 9		155 187	2 3 201 204 302 305 308 403 414	ESRS E1	By 2028, all Foundever locations will have completed a Climate Scenario Risk Analysis			14%	 Making progress
GHG emissions (Scope 1 & 2)	UNGP 7 UNGP 8 UNGP 9	 	155 170	102 201-2 305	ESRS E1	Reduce absolute scope 1 and 2 GHG emissions by 54.60% by 2033 from a 2023 base year (tCO2e)	49,261	51,448	51,513	 Increased
GHG emissions (Scope 3)	UNGP 7 UNGP 8 UNGP 9	 	155 170	102 201-2 305	ESRS E1	Reduce scope 3 GHG emissions by 61.07% per million euros of revenue by 2033 from the 2023 base year (tCO2e)	216,113	208,656	197,063	 Decreased
Health and safety - own workforce	UNGP 1 UNGP 12- UNGP 13 UNGP 17- UNGP 23		C155 C187 C161	403	ESRS S1-14	Rate of recordable work-related injuries by million hours worked	2.7	5.2	5.4	 Increased
Health and safety - own workforce	UNGP 1 UNGP 12- UNGP 13 UNGP 17- UNGP 23		C155 C187 C161	403	ESRS S1-14	EverBetter monthly participation goal of 30% for 2025	11.80%	12.10%	11.50%	 Decreased

Material topic	Frameworks					KPI metric	2023	2024	2025	Status
	UN global compact guiding principles	UN SDG's	ILO	GRI	CSRD					
Diversity, equity and inclusion	UNGP 1 UNGP 12- UNGP 13 UNGP 17- UNGP 23		C100 C111 C156 C159 C190	2-7 2-9 2-30 401- 2 404- 6 414	ESRS S1					
Gender diversity					ESRS S1-9	Percentage of gender diversity	W: 53% M: 47%	W: 53% M: 47%	W: 53% M: 47%	 No change
Gender diversity					ESRS S1-9	Percentage of leadership diversity	W: 54% M: 46%	W: 51% M: 49%	W: 45% M: 55%	 Decreased
Training					ESRS S1-13	Average training hours per month by gender			W: 18,547 M: 6,906	 Making progress
Talent development					ESRS S1-13	Percentage of hours developed by gender			W: 51% M: 49%	 Making progress
Talent development					ESRS S1-13	Percentage of women promoted	46%	46%	51%	 Increased
Performance reviews					ESRS S1-13	Number of associated were provided a performance assessment			W: 3.13 M: 3.13	 Making progress
Work life balance					ESRS S1-15	Returning and retention rate after parental leave	78%	81%	76%	 Decreased
Data protection and security-third party	UNGP 1 UNGP 12- UNGP 13 UNGP 17- UNGP 23		C190	418	ESRS S1/S2	Number of vendors assessed for security and privacy topics		131	238	 Increased
Social dialogue	UNGP 1 UNGP 12- UNGP 13 UNGP 17- UNGP 23		C87 C98 C135 C154	402 407	ESRS S1-8	Percentage of associates covered by a collective bargaining agreement		8%	14.5%	 Increased

Material topic	Frameworks					KPI metric	2023	2024	2025	Status
	UN global compact guiding principles	UN SDG's	ILO	GRI	CSRD					
Human rights-own workforce	UNGP 1 UNGP 2 UNGP 3 UNGP 4 UNGP 5 UNGP 6		C29 C87 C98 C100	2-3 402-13 418-19	ESRS S1-17	Number of confirmed human rights cases	0%	0%	0%	 No change
Human rights-value chain	UNGP 1 UNGP 2 UNGP 3 UNGP 4 UNGP 5 UNGP 6		C29 C87 C98 C100 C105 C111 C138 C182	414	ESRS S2	Number of vendors assessed for ESG compliance			153	 Making progress
Sustainable sourcing	UNGP 1- UNGP 10		C94	204 308 414	ESRS G1-6	Number of vendors that have signed our vendor code of conduct		325	524	 Increased
Company culture and governance	UNGP 16-17 UNGP 23- 24 UNGP 31		C87 C98 C111 C190	2 205	ESRS G1	Board gender diversity	W 16%	W 38%	W 38%	 No change
<b>Voluntary metrics</b>										
Employee voice			C94	2-29 2-30 3 401-7 414	ESRS S1	Aim to achieve a participation rate exceeding 80% in these surveys, ensuring that every employee's voice is heard.	86%	84.2%	84.1%	 Decreased



## Chapter 03

# Environmental

At Foundever, our environmental commitments are grounded in a clear understanding of our responsibility as a global customer experience leader. We recognize that the long term health of our business is inseparable from the health of the planet, and we are focused on reducing our environmental footprint while enabling more sustainable operations across our global network.

Our strategy centers on measurable progress: improving energy efficiency, optimizing our digital infrastructure, advancing responsible AI practices, and reducing emissions across our facilities and supply chain. We continue to invest in technologies and processes that support a lower carbon future, while empowering our teams and clients to make environmentally responsible choices.

As we expand our capabilities and innovate for the future, we remain committed to transparency, accountability, and continuous improvement. Our environmental initiatives reflect not only our values, but also our belief that sustainable operations are essential to delivering long-term value for our people, our clients, and the communities we serve.

# 2025 Executive summary

The 2025 Foundever environmental pillar reflects significant progress in strengthening our climate strategy and advancing our long term sustainability commitments. This year, we achieved near term target validation through the Science Based Targets initiative (SBTi), reinforcing the credibility and ambition of our decarbonization pathway. Our environmental performance was further recognized with a **B- rating from CDP**, demonstrating continued improvement in transparency and climate governance.

To deepen our understanding of climate related risks and opportunities, we launched a comprehensive suite of assessments, including climate risk scenario analysis and climate transition risk analysis. We also set a public target of achieving **14% progress toward our 2025 climate goal**, supporting more informed decision making and enhanced resilience across our global operations.

Collectively, these advancements position Foundever to drive measurable environmental impact while contributing to a more sustainable future.

Technology should not only power our future — it should protect it. At Foundever, we're committed to building solutions that reduce our environmental footprint, accelerate sustainable innovation, and ensure that every digital advancement moves us toward a healthier planet.



**Jason Skaria**

Chief Technology Officer and  
Environmental Executive Sponsor, Foundever

These indicators are managed through local and international standards.

## Material topics

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

## Foundever commitments

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

By 2028, all Foundever locations will have completed a Climate Scenario Risk Analysis.

## Global Policies

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

## United Nations principles

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility
- **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies

## UN SDGs updates



**13%** total renewable energy consumption (MWh)



Total absolute emissions decreased by **6% in 2025** compared to the base year

Scope 3 absolute emissions decreased by **9% in 2025** compared to the base year

# 2025 Accomplishments

## **UN SDG 7: Clean energy**

Foundever has invested in renewable energy generation, with solar plants located in Costa Rica, El Salvador, and Spain, reinforcing its commitment to sustainable energy initiatives.

## **UN SDG 13: Climate action**

- Achieved a CDP score of a B- for ESG ratings
- Deployed the Climate risk scenario analysis methodology and training
- Climate risk scenario analysis performed on 14% of our facilities
- Measured carbon emissions and use results to submit the Foundever validation process with the Science-Based Target initiative
- Achieved SBTi validation on the Foundever near-term targets
- Piloted EMEA Scope 3 segmentation for responsible sourcing
- Developed Pathways to Zero Methodology and key approaches
- Reduction in data centers carbon footprint within the Philippines operations
- Published the Global Carbon Reduction Plan
- Developed the Foundever Energy Transition plan
- Defined a ESG Real Estate Building Due Diligence process
- Revamped the Foundever Environmental Policy
- Green Seal- Nature friendly company (Brazil)

## **UN SDG 16: Peace, Justice and Strong Institutions**

- ISO 14001 Environmental Management System (Costa Rica, U.K.)
- ISO 14064 Greenhouse Gas Accounting (Costa Rica)
- ISO 50001 Energy Management System (Costa Rica, El Salvador)
- ISO 22301:2019 Business Continuity Management System (Germany, Greece, Portugal)

## Opportunities and action plans

Deployment of the Foundever Pathways to Net Zero in key markets to meet the SBTi near-term goals

- Continue to strengthen the data in all scopes
- Complete an energy assessment of each critical location and market
- Switch to and certify renewable energy with access to affordable, sustainable, and modern energy for critical locations.
- Foundever has invested in renewable energy generation, with solar plants located in Costa Rica, El Salvador, and Spain, reinforcing its commitment to sustainable energy initiatives.
- Systematically switching site-level energy contracts to renewable sources and expanding the purchase of Energy Attribute Certificates (EACs)
- Jump-start decarbonization levers through energy, strategic actions, technology, or policy that reduce greenhouse gas emissions
- Deploy internal missions, learnings, and certifications to key personnel and operational teams

Foundever aims to strengthen its ESG profile by embedding internationally recognized environmental and energy management standards such as ISO 14001, ISO 14040, and ISO 50001 into its operations.

Smart Infrastructure and technology upgrade for climate-responsive operations by deploying advanced technologies across IT systems, communication platforms, and facilities management

Sustainable facilities optimization and inventory enhancement to transition its global facilities portfolio toward greater energy and resource efficiency.

Enhanced supply chain engagement for ESG and climate impact by improving supply chain engagement, with a targeted focus on reducing Scope 3 emissions and climate-related controls.

Supply chain internal communication awareness campaign that fosters stronger engagement, shared sustainability goals, and improved operational performance.

Landlord partnership for climate-aligned contracts initiative to strengthen partnerships with existing landlords by renegotiating lease agreements that align with our climate action goals.

Continue to develop policies and processes, including more efficient ways to capture and audit data.

Deploy action plans from the climate risk scenario analysis performed.

# Business resilience to climate change

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

To address these challenges, Foundever recognizes the potential impacts of climate change on its business operations. During 2025, Foundever introduced climate risk assessments to evaluate these threats. The outcomes of these assessments, to date, are reported further below.

The key areas of assessment included:

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

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

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

# Climate risk scenario analysis

In our commitment to sustainability and responsible business practices, Foundever has introduced, during 2025, Climate Risk Scenario Analysis as a key component of our strategic planning.

This analysis involves assessing potential climate-related risks and opportunities by evaluating various scenarios and their potential impacts on our operations and service delivery. By understanding how different climate outcomes could affect our business model, we can proactively implement strategies to mitigate risks and capitalize on opportunities that arise from a changing climate.

This approach is crucial for Foundever as it not only enhances our resilience to environmental challenges but also reinforces our dedication to providing sustainable, customer-centric solutions that align with the evolving expectations of our stakeholders. By integrating climate risk considerations into our decision-making processes, we aim to contribute positively to the environment while ensuring the long-term viability of our operations.

We have also introduced an externally reported KPI which is that all sites across Foundever must complete a Climate Risk Scenario Analysis at least once before 2028. This will be monitored every six months.

During 2025 we completed this analysis for 14% sites and 17 countries across the Foundever footprint. Findings so far, for sites reviewed, indicate no significant climate risks that require immediate action, although we continually monitor results and will take action as required.

We will continue to develop action plans with each operational assessment. There are mitigations already in place to address climate risk, including:

- Strong site business continuity plans
- Foundever geographic diversification of sites
- Key energy efficiency criteria included as part of new site selection

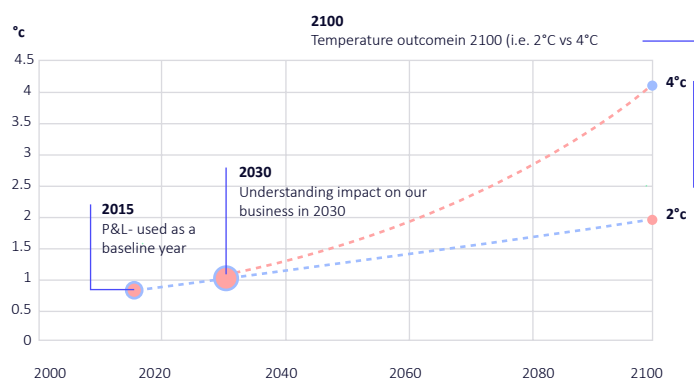
Foundever utilizes a two-scenario analysis that determine score and declare risks specifically grounded on potential climate events and hazards in the short- (<1 year), medium- (1 to 3 years) and long-term (>3 years) horizons and considers the following assumptions:

## Scenario A Assumptions

- Global warming limited to 2°C by 2100.
- Transition impacts only (assume no significant physical impacts).
- Assume society acts rapidly to limit greenhouse gas emissions. e.g. through carbon prices and halting net deforestation.

## Scenario B Assumptions

- Global warming limited to 4°C by 2100.
- Physical impacts only (assume no significant transition impacts).
- Assume climate policy is less ambitious and emissions remain high so the physical impacts are more apparent e.g. water stress, droughts, floods.



# Climate transition risks analysis

As part of our ongoing commitment to sustainability and responsible business practices, Foundever is actively addressing Climate Transition Risk in our strategic framework. Climate Transition Risk refers to the potential financial and operational impacts that may arise from the transition to a lower-carbon economy, including regulatory changes, shifts in market preferences, and technological advancements. By analyzing these risks, Foundever can identify vulnerabilities and opportunities within our operations and service offerings, allowing us to adapt proactively to the evolving landscape. This understanding is vital for us, as it not only safeguards our business against potential disruptions but also positions us as a leader in the transition toward sustainable practices. By integrating Climate Transition Risk into our decision-making processes, we reinforce our commitment to delivering innovative, customer-centric solutions while contributing to a more sustainable future for all stakeholders.

Transition risk	Impact	Mitigation strategy	Timeline
Increased regulation	Climate change regulations exist in many countries where Foundever operates. These include building energy control and GHG emissions reductions.  These regulations are considered as part of risk analysis for climate events	<ul style="list-style-type: none"> <li>applicable laws and regulations in all countries where we operate</li> <li>Our controls program ensures all reporting requirements are published accurately and completely</li> <li>Foundever environmental policy and principles are based on ISO14001</li> </ul>	Short- to medium-term
Negative stakeholder feedback	Reputational risks if stakeholders (internal/ external) are not satisfied with climate transition plans	<ul style="list-style-type: none"> <li>Foundever climate transition plans are reviewed and approved at the highest levels in the company</li> <li>For this Sustainability report, Foundever have introduced an assurance process on our climate disclosures</li> </ul>	Short-term
Technological investment	Increased costs of replacement, repair and maintenance relating to IT/HVAC and other equipment due to increasing temperatures.	<ul style="list-style-type: none"> <li>Technological investments and refresh are a significant risk for Foundever scope 3 disclosures</li> <li>We have worked with our Procurement organization to ensure environmental factors are considered as part of the sourcing decisions</li> </ul>	Medium- to long-term
Market risks	Increasing and changing client requirements relating to climate change risks – this can include specific client contractual requirements and site-specific actions	<ul style="list-style-type: none"> <li>Continued investment in AI tools to support overall service offerings to our clients</li> <li>Increasing the focus on market insights between key stakeholders to ensure we are addressing client requirements especially around GHG emissions reductions</li> </ul>	Medium- to long-term

# GHG emissions

In today's corporate landscape, advancing sustainability is not merely a prudent business strategy — it has become an imperative driven by stakeholders across society, including individuals, communities and governments. Heightened awareness of the impacts of greenhouse gases has prompted progressive organizations to adopt comprehensive approaches to monitor, manage and mitigate their carbon footprint.

The foundational step in addressing global carbon emissions is precise measurement. Understanding the emission levels of individual enterprises, entire industries and broader economic sectors is essential. Such data provides regulators and stakeholders with the insights required to design effective climate policies and implement measures that reduce overall emissions.

Moreover, this process enables organizations such as Foundever to identify the operational practices that most significantly contribute to carbon output. Foundever applies the internationally recognized Greenhouse Gas Protocol (GHG Protocol), a standardized framework developed by the World Business Council for Sustainable Development (WBCSD), the World Resources Institute (WRI) and Science Based Targets initiative (SBTi). Under this framework, emissions are categorized into three scopes: Scope 1, Scope 2 and Scope 3.

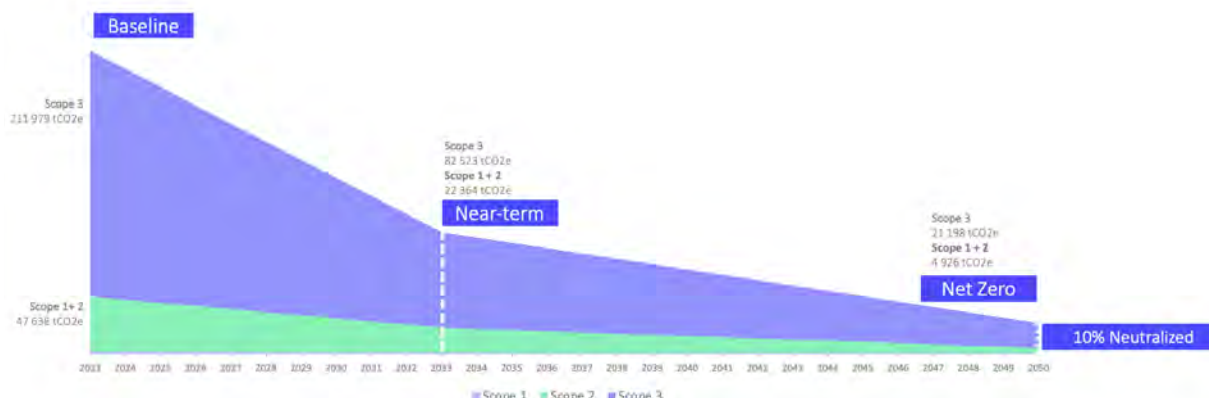


# Foundever decarbonization commitments

Our commitment extends to enhancing products and services to reduce their environmental footprint, thereby supporting clients and their customers in advancing toward sustainability objectives. Engagement with stakeholders remains a priority, as we work collectively to strengthen industry practices and align with the principles of the Paris Agreement. This plan is dynamic, continuously refined in response to market developments, technological innovation and evolving global regulation. While tactical adjustments may be required, our dedication to achieving net-zero emissions by 2050 is unwavering.

Science-Based Targets	Energy transition
Foundever commits to reduce absolute scope 1 and 2 GHG emissions 54.6% by 2033 from a 2023 base year; Foundever also commits to reduce scope 3 GHG emissions 61.1% per million EUR value added within the same timeframe	Foundever commits to achieve a minimum share of 50% renewable energy by 2033 from a 2023 base year
Our plan	
<ul style="list-style-type: none"> <li>Incorporate employee commuting into the company strategy</li> <li>Collaborate with key global suppliers to enhance the allocation of goods and services emissions and embed sustainable sourcing practices into the procurement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Switch sites energy consumption to renewable sources</li> <li>Certify sites electricity consumption through Energy Attribute Certificates (EACs)</li> <li>Jump-start decarbonization levers through energy strategic projects, improvement of technology or internal policies</li> </ul>

## Foundever transition plan



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

Foundever targets were validated by the SBTi in March 2025 for a near-term reduction; they are aligned with the scenario of limiting global warming to 1.5°C.

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

- Reduce absolute greenhouse gas (GHG) emissions by approximately 54.6% till 2033 for Foundever
- GHG reduction must be an absolute reduction not an intensity reduction for Scope 1 and 2
- Net zero by 2050 latest
- Net zero means at least 90% absolute reduction — a maximum of 10% removal offsets allowed — our planet is too small for higher offset share

## Carbon reduction initiatives

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

### Key focus topics

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



## Upcoming initiatives

The following are the Foundever initiatives that are planned to meet SBTi and near-term targets:

**Target reduction and year**

50% by 2033

**Category**

**Activity description**

Employee commuting

**Foundever’s Employee Commuting Initiative focuses on reducing environmental impact by improving data quality, raising internal awareness, expanding sustainable transportation options and embedding commuting considerations into company strategy.** The plan includes collecting accurate commuting data, running awareness campaigns to encourage greener choices, sourcing sustainable transportation vendors, and aligning commuting insights with operational and talent-sourcing decisions.

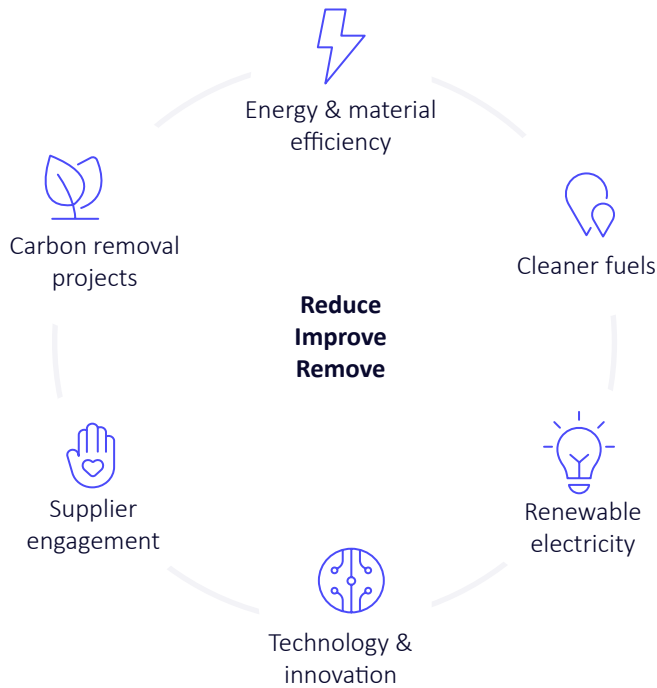
5% by 2033

Energy management Scope 1

**Foundever’s Scope 1 initiative focuses on strengthening emissions management by improving data accuracy, building internal capabilities and modernizing facility operations.** The program includes empowering facilities teams to better understand building capacities, measure energy use and develop country-specific energy management plans. It also establishes mission statements, learning pathways, and certification readiness (ISO 14001 & 50001), supported by third-party assurance. The initiative expands into clean energy market research — analyzing regulations, benchmarking industry practices, scouting new technologies and mapping operational emissions. Operational improvements include fuel switching, equipment upgrades, building management systems, leak detection and overall optimization. Additionally, the plan calls for a structured refresh strategy for landlord-controlled equipment to ensure alignment with sustainability goals.

Energy management Scope 2	<p><b>Foundever’s Scope 2 initiative focuses on improving energy efficiency, strengthening landlord relationships and transitioning to cleaner electricity sources across global operations.</b> The program empowers facilities teams to understand building capacities, measure energy use and develop country-specific energy management plans. It also builds internal capability through mission statements, learning pathways, and preparation for ISO 14001 and 50001 certifications, supported by third-party assurance, specific energy management plans.</p> <p>The initiative includes comprehensive clean energy market research — benchmarking utility providers, comparing costs, creating transition plans for countries able to adopt clean energy and engaging utilities in markets with limited options to improve emission factors.</p>	50% by 2033
Sustainable supply chain	<p><b>Foundever’s Scope 3 supply chain initiative focuses on improving emissions data accuracy, strengthening supplier engagement and embedding sustainable sourcing into company strategy.</b> The program aims to shift from spend-based to supplier-specific emissions reporting by partnering with procurement and sustainability teams and consolidating all available supplier GHG data, based to supplier specific emissions reporting by partnering with</p> <p>It also includes internal awareness efforts — educating leaders, improving sourcing decisions and running communication campaigns. Supplier management is strengthened through ESG-aligned KPIs, a three-year roadmap, CDP participation, training and increased communication. Finally, the initiative integrates sustainable sourcing into broader business strategy through market analysis, standardized processes and consistent contract language across operations and talent acquisition.</p>	50% by 2033
Energy consumption	Audit each operational location by creating an energy consumption mix to identify key initiatives and reduce consumption by market.	100% by 2028
All scopes	Improve the quality of our data to track and measure our emissions more efficiently for better precise data.	2027

## Levers to reach science-based targets



## Continuous feedback process

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

## Foundever Costa Rica, Happy Earth Day!

At Foundever, we measure our carbon footprint annually, and in 2025 we recorded 921.08 tons of CO<sub>2</sub>. But here comes the good news! **We have off set 935 tons of CO<sub>2</sub>** and become carbon neutral through a government project named "Programa País para la C-Neutralidad.

**Together, we are working for a greener and cleaner future.**



## E-waste Drop Box Initiative in the Philippines

Foundever launched an on-site e-waste drop box program across all its locations in the Philippines, reinforcing its commitment to environmental responsibility and sustainable workplace practices. The initiative began in July at the Pasig Technopoint site. site e waste drop box program across all its locations in the Philippines, reinforcing its commitment to environmental responsibility and sustainable workplace practices.

In partnership with HMR Envirocycle Philippines, a Department of Environment and Natural Resources (DENR) accredited e-waste recycler, the program provides employees with a convenient and responsible way to dispose of electronic waste such as mobile phones, laptops, tablets and batteries. All collected materials are processed in accordance with environmental regulations and industry best practices, supporting Foundever's science-based GHG reduction goals. accredited e waste recycler, the program provides employees with a convenient and responsible way to dispose of electronic waste such as mobile phones, laptops, tablets, and batteries. All collected materials are processed in accordance with environmental regulations and industry best practices, supporting Foundever's science based GHG reduction goals.

This initiative strengthens Foundever's broader sustainability agenda and reflects the company's ongoing commitment to reducing environmental impact while fostering a culture of responsibility and awareness across its workforce. It also complements Foundever's wider corporate social responsibility efforts and its dedication to creating positive change in the communities it serves.



## U.K. Advancing Scope 3 carbon emissions reduction

As part of our net zero commitment, our U.K. operations have made significant progress across 2025 in deepening our understanding of Scope 3 emissions, expanding reporting accuracy and implementing impactful reduction strategies. These efforts reinforce our dedication to sustainability, benefiting our associates, clients and global stakeholders.

### **Purchased goods and services**

We identified key areas where our purchasing decisions most affect our carbon footprint. By engaging more closely with direct suppliers and introducing supplier and contract-specific emissions data, we have improved the accuracy of our Scope 3 reporting. This approach has resulted in a measurable reduction of compared to relying solely on generic sector benchmarks.

### **Employee commuting**

#### *Refining our approach*

We enhanced our emissions calculation by leveraging more precise business data and streamlining survey participation for employees. As a result, survey participation increased tenfold, and our improved methodology led to a notable decrease of **48%** in reported Category 7 (commuting) emissions compared to our previous approach.

### **Promoting sustainable travel**

At our Glasgow site, we've been building a sustainable travel blueprint to share across our U.K. locations. Local workforce surveys provided valuable insights into commuting patterns and challenges, informing our support strategies. Our commitment to best practices was recognized through two local award schemes: Walk at Work and Cycle Friendly Employer.



# Emissions performance

The Foundever Global ESG Team develops an annual emissions calculation, which provides comprehensive information on the material topic: GHG Emissions, including greenhouse gas (GHG) emissions for the reporting period of January 1 to December 31, 2025. This calculation is shared with all stakeholders—shareholders, employees, vendors, clients, and strategic partners—ensuring transparency and accountability.

In addition, the Global ESG Team completes third-party assessments and reports, such as the Climate Change Questionnaire of the Carbon Disclosure Project (CDP) and EcoVadis evaluations, reinforcing Foundever’s commitment to external validation and continuous improvement.

To support accurate measurement and management, the Global ESG Team also maintains a robust Inventory Management framework. This framework outlines GHG management principles, scope, and boundaries in alignment with the GHG Protocol Corporate Standard and ISO 14064-1:2018, ensuring that Foundever’s emissions reporting is consistent, credible, and aligned with international best practices.

## Emission sources by scope based on the Foundever’s GHG Inventory

Scope	Emission sources – Relevant, included and calculated
Organization-wide scope 1 direct sources of GHG emissions:	<p><b>01. Stationary combustion</b></p> <ul style="list-style-type: none"> <li>• Consumption of diesel for backup generators</li> <li>• Consumption of LP gas for cooking equipment</li> <li>• Consumption of natural gas for heating equipment</li> </ul> <p><b>02. Mobile combustion</b></p> <ul style="list-style-type: none"> <li>• Consumption of diesel for vehicles</li> <li>• Consumption of gasoline for vehicles</li> </ul> <p><b>03. Fugitive emissions</b></p> <ul style="list-style-type: none"> <li>• Refilling of extinguishers</li> <li>• Refilling of refrigerant</li> </ul>
Organization-wide scope 2 indirect sources of GHG emissions:	<ul style="list-style-type: none"> <li>• Purchase of electricity</li> <li>• Purchased of heating</li> <li>• Purchased of cooling</li> </ul>
Organization-wide scope 3 indirect sources of GHG emissions:	<ul style="list-style-type: none"> <li>01. Purchased goods and services</li> <li>02. Capital goods</li> <li>03. Fuel and energy-related activities</li> <li>04. Upstream transportation and distribution</li> <li>05. Waste generated in operations</li> <li>06. Business travel</li> <li>07. Employee commuting</li> <li>13. Downstream leased assets</li> </ul>
Scope	Emission sources – Not relevant, not included and not calculated
Scope 3 indirect sources of GHG emissions:	<ul style="list-style-type: none"> <li>08. Upstream leased assets</li> <li>09. Downstream transportation and distribution</li> <li>10. Processing of sold products</li> <li>11. Use of sold products</li> <li>12. End of life treatment of sold products</li> <li>14. Franchises</li> <li>15. Investments</li> </ul>

## Absolute Emissions in Metric tons of CO2e

Scope / Category	2023	2024	2025	'25 vs '23	'25 vs '24
<b>Scope 1</b>	<b>1,623</b>	<b>2,526</b>	<b>2,499</b>	<b>54%</b>	<b>-3%</b>
1.1 Stationary combustion	783	1,364	1,133	45%	-17%
1.2 Mobile combustion	112	889	735	556%	-17%
1.3 Fugitive emissions	728	324	631	-13%	95%
<b>Scope 2 - Location-based</b>	<b>49,713</b>	<b>50,958</b>	<b>49,728</b>	<b>0%</b>	<b>-2%</b>
2.1 Electricity	49,363	50,567	49,597	0%	-2%
2.2 Solar energy	0	0	0		
2.3 Heating	168	344	93	-45%	-73%
2.4 Cooling	182	47	39	-79%	-17%
<b>Scope 2 - Market-based</b>	<b>47,638</b>	<b>48,872</b>	<b>49,014</b>	<b>3%</b>	<b>0%</b>
2.1 Electricity	47,292	48,464	48,860	3%	1%
2.2 Solar energy	0	0	0		
2.3 Heating	168	343	93	-45%	-73%
2.4 Cooling	178	65	61	-65%	-6%
<b>Scope 1 + Scope 2 Location-based</b>	<b>51,336</b>	<b>53,534</b>	<b>52,227</b>	<b>2%</b>	<b>-2%</b>
<b>Scope 1 + Scope 2 Market-based</b>	<b>49,261</b>	<b>51,448</b>	<b>51,513</b>	<b>5%</b>	<b>0%</b>
<b>Scope 3</b>	<b>216,113</b>	<b>208,656</b>	<b>197,063</b>	<b>-9%</b>	<b>-6%</b>
3.1 Purchased goods and services	39,642	41,824	33,819	-15%	-19%
3.13 Downstream leased assets	320	341	304	-5%	-11%
3.2 Capital Goods	5,882	7,957	6,997	19%	-12%
3.3 Fuel and energy-related activities	15,888	16,931	16,402	3%	-3%
3.4 Upstream transportation and distribution	4,384	3,460	279	-94%	-92%
3.5 Waste generated in operations	685	809	503	-27%	-38%
3.6 Business travel	2,287	2,305	1,916	-16%	-17%
3.7 Employee commuting	147,023	135,030	136,843	-7%	1%
<b>Total Scope 1 + 2 Location-based + 3</b>	<b>267,449</b>	<b>262,190</b>	<b>249,291</b>	<b>-7%</b>	<b>-5%</b>
<b>Total Scope 1 + 2 Market-based + 3</b>	<b>265,373</b>	<b>260,104</b>	<b>248,577</b>	<b>-6%</b>	<b>-4%</b>

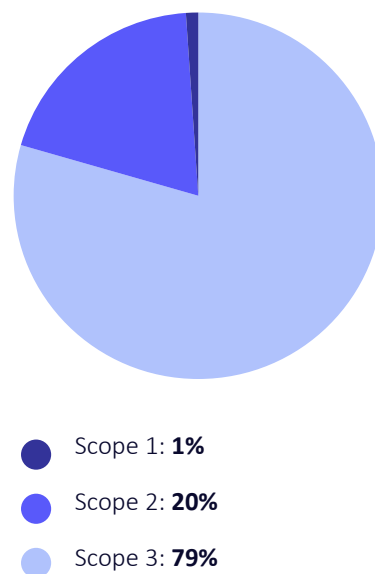
Foundever has made measurable progress in reducing its greenhouse gas (GHG) emissions over the past three years. Between the 2023 base year and the 2025 reporting year, total emissions decreased by 6%, from 265,373 MTCO<sub>2e</sub> to 248,577 MTCO<sub>2e</sub>. This downward trend continued year-over-year, with a further 4% reduction compared to 2024, signaling consistent improvement in emissions management.

The emissions profile in 2025 highlights the company's value chain as the primary driver of its footprint: Scope 3 emissions accounted for 79.2% of the total, while Scope 2 contributed 19.7% and Scope 1 just 1.1%. This distribution underscores the importance of supplier engagement and operational efficiency in achieving long-term climate goals.

- **Scope 1** emissions increased by 54% compared to the base year, a change largely attributable to improved data collection and the integration of new sources through the financial software reporting process. While Scope 1 remains relatively minor in the overall inventory, this increase has implications for SBTi goal #1, emphasizing the need for ongoing monitoring and refinement.
- **Scope 2** Market-based emissions increased by 3% compared to 2023, driven by the expansion of operations in Madagascar, Malaysia, and South Africa, as well as the addition of new buildings not present in the base year. Shifts in electricity emission factors also influenced results—some positively, but notably negatively in the Philippines, Foundever's largest operation, where higher emission factors impacted the overall Scope 2 footprint.
- **Scope 3** emissions decreased by 9% compared to the base year, reflecting the success of targeted initiatives. In 2025, Foundever worked closely with key suppliers to obtain more precise emissions factors for purchased goods and services, and optimized working days and hours in several countries to reduce commuting-related emissions. These actions demonstrate the company's ability to influence its broader value chain and achieve meaningful reductions.

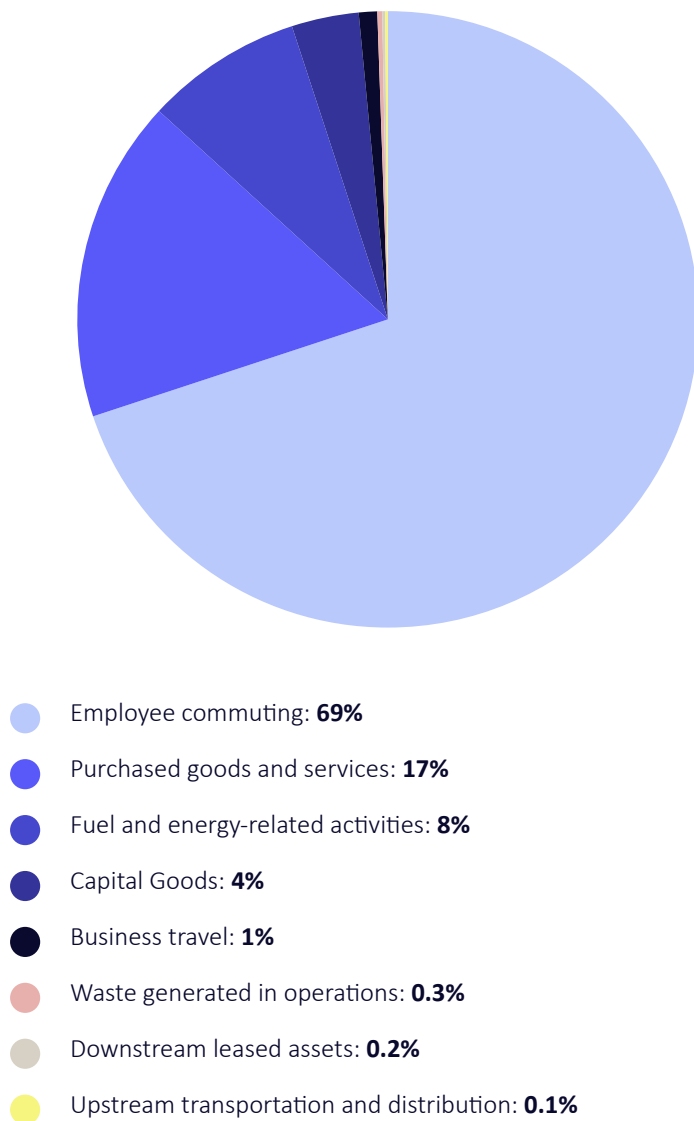
Taken together, these results illustrate both the challenges and opportunities of managing emissions across a global organization. While operational growth and improved data capture have led to increases in Scopes 1 and 2, the overall decline in total emissions—driven by Scope 3 reductions—shows that Foundever is moving in the right direction. The company's proactive engagement with suppliers and employees highlights its commitment to innovation and collaboration as key levers in its decarbonization journey.

**2025 emissions by scope in MTCO<sub>2e</sub>**



### Scope 3 relevant categories

In 2025, Foundever achieved a 9% reduction in Scope 3 absolute emissions compared to the base year. This improvement was driven by two key initiatives implemented during the reporting period. First, the company engaged with key suppliers to obtain more accurate emissions factors for purchased goods and services, strengthening the reliability of our second-biggest category. Second, Foundever optimized working days and hours in several key countries, reducing commuting-related emissions by improving employee schedules. Together, these actions demonstrate Foundever's commitment to addressing its largest emissions category and advancing meaningful progress across its value chain.





### **Employee commuting**

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



### **Good and services**

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



### **Fuel and energy related activities**

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



### **Capital goods**

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



## Energy performance

Foundever's operations rely on a diverse mix of energy sources to support its facilities and workforce. The primary sources of direct fuel consumption include:

- **Diesel fuel** is utilized for power generators, ensuring continuity of operations during outages or in locations with limited grid reliability.
- **Diesel and gasoline** consumed by the company's vehicle fleet, which supports both logistical and operational needs.
- **Natural gas** is employed for workplace heating, particularly in regions where colder climates necessitate consistent indoor temperature regulation.
- **Liquefied petroleum gas (LPG)** is used for on-site food preparation, providing employees with reliable access to meals across various facilities.

In addition to direct fuel use, Foundever purchases electricity across all facilities where it operates. In certain European countries, the company also procures distinct heating and cooling services, reflecting regional infrastructure and energy market practices. Furthermore, Foundever has invested in renewable energy generation, with solar plants located in Costa Rica, El Salvador, and Spain, reinforcing its commitment to sustainable energy initiatives.

During the reporting period, Foundever did not track consumption from nuclear energy sources. However, a structured plan has been established to begin estimating nuclear-related consumption in future reporting cycles. This will be achieved by analyzing the energy mix of countries and identifying the proportion of electricity generated from nuclear power. This initiative reflects the company's broader commitment to transparency, comprehensive energy accounting, and alignment with international sustainability standards

<b>Energy consumption and mix</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Fuel consumption from coal and coal products (MWh)	0	0	0
Fuel consumption from crude oil and petroleum products (MWh)	866	3,853	3,657
Fuel consumption from natural gas (MWh)	3,119	6,038	4,382
Fuel consumption from other fossil sources (MWh)*	298	278	312
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	99,076	97,461	96,345
<b>Total fossil energy consumption (MWh)</b>	<b>103,361</b>	<b>107,630</b>	<b>104,697</b>
<b>Share of fossil sources in total energy consumption (%)</b>	<b>87.8%</b>	<b>88.1%</b>	<b>88.0%</b>
Consumption from nuclear sources (MWh)	Not tracked	Not tracked	Not tracked
Share of consumption from nuclear sources in total energy consumption (%)	Not tracked	Not tracked	Not tracked
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, others) (MWh)	0	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	13,012	13,962	13,728
Consumption of self-generated non-fuel renewable energy (MWh)	1,411	645	581
<b>Total renewable energy consumption (MWh)</b>	<b>14,413</b>	<b>14,607</b>	<b>14,309</b>
<b>Share of renewable sources in total energy consumption (%)</b>	<b>12.2%</b>	<b>11.9%</b>	<b>12.0%</b>
<b>Total energy consumption (MWh)</b>	<b>117,783</b>	<b>122,237</b>	<b>119,006</b>

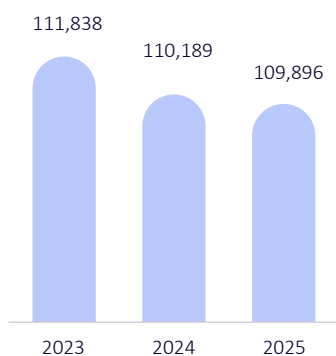
\* Other fossil sources: Liquefied petroleum gas

## Electricity at Foundever

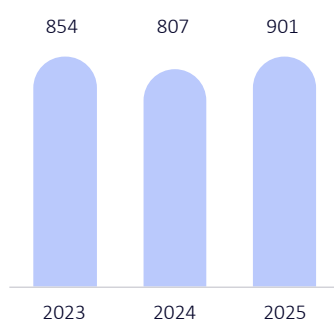
In 2025, Foundever’s electricity consumption mix demonstrated a continued reliance on non-renewable sources. Of the total electricity consumed, 87% of electricity consumption originated from non-renewable sources, underscoring the current predominance of conventional energy within the company’s overall energy mix. The remaining 12.5% of electricity was procured from renewable contracts, and an additional 0.5% was self-generated through on-site solar facilities.

To address this imbalance and align with international sustainability benchmarks, Foundever has developed a comprehensive **Energy Transition Plan**. This plan is fully aligned with the **Science Based Targets initiative (SBTi)** and establishes a clear trajectory to achieve a **minimum 50% share of renewable electricity by 2033**, using 2023 as the baseline year. The strategy involves systematically switching site-level energy contracts to renewable sources and expanding the purchase of **Energy Attribute Certificates (EACs)**. This structured approach demonstrates Foundever’s commitment to decarbonization and long-term climate responsibility.

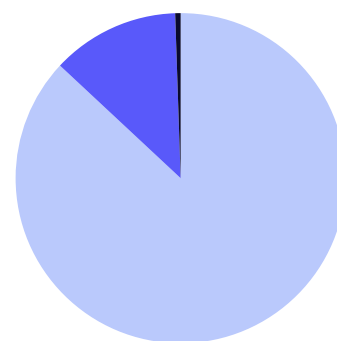
Electricity consumption (MWh)



Electricity consumption by FTE (kWh)



Electricity consumption by type (MWh)



Total electricity consumption at Foundever in 2025 amounted to **109,896 megawatt-hours (MWh)**. This represents a **0.3% reduction compared to 2024**, when consumption totaled **110,189 MWh**, reflecting incremental efficiency gains and operational adjustments.

However, despite the modest decline in overall consumption, the **electricity intensity factor increased in 2025 to 901 kilowatt-hours (kWh) per full-time equivalent (FTE)**, compared to **807 kWh per FTE in 2024**. This rise in intensity indicates that, relative to workforce size, electricity demand per employee grew year-over-year. The increase highlights the importance of not only reducing absolute consumption but also addressing efficiency at the per-capita level, ensuring that operational growth does not offset sustainability progress.

- Purchased non-renewable electricity **87%**
- Purchased renewable electricity: **12.5%**
- Solar energy self-consumption: **0.5%**



## Chapter 04

# Social

At Foundever, our business is built on people. As a global leader in customer experience, the strength of our organization depends on the wellbeing, engagement and development of the thousands of individuals who represent our brand every day. Our social commitments reflect this reality: we prioritize creating a safe, inclusive, and empowering environment where our people can thrive and where our communities benefit from our presence.

Our material social topics guide this work. We focus on employee experience and engagement, talent development, diversity, equity and inclusion, health and safety, and the protection of human rights across our operations and supply chain. We also recognize our responsibility to contribute positively to the communities in which we operate — supporting local economic opportunities, expanding access to digital skills, and fostering meaningful social impact through partnerships and volunteerism.

As we continue to evolve our business and expand our global footprint, we remain committed to transparency, accountability and continuous improvement. Our social initiatives are designed not only to support our people today, but to build a resilient, future-ready workforce that reflects our values and strengthens the trust of our clients and communities.

# 2025 Executive summary

Foundever continues to advance a people first culture grounded in employee engagement, inclusion, and workplace excellence. In 2025, we strengthened our social performance through measurable improvements in participation, recognition, and gender equality.

Employee engagement remained a key priority, reflected in an **84.1% eNPS** participation rate, demonstrating increased trust and alignment across the organization. Our commitment to workplace quality was further validated as **52%** of our workforce achieved Best Place to Work certification, representing a 10% increase over 2024.

We maintained strong gender equality performance, with continued progress in gender diversity across all staff levels at 53% and internal promotions at 51%, reinforcing our focus on equitable development and advancement.

Collectively, these outcomes underscore our commitment to fostering a safe, inclusive, and high performing work environment that supports our people and strengthens our long term organizational resilience.

Our people are the heart of Foundever, and their stories, talents, and aspirations shape who we are. The Social pillar reflects our commitment to creating an environment where every individual feels valued, supported and empowered to grow. When we invest in our people and uplift our communities, we strengthen the foundation of our business and create lasting impact far beyond our walls.



**Iñaki Cebollero**

Chief People Officer and  
Social Executive, Foundever

## Material topics

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

## Foundever commitments

- The voice of the employee target is a high participation rate of >80%

## Global Policies

- [Global Code of Conduct and Ethics](#)
- [Vendor Code of Conduct](#)
- [Human Rights Statement and Policy](#)
- [U.K. Modern Slavery Act Statement](#)
- U.K. Global Anti-Modern Slavery and Child Labor Policy
- [Global Health and Safety Statement](#)
- [Corporate Social Responsibility Policy](#)

## United Nations principles

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

## UN SDGs updates



**Live Well** initiatives include 72 sessions with 648 participants

**+13.000 Kg** the total amount of CO<sub>2</sub> (in kg) avoided emissions

**+59.5k employees participated** in the EverBetter challenges

EverBetter participants covered **~7,620 km**

**+14.600 members** are currently enrolled in EverBetter, with **11.5% of adoption and +16% of engagement**



**3,948** graduates in our academies



**53%** of women associates

**51%** of internal promotions were women

**76%** of our associates return to work after parental leave

# 2025 Accomplishments

## UN SDG 3: Good Health and Wellbeing

- MITRAB (Ministerio del Trabajo de Nicaragua) OHS Certification (Nicaragua)
- Completed a global health and safety risk assessment
- 2025 Comparable Best Perks and Benefits award
- 2025 Inspiring Workplaces Winner – Latin America, Inspiring Culture & Purpose and Inspiring Wellbeing
- 2025 Recognition for being a supportive company and for promoting blood donation among its employees by PAHO and the Ministry of Health of El Salvador
- Human rights policy update and campaign

## UN SDG 4: Quality Education

- First BPO & RBE in the Philippines to achieve the Certificate of Program Registration from [TESDA: Technical Education and Skills Development Authority](#) and to be recognized as a primary training provider under the Philippines government's new EBET Framework Act

## UN SDG 5: Gender Equality

- 2025 Inspiring Workplaces Winner – Asia, Inspiring Inclusion
- 2025 Comparably Best Company for Women
- 2025 Comparably Best Company for Diversity
- Business Inclusion and Equity Index Certification (El Salvador)
- 2025 Best Workplace for Woman by Hungarian Women's Career Development Association
- 2025 Business Inclusion and Equity Index Certification (El Salvador)

## UN SDG 8: Decent Work and Economic Growth

- Great places to work certifications (Brazil, Bulgaria, Germany, India, Morocco, Philippines, Portugal)
- 2025 Pro Tiger CX category (Poland)
- 2025 Comparably Best Work-Life Balance Award
- 2025 Comparably Best Company Career Growth
- 2025 Silver Stevie Award – Employer of the Year – Business & Professional Services
- 2025 Inspiring Workplaces Winner – Asia and Europe, Inspiring Employee Experience
- 2025 Fortress Cyber Security Award
- 2025 Best Place to Work award by The Business Intelligence Group
- 2025 WOW Workplaces
- 2025 AFNOR Social Responsibility Certification (France, Ivory Coast, Madagascar, Morocco, Senegal)
- 2025 Circle of Excellence Awardee for Sustainability Company of the Year by Asia CEO Awards

- 2025 Circle of Excellence Awardee for Service Excellence Company of the Year Asia CEO Awards
- 2025 Circle of Excellence Awardee for Top Employer of the Year Asia CEO Awards
- 2025 Top Workplaces in Asia by Asia Corporate Excellence & Sustainability Awards (ACES)
- 2025 Top Community Centric Companies in Asia by Asia Corporate Excellence & Sustainability Awards (ACES)
- 2025 Asia's Most Inspiring Executives by Asia Corporate Excellence & Sustainability Awards (ACES)
- 2025 Merit Award for Media Relations by The Philippine Quill Awards: IABC Philippines
- 2025 Merit Award for Corporate Social Responsibility by The Philippine Quill Awards: IABC Philippines
- 2025 Best Employers Asia-Pacific 2025 by Statistica and Financial Times Best Employers Asia-Pacific 2025

#### **UN SDG 10: Reduced Inequalities**

- 2025 Inspiring Workplaces Winner – Asia, Inspiring Inclusion
- 2025 Comparably Best Company for Women
- 2025 Comparably Best Company for Diversity
- 2025 AFNOR Social Responsibility Certification (France, Ivory Coast, Madagascar, Morocco, Senegal)

#### **UN SDG 16: Peace, Justice and Strong Institutions**

- 2025 AFNOR Social Responsibility Certification (France, Ivory Coast, Madagascar, Morocco, Senegal)
- ISO 27001 Certification (Brazil, Bulgaria, Canada, China, Colombia, Cyprus, Egypt, Finland, Germany, Greece, India, Ivory Coast, Mexico, Morocco, Philippines, Poland, Portugal, Senegal, South Africa, Spain, Sweden, U.K., U.S.)
- ISO 13485 Medical Devices Quality Management Systems (MDQMS) (U.K.)
- ISO 18295-1:2017 Customer Contact Centers (France)
- TISAX- Trusted Information Security Assessment Exchange (Bulgaria, Germany)

# Opportunities and action plans

## **People data governance and transparency**

Further optimize global People data standards and a single data model to enable consistent reporting and analytics, including the delivery of a standard Global People Snapshot. This strengthens workforce visibility, supports informed enterprise decision-making, and reinforces reliable, comparable, and transparent social disclosures for stakeholders.

## **People Operating Model to strengthen workforce governance and consistency**

Design and implement a global People Operating Model to reinforce workforce governance and support compliance with CSRD social requirements. The model will standardize Human Resources structures, roles, and decision rights across markets, increase automation and process reliability, and enable scalable delivery through central hubs. This approach improves consistent application of people policies, strengthens internal controls and accountability, reduces operational and compliance risks, and supports cultural cohesion across a diverse, global workforce.

## **Job architecture to promote clarity and equity**

Define and implement a strategic global job architecture that provides clear role definitions, career paths, and progression frameworks. This initiative supports internal equity, transparency, and consistent access to development and reward frameworks across regions.

## **Upskilling and capability building for the future**

Accelerate workforce upskilling to support Foundever's operational and technological transformation, with a strong focus on AI enablement for roles impacted by digitalization. This strengthens long-term employability, supports transition as roles evolve, and mitigates social risks related to skills obsolescence. A global assessment of capabilities in critical positions will guide targeted hiring, reskilling, and development actions to sustain business continuity and workforce resilience.

## **Internal mobility, employee experience, and inclusive growth**

Increase internal mobility by prioritizing internal candidates for open roles, supporting career continuity, knowledge retention, and engagement. In parallel, elevate employee experience across all regions and strengthen leadership capability, contributing to wellbeing, inclusion, and continued recognition as a Great Place to Work in key markets.

# Foundever associates

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

## Our associate structure

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

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

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

Year	Global headcount
2025	125,660
2024	136,569
2023	148,732

Year	Associates by contract		Associates by working hours		Associates by modality	
	Permanent	Temporary	Full-time	Part-time	Hybrid/ at home	Temporary
2025	97%	3%	94%	6%	39%	61%
2024	95%	5%	87%	13%	38%	62%
2023	92%	8%	90%	10%	42%	58%

## Collective bargaining coverage and social dialogue

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

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

### Attrition by reason

Year	Voluntary	In-voluntary
2025	78%	22%
2024	73%	27%
2023	77%	23%

14.5% of our workforce is covered under collective bargaining and social dialogue agreements.

# Voice of the employee

## MAX Annual Survey

The MAX Annual Survey is our global listening moment and a core element of how we understand and improve the experience of our people. Each year, all associates with at least four weeks of service are invited to participate in a voluntary survey that remains open for three weeks. The survey provides a consistent and comparable view of our progress as an employer and a clear signal of where we need to focus.

## What the survey enables

### **Activating employee voice.**

Associates are the experts in their own experience. The MAX Annual Survey gives every voice space to be heard and ensures that local and global decisions are informed by real insights.

### **Measuring engagement.**

We track employee net promoter score (eNPS) to understand how advocacy and engagement are evolving over time. This allows us to assess the impact of our employee experience strategy, identify areas where support is needed, and understand how external and internal changes influence sentiment.

### **Driving continuous improvement.**

The survey gives leaders and teams detailed insights into the lived experience of employees. These insights help country and global teams identify the right priorities and build targeted action plans that address grounded needs while supporting our overall objectives and priorities.

### **Strengthening internal benchmarks.**

The survey helps us understand differences across locations, job types and teams. This enables us to learn from high-performing environments and identify structural or systemic issues that may require intervention.



## What success requires

### **High participation.**

A participation rate of at least 80% ensures the results reflect the majority view and reinforces the trust employees place in the process. Participation is voluntary and no employee is pressured to complete the survey.

### **Clear communication.**

We maintain a communication plan before, during, and after the survey so employees understand the purpose of the survey, how their data is protected and how their feedback guides decision-making.

### **Robust and transparent action planning.**

The survey initiates a year-long cycle focused on visible action. Teams at country, client and corporate levels identify a number of high-impact commitments. Supervisors (i.e., anyone who manages a team) also define one team action to reinforce local ownership. Monthly progress updates and a public leaderboard create transparency and strengthen accountability.

## Review

The review of survey results is a structured and transparent part of our listening and accountability cycle. Once the MAX Annual Survey closes, leaders receive access to a set of integrated tools that include a global results dashboard, a supervisor dashboard, on-demand AI-generated insight decks and contextual insights collected through the supervisor automation process. This additional layer of supervisor input provides on-the-ground explanations for team-level results and strengthens the interpretation of quantitative data. These resources allow teams to understand not only what associates are saying but also why patterns are emerging.

Leaders are expected to review their results promptly, identify the themes most relevant for their teams, and discuss them collectively. The emphasis is on understanding structural drivers of engagement using both quantitative data and qualitative insights. This review phase provides the foundation for targeted, meaningful action.

## Action

Action planning has been redesigned to make the feedback loop more visible and to help employees see the impact of their contributions. Leaders at country, client, and corporate levels identify up to three clear, feasible actions that respond directly to the survey insights. Supervisors commit to one focused team action to reinforce ownership at every level of the organization.

A core feature of the process is the accountability loop. Actions are published on our internal communications platform company intranet, where a public leaderboard displays which teams have shared their commitments and which teams provide regular monthly updates. This transparency signals that employee feedback leads to real change.

Throughout the year, leaders communicate progress, explain why specific actions matter, and demonstrate how they connect to employee feedback. This consistent visibility helps maintain momentum and strengthens trust.

Voice of employee survey



An excellent global eNPS of **48.1%** in 2025

**84.1%** participation

## MAX Pulse

MAX Pulse is a core component of our global Voice of the Employee (VOE) framework. It provides frequent, lightweight opportunities for associates to share how they feel in real time, giving leaders an early view of emerging sentiment and enabling faster, more responsive action. This continuous signal is especially valuable in remote and hybrid environments, where informal check-ins are less frequent and changes in wellbeing may be harder to observe.

MAX Pulse strengthens our listening ecosystem by complementing the structured insights from the MAX Annual Survey with day-to-day feedback. It helps leaders anticipate concerns, understand the moments that matter and address issues before they escalate.



**70.9%**  
168.0K



**15.9%**  
37.7K



**13.1%**  
31.1K

## Communication and feedback loop

Associates participate in the Pulse when they know their feedback is seen, valued and used. Leaders are expected to acknowledge insights, respond to emerging themes and share progress with their teams.

At a minimum, monthly communication to the workforce should include:

- An overview of the sentiment for the previous month
- The volume and themes of comments received
- Examples of actions taken in response, while protecting confidentiality
- Recognition of positive experiences highlighted through MAX Pulse

This rhythm reinforces transparency and shows that continuous listening leads to continuous improvement.

## AI-enhanced trigger framework

To strengthen the connection between listening and acting, MAX Pulse is supported by an AI-driven trigger framework. The system analyzes daily feedback and categorizes comments by severity, prompting timely action when needed.

High-severity feedback triggers immediate alerts to vetted HR and operational leaders, enabling rapid intervention. Medium- and low-severity signals are routed for review within defined timeframes, ensuring that no meaningful feedback is overlooked.

The framework is intentionally lightweight for leaders. It provides clear, prioritized notifications without adding administrative burden. Its self-learning loop allows leaders to correct mis-tagged comments, improving accuracy over time and adapting the model to local context.

By integrating AI with MAX Pulse, we are able to respond more quickly, strengthen psychological safety and demonstrate that every voice matters. This system supports our broader commitment to a transparent, responsive and accountable employee listening culture.

## AI-enhanced feedback analysis

To deepen the insight generated from MAX Pulse, we also use AI-enhanced feedback analysis. This capability organizes Pulse comments into clear primary and secondary themes and identifies emotional patterns across feedback. It gives leaders a structured view of what associates are saying and how they are feeling, without requiring them to review large volumes of comments manually.

The analysis is updated weekly and made available in the MAX Pulse dashboard, enabling leaders to spot trends, understand shifts in sentiment, and prioritize areas of focus. This high-level thematic view strengthens decision-making by highlighting opportunities, risks, and moments where local action or communication may be needed.

Together, the AI-enhanced trigger framework and feedback analysis transform MAX Pulse into a proactive listening tool that not only captures sentiment but guides timely, focused action across the organization.

## MAX Missions

MAX Missions is the co-creation arm of our Voice of the Employee framework. It moves feedback into participation by enabling associates to help design solutions that improve the workplace and customer experience. While the MAX Annual Survey and MAX Pulse capture insights, MAX Missions gives employees the opportunity to shape what happens next.

Through missions, associates can join workshops, user tests, or idea-generation activities focused on improving processes, products and experiences. Participation is open and accessible, encouraging contributions from employees across roles, locations and backgrounds.

## Benefits for employees

MAX Missions allows employees to:

- Influence improvements that directly affect their work and environment.
- Connect with colleagues across regions and functions.
- Build skills in collaboration, problem-solving, and innovation.
- Gain recognition as MAX Insiders, a global community of active contributors.

This approach reinforces the principle that the best solutions are created with the people who use them, strengthening ownership and engagement.

## Benefits for the organization

MAX Missions supports organizational performance by:

- Accelerating innovation through diverse, collective input.
- Ensuring that new solutions reflect real employee and customer needs.
- Enhancing engagement and retention through meaningful involvement.
- Scaling ideas and feedback efficiently across large, distributed teams.
- Embedding a culture of transparency, collaboration and continuous improvement.

## Role within the Voice of the Employee framework

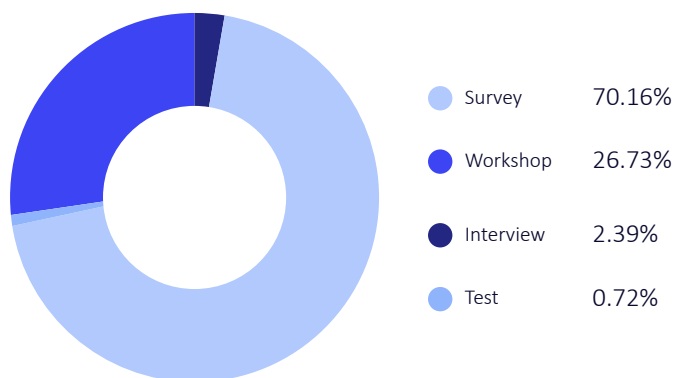
MAX Missions complements the MAX Annual Survey and MAX Pulse insights by turning listening into action. It shifts employees from contributors of feedback to co-creators of change, strengthening trust and embedding continuous improvement into everyday operations.

### MAX Missions in 2025

- 594 MAX Missions published
- March saw the highest number of MAX Missions
- Surveys were the most popular MAX Mission, followed by workshops

#### Mission type

Mission 594



# The story of the Romanian Caravan Initiative

The Romanian Caravan began with a simple but powerful insight: our people miss each other. When MAX feedback revealed that 85% of our associates work from home and longed for more connection with their teammates, the message was unmistakable. They wanted community. They wanted moments together. They wanted to feel the culture again — not through screens, but in person.

Organizing large events across the country has always been difficult. Distances, schedules and logistics made it nearly impossible to bring everyone to one place. So, the leadership team flipped the idea on its head.

## **If our associates couldn't come to us... why not go to them?**

And that's how the Foundever Romanian Caravan was born.

## **Packing up and hitting the road**

Members of the leadership team loaded up a rented van with materials, activities, and a lot of enthusiasm. Their destination: Oradea and Braşov — two cities with strong communities of work-at-home associates who rarely had the chance to meet each other face-to-face. at home associates who rarely had the chance to meet each other face to face.

The goals were simple:

- Bring the Foundever culture directly to local communities.
- Reconnect with associates who work from home.
- Create meaningful moments outside of work.
- Encourage two-way communication and open dialogue. way communication and open dialogue

## **What happened on the road**

Each stop of the caravan was structured around three pillars:

### **1. Highlights and business insights**

Associates had the chance to hear updates, understand the direction of the business, and — for many — meet members of the local leadership team for the very first time.

### **2. Activities that sparked participation**

The team designed fun, engaging activities to help people interact, laugh and rediscover the joy of being together. These weren't just icebreakers — they were moments of genuine connection

### **3. Open conversations and real feedback**

The caravan created a safe space for associates to ask questions, share ideas and talk about what matters to them. The feedback was overwhelmingly positive. Many associates said they felt heard, valued and energized.

Some even asked, indirectly but enthusiastically: **“So... when are we doing this again?”**

## Impact

Across the two cities, 80 to 90 people participated. The atmosphere was warm, curious and full of appreciation. For many, it was the first time they had ever met their colleagues in person. For others, it was a reminder of the culture they joined years ago.

The caravan didn't just bring people together — it brought the Foundever spirit back into local communities.

## Looking ahead: 2025 and beyond

The success of the first caravan made the next step obvious.

### In 2025, we're returning to two more cities.

And the vision doesn't stop there.

**We aim to continue the caravan in 2026**, expanding its reach and deepening its impact. The mission remains the same:

- Strengthen local communities.
- Reconnect with work-at-home associates. at home associates
- Bring culture, energy and belonging directly to the people.
- Create shared experiences outside of work.

Because community isn't a place — it's a feeling. And the caravan is helping us rebuild that feeling, one city at a time.



# Social protection

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

## Supporting sustainable choices through employee benefits

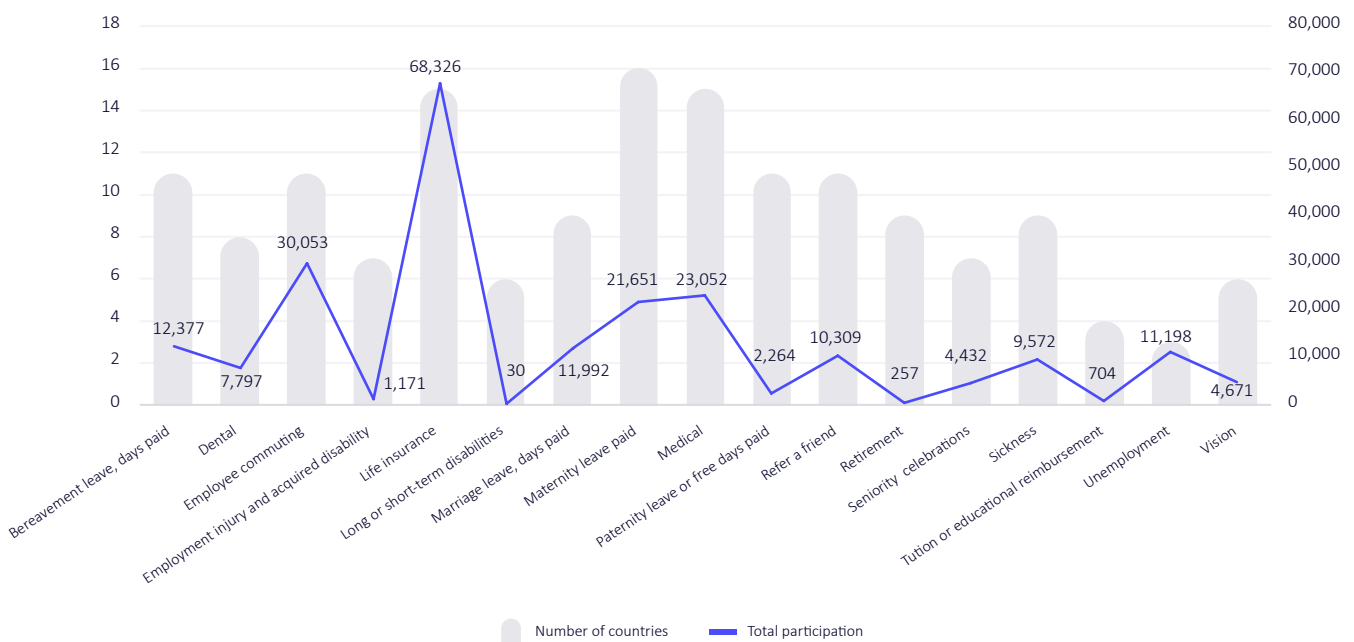
We introduced two new benefits for U.K. associates: our cycle to work and electric car salary sacrifice schemes. These initiatives help us make low-carbon commuting more accessible and affordable, and encourage active travel, which promotes physical and mental wellbeing.

Our ongoing efforts throughout 2025 reflect our drive to create positive environmental impact and foster a culture of sustainability across all U.K. operations.

## Associate benefits and compensation

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

### Social protection



# Diversity

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

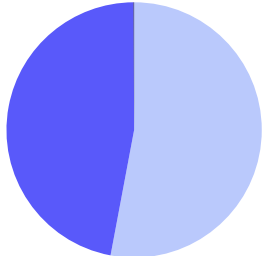
### Headcount diversity

Region	Women	Men	Other	Total	<30	30-50	>50
EMEA	54%	46%	0.2%	100%	41%	47%	12%
US	52%	48%	0%	100%	61%	35%	5%
<b>Total</b>	<b>53%</b>	<b>47%</b>	<b>0%</b>	<b>100%</b>	<b>54%</b>	<b>39%</b>	<b>7%</b>

## Inclusion Statement Diversity, Equity and Human Rights and Foundever®

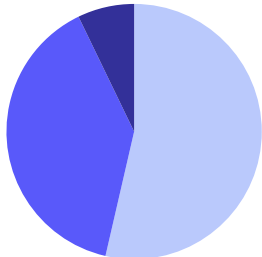
Foundever celebrates local culture and takes pride in treating everyone with dignity and respect. Our collective experiences are greater than our individual differences. Foundever values innovation, inclusivity, equity and respect, celebrate associate achievements and facilitates communication and connection.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

### Headcount by gender



- Women: **53%**
- Men: **47%**

### Headcount by age group



- <30 years: **54%**
- 30-50 years: **39%**
- >50 years: **7%**



### Rights

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



### Safe

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



### Respect

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

## Leadership at Foundever

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

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

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

Year	Women	Men
2025	45%	55%
2024	51%	45%
2023	54%	46%



## Employee resource groups

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

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

Employee Resource Group	Total enrolled participants	Total events, workshops and/or trainings
Women at Foundever	9,804	9
Pride at Foundever	5,106	16
Disability at Foundever	4,659	3

# Inclusion: Persons with disabilities

True transformation can only come when we recognize disability inclusion as fundamental to business success, not an optional add-on.

The World Economic Forum recently stated that:

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

Many markets within Foundever have established Employee Resource Groups (ERGs), which are voluntary, associate-led groups of people who share a certain characteristic (gender, race, veteran status, ethnicity, sexual orientation, etc.), life experience or passion.

By having ERGs, we aim to foster a diverse, inclusive workplace aligned with our values to create a sense of belonging for all our associates.

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

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

## Disability by gender\*

Year	Women	Men
2025	42%	58%
2024	33%	63%

## Disability by age\*

Age	2024	2025
18 to 20 yrs	<b>0%</b>	<b>3%</b>
21 to 30 yrs	<b>12%</b>	<b>38%</b>
31 to 40 yrs	<b>25%</b>	<b>13%</b>
41 to 50 yrs	<b>26%</b>	<b>17%</b>
51+ yrs	<b>37%</b>	<b>28%</b>

# Training and skills development metrics

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

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

## Talent development

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

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

We inspire and support our people's growth through continuous mentorship and talent development. With a focus on the personal and professional development of our employees, we offer mentorship opportunities that make work meaningful for each person, bringing out best efforts and long-term growth with the company. We develop our associates for personal and professional growth, performing over an average of 1,529 classes each month throughout the organization.

85%

Typical training min pass mark

45K+

courses available for all employee's

5

Key learning platforms

6,906

Average training hours per month for men

18,547

Average training hours per month for women

48K

Trained associates last 6 months



## Performance appraisals

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

Year	Average women Continuous Performance Management*	Average men Continuous Performance Management*
2025	3.13	3.13

Foundever has introduced a revised Continuous Performance Management (CPM) rating scale designed to consistently evaluate performance impact. The scale comprises the following five levels: 1 – Not Enough Impact; 2 – Moderate Impact; 3 – Good Impact; 4 – Outstanding Impact; and 5 – Transformative Impact.

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

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

## Internal promotions

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

Year	Women	Men
2025	51%	49%
2024	46%	54%
2023	46%	54%

## Let's talk about growth

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

- 1 Developing hard skills to further develop a career, from technology and systems to time management and role-specific training
- 2 Developing soft skills to grow relationships with colleagues, customers and clients, from empathy training to building confidence through training programs
- 3 Creating environments for our team to bring their whole selves to work, building communities to create networks and grow relationships
- 4 Deploying process-driven, global approaches to encourage career growth and development through our Talent+ programs

4,139

Average training hours per month for men

49%

Percentage of hours developed for men

4,389

Average training hours per month for women

51%

Percentage of hours developed for women

76,8279

Total development hours provided to operations

## Development programs that promote continued growth

### Talent+

Each associate has a development plan in place. Each development plan will enable them to reach their potential at Foundever.

Enhancing our team's skills improves operational efficiency, boosts retention and builds strong talent pools — driving growth for both our people and Foundever.

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

#### Phase 1

Developing a foundation



#### Phase 2

Expanding capability



#### Phase 3

Maximizing potential

# Preparing the business for AI

In 2025, Foundever strengthened its commitment to building an inclusive, future-ready workforce by expanding AI enablement across the organization. The focus was to ensure all associates, regardless of role or location, had opportunities to understand, use, and benefit from AI in ways that support their daily work and long-term development. Four major initiatives anchored this effort, each designed to lower barriers, build confidence and embed AI into everyday tasks.

## AI Week 2025

AI Week 2025 was a global learning moment designed to reset mindsets and accelerate adoption at scale. The week invited all associates to imagine a smarter way of working and marked a clear cultural shift in how AI is perceived across the organization. Through a keynote, a 24-hour Global Jam, live demos, and AI competitions, associates explored practical applications of AI and experienced its relevance to their roles.

More than 14,000 people attended webinars, more than 8,000 associates used tools from EverSuite, our AI product suite at Foundever. We logged over 210,000 interactions with the activities. It was clear from our social media and internal communication channels that employees appreciated the event.

Post-week analysis showed measurable shifts in attitudes and behavior. Enthusiasm toward AI increased, hesitancy decreased and more employees reported active or frequent use of generative AI tools. Confidence also rose: “somewhat confident” increased from 29% to 35% , while lower-confidence responses declined.

These outcomes confirm AI Week’s role as a catalyst for adoption, helping employees see AI as a practical, human-centred tool designed to enhance their work.



We logged over 210,000 interactions with the activities

## AI Ambassadors

To sustain momentum beyond AI Week, Foundever launched the AI Ambassador community, a frontline-driven network of AI ambassadors. These ambassadors create a direct connection between the AI team and operations, providing real-time feedback, supporting local adoption, and helping refine our AI tools. Early cohorts have already influenced improvements to some of our AI products. This community model ensures AI enablement is grounded in practical experience and adapted to the realities of frontline work.

More than 400 associates applied to become AI ambassadors in 2025, underscoring the momentum AI Week generated and laying the foundation for continued expansion of the community in the years ahead.

## Everyday AI skills

To embed AI into everyday work, Foundever rolled out practical, easy-to-use learning content on its internal communications platform, strengthening associates' AI skills across the organization. Topics ranged from smart technology use at home to digital safety and practical skill-building. The objective was to make AI approachable and relevant, reducing uncertainty and helping employees develop the confidence needed to use AI tools effectively.

## EverSuite enablement

Foundever also expanded enablement around its AI product suite, EverSuite. Through end-to-end learning content including landing pages, how-to guides, playbooks, case studies, and best-practice resources, employees received consistent, trusted guidance on how to get the most from our home-grown CX tools. In 2025, EverSuite content on our internal communications platform continued to grow, reaching tens of thousands of unique viewers across regions. This helped build familiarity and reinforced the importance of AI skills, particularly in regions where post-AI Week feedback survey results indicated lower confidence.

## Impact within the Voice of the Employee framework

AI enablement forms a key part of Foundever's commitment to equipping employees with the skills they need to thrive in a changing environment. By combining large-scale events, peer-led communities, practical learning content, and structured guidance for AI tools, Foundever is creating an ecosystem where associates can learn, experiment and grow. This approach supports capability-building, increases engagement with technology and strengthens the organization's readiness for the future of work.

In 2025, we launched 10 AI courses — from our AI for Everyone course to the operational and sales training for EverSuite. When it comes to AI for Everyone, we launched the core module in October, and the completion data for 2025 is 62.91%.





## Employability and community development

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



### Learning academies

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



### Tuition support

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



### Language proficiency

We train hundreds of participants in nonnative languages to support future employment in the CX sector in the following countries: Brazil, Costa Rica, El Salvador, Egypt, Nicaragua and the Philippines.  
2025 enrolled: 5,061  
2025 graduated: 3,948  
2025 hired: 27%



### University and community partnerships

Activities and events done in partnership with government agencies and universities to promote awareness of Foundever.  
50\* active partners  
219 events  
2,000 generated applications



# Health and safety

Foundever is committed to maintaining a safe, healthy, and supportive workplace for all employees and stakeholders. We work to eliminate or effectively control significant risks across our operations and to foster a strong health and safety culture globally. This includes developing and implementing robust procedures, safe working practices, and ensuring that all employees receive the information, training and supervision necessary to protect their wellbeing.

We expect everyone acting on behalf of Foundever — including directors, employees, contractors, interns, consultants and supply-chain partners — to uphold safe working methods and maintain environments that meet our health and safety standards. Management views workplace safety as an essential component of operational excellence. chain partners—to uphold safe working methods and maintain environments that meet our health and safety standards. Management views workplace safety as an essential component of operational excellence.

We also recognize that wellbeing extends beyond physical safety. Foundever continues to promote mental health, wellness, and worklife balance, consistent with the principles outlined in our Global Code of Conduct and Ethics. The health and safety of our employees, contractors, suppliers, and the public remain a top priority, and we comply with all applicable laws and regulations to minimize work-related risks. life balance, consistent with the principles outlined in our Global Code of Conduct and Ethics. The health and safety of our employees, contractors, suppliers, and the public remain a top priority, and we comply with all applicable laws and regulations to minimize work related risks.

## Global risk assessment

In 2025, Foundever conducted a comprehensive health and safety risk review across the organization to identify key areas requiring ongoing attention. This assessment reinforces our commitment to continuously improving the safety and wellbeing of our global workforce.

Key areas of focus arising from this risk assessment include:

- Addressing health and safety risks relating to office, hybrid and work-at-home employees
- Ensuring actions to address health and safety risks relating to mental and psychological wellbeing
- Ensuring strict compliance with country health and safety regulations
- Inclusion of employee health and safety wellbeing as part of site disaster recovery planning processes

## Future roadmap

Foundever is committed to engaging with key stakeholders and to working proactively, both within and outside our industry, to collectively focus on health and safety issues.

We will devise and monitor key performance indicators (KPIs) indicated above to:

- Reduce the risk of health and safety issues
- Increase awareness to all stakeholders (clients, associates, supply chain, communities and shareholders)
- Adopt and continuously improve practices that reduce or prevent violations occurring

We expect to take the following actions in the coming years:

- Develop a standard RASCI model to deploy across all locations
- Continue to identify and map priority risk activities and locations
- Improve the global training module and associated KPI, targeting associates in roles that have decision-making authority on procurement and people strategies and processes
- Drive engagement in information-sharing and awareness-raising for suppliers
- Continue monitoring and reporting on environmental-related reports through our EthicsPoint process

## OHS management system

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

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

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

## Hazard identification, risk assessment and incident investigation

Hazard identification processes	Risk assessment	Incident investigation
<ol style="list-style-type: none"><li>1. OHS committees to implement procedures</li><li>2. Country local hazard identification assessment</li><li>3. Global Wellness Survey</li></ol>	<ol style="list-style-type: none"><li>4. Foundever assesses the hazards identified through some criteria, such as probability consequence, exposure to the hazard and internal control</li></ol>	<ol style="list-style-type: none"><li>5. Investigation of work- related incidents</li><li>6. Implementation of corrective actions</li></ol>

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

## Local occupational health and safety committees

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

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

Authority of the local occupational health and safety committee:

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

## Training on occupational health and safety

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

## Work-related injuries and ill health

### Work-related injuries

Year	Number of work-related injuries
2025	631
2024	502

## Rate of recordable work-related injuries

**In 2025, the rate of recordable work-related injuries was 5.4 by million hours worked.**

Year	Number of work-related injuries	Number of hours worked	Rate of recordable work-related injuries by million hours worked
2025	631	115,665,454	5.4
2024	505	95,556,850	5.2

\*In 2025, Foundever increased the number of countries reporting cases and these figures include only countries that had injuries from 2024 to 2025.

## Occupational health services

Countries where Foundever operates have some occupational health services:

### **On-site medical services**

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

### **Emergency brigade**

More than 200+ associates are members of our voluntary emergency brigade. They help with first aid, fire emergencies, evacuation, and simulations, and help OHS committees identify and eliminate hazards and minimize work-related risks.

### **On-site health promotion**

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



# Health and wellbeing



## Wellbeing at the heart of our culture

### EverBetter by Foundever®

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

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

+12K

members in our wellbeing program.

### Move well | Eat Well | Live Well | Do Well

## EverBetter Summary 2025

This year, we embraced a truly holistic approach to health and well-being. Through sports challenges, meditation sessions, psychological support roundtables, and an engaged digital community powered by the United Heroes app, we actively connected our teams around healthier habits. By encouraging our people to be #EverBetter, we promoted simple, achievable changes that empower healthier choices and support a happier body and mind—driving meaningful engagement and sustainable well-being across our organization.

### Physical and mental wellbeing

[Weekly and monthly challenges](#) via the United Heroes app

[+59.5k employees participated in the challenges Foundever Races](#), engaged 2,702 participants Together, they covered ~7,620 km, reinforcing wellbeing, teamwork, and engagement across regions. Live Well initiatives 72 sessions with 648 participants

[Webinar with external presenters:](#)

On the Power of Sensitivity with Jonathan (+300 attendees) The Power of Self-care in Men's Daily Lives with Sofia Rabelo (+100 attendees)

### **Adoption and engagement**

+14.600 members are currently enrolled in EverBetter with a 11.5% of adoption and +16% of engagement.

### **Environment**

+13.000 Kg: The total amount of CO<sub>2</sub> (in kg) avoided, calculated by summing co2\_kg\_avoided from the EverBetter dataset- More than ~5.7M KM covered by the participants.

### **Communication & insight**

- 51 wellbeing articles published on EverConnect during 2025
- 17.235 unique views of the articles with more than +9.8K comments
- 76% promoters in the new question on MAS related to wellbeing

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

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

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

EverBetter by Foundever® #EverBetter is a global digital community, where we encourage our people to make #OneSmallChange through simple and achievable changes, so they invest in their health and wellness and can make healthier choices, have a happier body and mind. Our global wellness platform, United Heroes, offers our associates opportunities to live the Foundever® values by entering challenges that encourage them to take small steps towards better health and wellbeing.

# El Salvador initiatives

**Engagement: 24.46%**

**Adoption: 23.42%**

## Lowlights:

Engagement metrics were impacted due to the lack of connect points rewards for club activities this month.

Issues with the United Heroes app log-in process contributed to negative impacts on November metrics.



### Hiking & Family Club

On Sunday, November 30th, 2025, a group of 32 people went to La Nariz del Diablo in San Miguel. The tour started at midnight in order to see the sunrise at 6:00 a.m.



### Volunteering Club

9 volunteers joined us to bathe 30 dogs from Échame una pata. They also donated cleaning supplies for the shelter.



### Movie Club

The Movies Club enjoyed the screening of V de Vendetta, bringing together 5 associates on-site.



### Running Club

We held two running sessions with the participation of 7 associates.



### Our annual fundraising campaign

We successfully raised approximately \$3,400 during our fundraising campaign. More than 200 associates joined the campaign by purchasing a ticket for the raffle or our official t-shirt. This amount will finance prevention tests for women in vulnerable conditions.

The Thanksgiving activity drew over 30 associates who expressed appreciation for the year-round events hosted by our clubs..



# Work-life balance

Foundever, as an organization, encourages a healthy work-life balance for its employees. Implementing family-related leave in a gender-equitable context offers several benefits, resulting in a more engaged workforce and a competitive advantage in attracting, recruiting and retaining talent.

Bringing in top talent and building loyal teams can positively impact family health and wellbeing, particularly in terms of maternal health and overall financial stability. Employees who feel they are making a positive contribution to society are essential to fostering an inclusive and equitable work culture.

## Associates who were entitled and took parental leave

Year	Women	Men	Total
2025	2,674	946	3,620
2024	1,482	1,091	2,573
2023	2,553	1,222	3,775

## Associated who returned and still working after parental leave

Year	Women	Men	Total
2025	1,881	881	2,672
2024	1,094	1,000	2,094
2023	1,787	1,067	2,854

## Returning and retention rate after parental leave

Year	Women	Men	Total
2025	68%	32%	76%
2024	74%	92%	81%
2023	73%	89%	78%

# Human rights (own workforce)

Foundever is committed to respect and support internationally recognized human rights standards understood as:

- The International Bill of Human Rights (comprising the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights)

The International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and its eight Core Labor Standards and is committed to avoid complicity in human rights abuse.

We avoid infringing on the human rights of others and we address these impacts where they occur, as set out in the United Nations Guiding Principles on Business and Human Rights and the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises.

Foundever is a participant of the United Nations Global Compact (the "UNGC") and has committed to comply with the UNGC's Ten Principles on Human Rights, labor practices, environment and anti-corruption.

These commitments apply throughout our operations and business activities everywhere in the world.

In doing so, we aim to implement policies and processes that respect applicable laws in the countries in which we operate. The Human Rights Policy applies to any persons acting on behalf of Foundever, including all directors, officers, associates and interns of Foundever and those of all operating companies and subsidiaries directly or indirectly controlled by Foundever.

Foundever is committed to working with and encouraging its stakeholders to uphold the principles of the Human Rights policy and to adopt similar policies within their operations. The Company is committed to including the Human Rights Policy as a reference in the selection of its main business partners. Foundever is committed to refraining from working with business partners refusing to upgrade their standards with regards to child labor, forced labor, and health and safety working conditions.



At Foundever, human rights are at the heart of every brand promise we fulfil. We believe that every person deserves respect, dignity and fairness — no exceptions. As a next-generation services leader, our commitment to human rights powers the moments that matter for our clients, our communities and each other. Whether you're serving customers on the front line or leading a team, our shared commitment to human rights is what makes our workplace strong, inclusive and a catalyst for positive change."

**Iñaki Cebollero**

Chief People Officer



# Human rights (value chain)

Foundever's vendors are an important part of our success. We expect our vendors to conduct their business with the same commitment to ethical business practices as Foundever does.

All stakeholders involved in the engagement of vendors must communicate our zero-tolerance approach to all prospective parties at the outset of our business relationship and monitor their approach as appropriate thereafter.

Foundever will promptly and thoroughly investigate any claim or indication that a vendor is in violation of any human rights.

We recognize the significance of working on corrective remedial actions with vendors in this scenario to the wider endeavor of eliminating modern slavery. If a Foundever supplier is found in violation of this policy, Foundever will take prompt remedial measures to address the violation.

Foundever may terminate its relationship with third parties engaged with it if they do not comply with the Foundever Human Rights Policy.

## **New suppliers**

Through our onboarding process of new suppliers, suppliers are required to complete non-disclosure agreements (NDA), environmental and social surveys, and risk assessments on topics such as anti-bribery and corruption, human rights, environmental, modern slavery, etc. Based on the completion of the questions and risk assessments, suppliers will be given a rating. This rating will aid in our decisions to work with socially responsible organizations.

## **Existing suppliers**

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

## **Escalations**

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

## Partnerships

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

Civil	Government	Wellbeing	Education	Non-profit	Recruiting and employment	Others
9	4	15	43	36	8	77

## #ForceForGood

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

Year	Environmental actions	Social actions	# Community partners	Volunteers	Funds donated
2025	19	155	160+	24,000	+272K €
2024	36	260	170+	13,294	+748.93K €

## Powering futures: Foundever® in the Philippines helps bring renewable energy and hope to Aeta school in Zambales

In a meaningful demonstration of its award-winning commitment to sustainability and community impact, Foundever® in the Philippines helped provide solar panels and essential supplies to Judd Hendricks Memorial Aeta Integrated School in Zambales, reinforcing the values that earned the company recognition as part of the Circle of Excellence Awardee for the Sustainability Company of the Year at the 2025 Asia CEO Awards and Top Community-Centric Companies in Asia by the Asia Corporate Excellence & Sustainability Awards (ACES) 2025.

## Leading sustainable practices for education and environment

The comprehensive donation, aligned with the 3G (Go Green Goal) campaign of Foundever in the Philippines, included the installation of a commercial solar panel system for the entire school, bringing sustainable, renewable energy to the indigenous community. This initiative reflects the same environmental stewardship that has distinguished the sustainability efforts of Foundever across its operations nationwide.

The community was also provided critical educational and livelihood support, distributing 38 boxes of school supplies, 140 school uniforms, 130 pairs of jelly shoes and slippers, over 300 kilograms of rice, food packages, cookware, emergency tools, fire extinguishers, raincoats, and carefully selected clothing to students and faculty members.

“This initiative, in partnership with one of our clients, embodies our #ForceforGood commitment and our 3G campaign principles — combining renewable energy solutions with direct community support to create lasting impact,” said Filipina Barbo, Senior Director for Operations and Site Director at Foundever in Pasig- Technipoint.

## Creating a #ForceForGood — for our people, planet and our communities

The solar panel installation provides the school with sustainable, cost-effective energy while reducing environmental impact, a tangible example of how the sustainability initiatives of Foundever in the Philippines extend beyond corporate operations to empower underserved communities. The comprehensive support package addresses both immediate educational needs and long-term infrastructure development for the Aeta community. “Supporting indigenous education through sustainable solutions represents the intersection of our environmental goals and our community development mission,” added Barbo.

This initiative exemplifies the integrated approach of Foundever in the Philippines to corporate social responsibility, combining the company’s award-winning sustainability practices with meaningful community impact that transforms lives while protecting the environment.

Along with this initiative, Foundever in the Philippines practices sustainable living from within — through recycling e-waste, adapting to digital transformation, nurturing certified green buildings and operating on renewable sources of energy in their very own offices.

# Data privacy and security – own workforce

## Protecting our business at every step

At Foundever, security is more than a compliance requirement — it is a fundamental expression of our responsibility to the clients, customers and communities who trust us with their data. As a global leader in customer experience, we operate at the intersection of people, technology and information. Protecting that information is essential to maintaining trust, enabling business continuity and supporting sustainable growth.

Security sits at the heart of our ESG commitments. It reflects our dedication to strong governance, ethical operations, and the protection of human rights in a digital world. By embedding security into every layer of our business, we ensure that our impact is not only operationally strong but socially responsible.

## Governance and oversight

Strong governance is the foundation of our security posture. Foundever maintains a global security governance structure led by our Chief Security Officer (CSO), supported by regional security leaders and cross functional committees. This structure ensures that security strategy, risk management, and compliance are aligned across all geographies.

Security oversight extends to the highest levels of the organization. Our Board of Directors receives regular updates on cybersecurity risks, emerging threats and mitigation strategies. This top-down accountability reinforces a culture where security is everyone's responsibility — from leadership to frontline teams. down accountability reinforces a culture where security is everyone's responsibility — from leadership to frontline teams.

## Security strategy and framework

Our security strategy is built on a defense in-depth model that layers controls across people, processes and technology. We align our practices with globally recognized standards — including ISO 27001, SOC 2, and regional data protection regulations — to ensure consistency, transparency and resilience across our global footprint. In depth model that layers controls across people, processes, and technology. We align our practices with globally recognized standards — including ISO 27001, SOC 2, and regional data protection regulations — to ensure consistency, transparency, and resilience across our global footprint.

To stay ahead of evolving threats, we apply zero-trust principles, continuous monitoring and risk-based decision-making. Our strategy is intentionally dynamic, adapting to new technologies, emerging risks and the changing needs of our clients. Trust principles, continuous monitoring, and risk based decision making. Our strategy is intentionally dynamic, adapting to new technologies, emerging risks, and the changing needs of our clients.

At Foundever, we remain closely aligned with industry best practices and continue to invest in innovative, fully compliant, end-to-end security capabilities across our operations. Our global security policies adhere to international standards, and our controls are validated through independent third-party audits, including: to end security capabilities across our operations. Our Global Security policies adhere to international standards, and our controls are validated through independent third party audits, including:

- ISO 27001/2:2022 Certification
- PCI Data Security Standard Certification
- SSAE 18 SOC 1 and SOC 2 Examinations
- HITRUST/HIPAA (Global)
- PCI Certification/ Compliance/PCI-DSS v3.x (Global)

We apply a comprehensive, layered approach to understanding and managing business risks related to the processing and storage of customer data. This includes HR, physical, logical, and operational security measures, supported by ongoing employee awareness training and rigorous compliance monitoring. Together, these practices reinforce our commitment to safeguarding information and maintaining the trust of our clients and their customers.

## Cybersecurity operations

Our global cybersecurity operations are built to detect, respond to and mitigate threats in real time. Through our Security Operations Centers (SOCs), we monitor systems 24/7, leveraging advanced analytics and automated tools to identify anomalies and respond quickly.

We conduct regular penetration testing, vulnerability assessments and incident response simulations to ensure readiness. Our incident response framework is designed to minimize impact, maintain transparency, and restore operations swiftly and securely.

## Employee security awareness and training

People are our greatest strength — and one of the most important lines of defense. Every Foundever employee completes mandatory security training, with additional specialized modules for roles that handle sensitive data or elevated access.

We reinforce secure behaviors through ongoing awareness campaigns, phishing simulations and scenario-based learning. Our goal is to build a culture where security is intuitive, understood and embraced across all levels of the organization. based learning. Our goal is to build a culture where security is intuitive, understood, and embraced across all levels of the organization.

## Secure technology and infrastructure

Our technology ecosystem is designed to support secure, scalable and resilient operations. We maintain robust network security architecture, endpoint protection and cloud security controls that safeguard data across our global footprint.

Business continuity and disaster recovery plans are regularly tested to ensure operational resilience. We also maintain strict vendor risk management processes to ensure that third-party technologies meet our security standards. party technologies meet our security standards.

## Client- focused security

Our clients trust us with their brands, their customers and their data — a responsibility we take seriously. We collaborate closely with clients to understand their security expectations, regulatory requirements and industry-specific risks. specific risks.

We offer customizable security controls for highly regulated sectors such as financial services, healthcare and technology. Through audits, certifications, and transparent reporting, we provide clients with confidence that their data is protected and their customers are safe.

## Third- party and supply chain security

Security extends beyond our walls. Foundever maintains a comprehensive third-party risk management program that evaluates vendors for compliance, security maturity and operational resilience. party risk management program that evaluates vendors for compliance, security maturity, and operational resilience.

We conduct due diligence, ongoing monitoring and contractual enforcement to ensure that every partner in our supply chain meets our standards. This approach reduces risk, strengthens resilience and protects the integrity of our global operations.

## Operational resilience

Operational resilience is essential to delivering the consistent, high-quality customer experience our clients expect. At Foundever, Business Continuity Process and Disaster Avoidance and Recovery Process (BCP/DARP) are integral components of our global risk management framework and a core expression of our commitment to responsible, reliable operations. Our approach ensures that we can continue to support our clients and their customers even in the face of unexpected disruptions — from natural disasters to cyber incidents to geopolitical events. quality customer experience our clients expect. At Foundever, Business Continuity management framework and a core expression of our commitment to responsible, reliable operations. Our approach ensures that we can continue to support our clients and their customers even in the face of unexpected disruptions — from natural disasters to cyber incidents to geopolitical events.

Our strategy is built on proactive planning, rigorous testing and a global infrastructure designed for redundancy and flexibility. We maintain comprehensive business continuity plans across all regions, aligned with international standards and tailored to the unique needs of each site and client program. These plans outline clear procedures for maintaining critical operations, safeguarding data, and restoring services quickly and securely.

Disaster recovery (DR) is tightly integrated into our broader security and technology ecosystem. We maintain resilient datacenter architectures, secure cloud environments and redundant communication pathways to ensure continuity of service. Regular DR testing validates our readiness and strengthens our ability to respond effectively to a wide range of scenarios. These exercises also reinforce cross-functional coordination, ensuring that teams across operations, IT, security and client services are aligned and prepared. center architectures, secure cloud environments, and redundant communication pathways to ensure continuity of service. Regular DR testing validates our readiness and strengthens our ability to respond effectively to a wide range of scenarios. These exercises also reinforce cross functional coordination, ensuring that teams across operations, IT, security, and client services are aligned and prepared.

People play a central role in our resilience strategy. We provide ongoing training to ensure that employees understand their responsibilities during a disruption and can act quickly and confidently. Our global crisis management framework supports rapid decision-making, transparent

communication and coordinated response efforts across all levels of the organization. management framework supports rapid decision making, transparent communication, and coordinated response efforts across all levels of the organization.

Foundever's layered approach to these efforts reflects our broader commitment to risk management and operational excellence. By combining strong governance, resilient infrastructure, and a culture of preparedness, we ensure that our clients can rely on us — not only in everyday operations but also when it matters most. This resilience strengthens trust, protects business continuity, and reinforces our role as a dependable partner in a complex and rapidly changing world.

## Continuous improvement and future commitments

Security is not static — it evolves with the world around us. Foundever is committed to continuous improvement through investment in new technologies, enhanced monitoring capabilities and ongoing training for our teams.

We are expanding our use of automation and AI to strengthen threat detection, improving our global incident response processes and deepening our partnerships with clients and industry experts. Our commitment is simple: to remain a trusted, responsible and resilient partner in an increasingly complex digital landscape.

## Securing information, strengthening trust

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

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

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

## Privacy oversight

The Privacy Program is grounded in the actions taken by its stakeholders and senior management that demonstrate their commitment to maintaining an effective privacy program and to set a positive climate for compliance. Foundever's management and staff have a clear understanding that compliance with privacy is important to Foundever leadership and our clients, and all employees are expected to incorporate adoption and adherence to the Privacy Program into their daily operational routines. Foundever has a global privacy function, appointed to oversee Foundever's privacy compliance at global, regional and local levels.

## Policies and procedures

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

The privacy program, including all controlled documents, are reviewed on an annual basis and updated, if required, by Foundever's privacy function.

## Training and communication

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

## Record keeping

Foundever maintains comprehensive records of its processing activities and has implemented appropriate policies and processes to ensure that records are regularly reviewed and updated to reflect changes in the processing, as well as to capture any new processing activities that are required to be recorded

## Risk assessment and management

Foundever conducts Data Protection Impact Assessments for certain types of processing activities that are likely to result in a high risk, to identify, address and minimize the risks that might result from processing activities involving personal data, while implementing data processing activities, systems or tools. Additionally, Foundever has a robust compliance program to ensure adherence to AI laws, including the EU AI Act, being committed to the highest standards in AI system transparency, accountability and safety. We adhere to rigorous requirements for risk classification, ensuring that all AI applications are thoroughly assessed. Foundever conducts impact assessments for all AI systems to identify, address and minimize the risks that might result from activities using AI systems. Third-party service providers, including but not limited to those providing AI systems, are assessed as part of the selection and onboarding phase and those that have been identified as posing material risk by nature of the types of services provided or the categorization of the data with which they interact, are regularly assessed.

## Data subject rights and complaints

Foundever has implemented applicable policies that set out Foundever's obligations and requirements when handling data subject requests and complaints relating to Foundever's processing of personal data. Robust processes and tools ensure that Foundever receives, documents and responds to data subject requests and complaints in a comprehensive and compliant manner within legally stipulated timeframes.

## Incident management

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

## Monitoring and audit

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

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



## Chapter 05

# Governance

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

# 2025 Executive summary

Foundever has made significant progress in strengthening the organization's risk management and ethical foundations at the Governance Pillar. Over the period, a structured approach to ESG and Compliance risk management was established, enabling a more systematic identification, assessment, and mitigation of key risks across the business. This framework enhances visibility, accountability, and alignment with global best practices.

In parallel, the third-party risk and compliance process was further developed, reinforcing due diligence, monitoring, and oversight of external partners. These improvements help ensure that suppliers and partners operate in line with Foundever's standards, reducing exposure to regulatory, operational, and reputational risks.

Additionally, the Business Ethics program was strengthened across the organization, promoting a culture of integrity and responsible conduct. Through enhanced policies, communication, and engagement, employees are better equipped to make ethical decisions and uphold the company's values in their daily activities.

Collectively, these achievements position Foundever with a more robust governance framework, supporting sustainable growth, regulatory compliance, and long-term stakeholder trust.

Strong governance is the foundation of responsible and sustainable growth at Foundever. As we navigate an increasingly complex regulatory and operational landscape, our commitment to integrity, transparency, and ethical decision-making remains unwavering. Through robust compliance practices, clear accountability structures, and a culture that prioritizes doing what is right, we ensure that our business operates with the highest standards of trust and oversight. These principles guide our actions, protect our stakeholders and reinforce the long-term resilience of our organization.



**Carole Bohrer**

Chief Legal Officer and  
Governance Executive Sponsor, Foundever

## Material topics

- Business ethics
- Sustainable sourcing
- Company culture and governance

## Global Policies

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

## United Nations principles

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

## 2025 Accomplishments

- 2025 Comparably Best CEO
- Sustainability Squad of the Year – 2025 Sustainability Awards
- 2025 Silver Stevie Award – Employer of the Year – Business & Professional Services
- Added a new risk role to the Global ESG team
- Launched the global ESG integrated management system
- Created the Sustainable Sourcing Charter
- Completed risk assessments for the corporate governance and AI
- Established Global Working Group for AI and risk committee
- Process to enhance the supplier matrix
- Continued and enhanced the ESG / Business Ethics questionnaire process based on commodities & risk-based classification of vendors
- 2025 CDP Score: B-
- EcoVadis: France (Silver), Germany (Bronze), U.S. (Bronze), U.K. (Bronze)
- UN Global Compact Member (Est 2011)

## UN SDG 16: Peace, Justice and Strong Institutions

- Human For Client Certification Label- level advanced (French-speaking market)
- ISO 9001 (multiple countries and operations)
- ISO 9001:2015 (Brazil, Bulgaria, Egypt, Germany, Hungary, Poland, Portugal, U.K.)
- ISO 22301:2019 (Germany, Greece and Portugal)
- ISO 13485:2016 Medical Device Standards (U.K.)
- ISO 26000 Standard
- U.K. Energy Savings Opportunity Scheme (ESOS) Phase 1 (2018)
- U.K. Energy Savings Opportunity Scheme (ESOS) Phase 2 (2019)
- SOC Type 1 and 2 Certification (Global)
- HITRUST/HIPAA (Global)
- PCI Certification/Compliance/PCI-DSS v4.x (Global)
- SEDEX Member
- Responsible Business Alliance Member
- Medicines and Healthcare products Regulatory Agency (MHRA) Warehouse Dealers License (U.K.)
- Financial Services Qualification System (FSQS) (U.K.)

## Opportunities and action plans

Continue to strengthen board oversight of ESG with director training on sustainability, business and AI ethics, and regulatory trends

Enhance Transparency and Disclosure that can differentiate ourselves by going beyond minimum reporting requirements

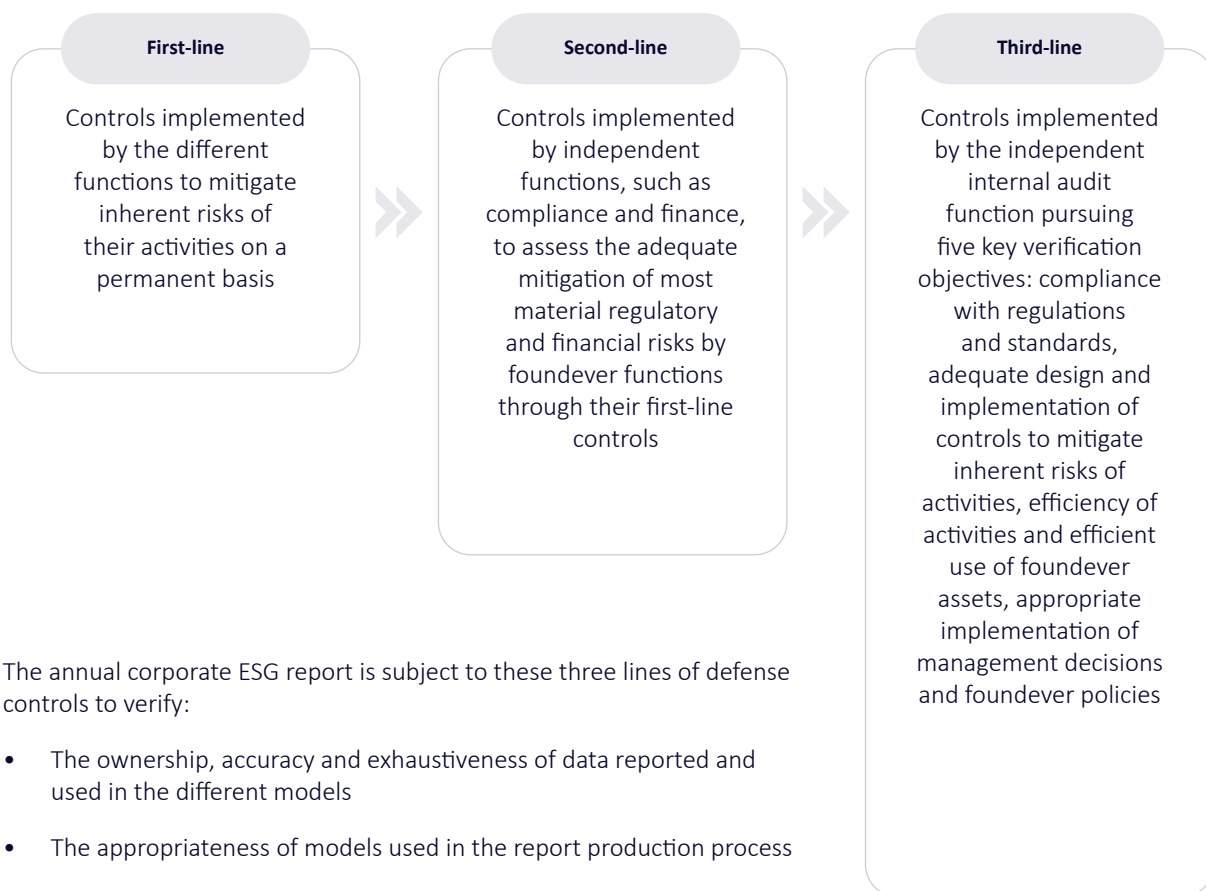
Strengthen ethics, compliance, and anti-corruption programs with the achievement of ISO 37001 standards certification for the group

Continue to integrate ESG Into Enterprise Risk Management to identify climate, social, and governance risks across operations, mapping ESG risks to current and future financial impacts, and reporting risk mitigation progress to stakeholders

Take firm actions with our supply chain governance by expanding supplier ESG assessments, firm adherence to our Vendor Code of Conduct, and continuing to monitor high-risk suppliers and regions more closely

# Internal control and governance

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



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

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

# Business conduct and corporate culture

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

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

## **Prevention and detection of corruption and bribery**

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

The policy is based on the applicable legislation (in accordance with the French law of 9 December 2016 on transparency, anti-corruption and economic modernization and known as the “Sapin II” law, the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act) and on the best international practices such as the UN Global Compact and the OECD’s Guidelines for Multinational Enterprises, and comply with the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. Moreover, the Group has decided to adopt the ISO37001 as an internal Global standard.

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

## **Risk**

Our anti-corruption action plan encompasses the performance of training for exposed personnel within the organization. This will extend to awareness training for all personnel globally. Also, the nomination of a local network of compliance officers continued in 2025 and is regularly enriched with newcomers to adapt to the opening of new markets

Training of concerned associates to the Anti-money laundering and countering the financing of terrorism (AML CFT) program within the organization shall be continued including the background checks, and the process of screening our associated third parties against sanctions and politically exposed persons lists and analysis of the potential matches on these lists.

## Whistleblowing

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

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

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



## Grievance mechanisms

Foundever maintains a confidential, retaliation-free grievance process supported by formal policies that guide incident management, investigations and disciplinary actions. All complaints are handled promptly under the Security & Ethics Incident Management Policy, which ensures appropriate responses to security, fraud, and ethics concerns while minimizing operational and reputational impact. Investigations include corrective action plans with defined timelines, accountability, and follow-up until issues are fully resolved, and insights from grievances inform ongoing policy and training improvements. Associate performance and conduct are governed by the Counseling and Disciplinary Action Policy, which emphasizes clear expectations, regular feedback and opportunities for improvement. When standards are not met, progressive disciplinary measures — ranging from verbal warnings to termination — may be applied at the company’s discretion, with HR oversight to ensure fairness and consistency across the organization.

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# Sustainable sourcing strategy

## Advancing responsible procurement across a global CX ecosystem

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

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

This section outlines our progress, challenges, and commitments in building a responsible, ethical and resilient supply chain. Over the past year, we strengthened supplier governance, expanded ESG assessments, and deepened engagement with partners on environmental and social performance. While we acknowledge that our journey is ongoing, we are proud of the momentum we have built and the foundation we are laying for long-term impact.

Our procurement ecosystem includes:

- Technology hardware and software
- Telecommunications and connectivity services
- Facilities management and real estate
- Business process outsourcing partners
- Professional services and consulting
- Office supplies, furniture and equipment

As a people-centric organization, our ESG strategy emphasizes human rights, ethical conduct, environmental stewardship and community impact. Sustainable sourcing is a core pillar of this strategy. centric organization, our ESG strategy emphasizes human rights, ethical conduct, environmental stewardship, and community impact. Sustainable sourcing is a core pillar of this strategy.

### **2025 key successes**

During 2025, further enhancements were implemented to our risk-based approach to vendor selection. These included the following:

- Segmentation of vendors based on environmental risks
- Enhanced review of higher risk vendors
- Collaboration with key vendors to improve Scope 3 data, reporting and actions to address improvements in their ESG strategy
- Working with vendors is typically through an online questionnaire and follow-up calls
- Increase on Data Protection Impact Assessments through or risk management tool

### **Vision and principles**

Our sustainable sourcing vision is grounded in four principles:

**Ethical procurement:** We expect all suppliers to uphold high standards of integrity, transparency and compliance.

**Environmental stewardship:** We prioritize suppliers who actively reduce their environmental footprint and support our climate goals.

**Social responsibility:** We work with partners who respect human rights, promote fair labor practices and contribute positively to their communities.

**Accountability:** We maintain clear expectations, monitor performance and collaborate to drive continuous improvement.

### **Governance and oversight**

Sustainable sourcing is overseen by the Global Procurement team and a cross-functional governance structure that includes Procurement, ESG, Legal, Compliance, Security, Privacy, and Risk Management.

Key components include:

- A global Vendor Code of Conduct
- A Sustainable Sourcing Charter
- ESG-aligned procurement policies
- Third-party risk assessments

This structure ensures that sustainability considerations are embedded throughout the supplier lifecycle.

## **Frameworks**

International and regional ESG regulations — such as the Corporate Sustainability Reporting Directive (CSRD), European Corporate Sustainability Due Diligence Directive (CSDDD), the French Duty of Vigilance law, and the German Supply Chain Act — are raising expectations for supply chain transparency and compliance. By embedding ESG and compliance criteria into our vendor risk assessments, Foundever strengthens oversight and remains aligned with evolving regulatory requirements.

## **Supply chain overview**

The Foundever supply chain consists of suppliers ranging from global technology providers to local service partners. Our spending is concentrated in:

- Facilities and real estate
- Technology and telecommunications
- Employee benefits
- Professional and outsourced services

We categorize suppliers based on criticality, risk exposure and strategic importance. This enables targeted ESG assessments and engagement.

Key supply chain risks include:

- Labor rights concerns in certain geographies
- Environmental impacts from IT hardware and energy use
- Cybersecurity and data privacy vulnerabilities
- Geopolitical instability affecting continuity

Understanding these risks informs our sourcing decisions and mitigation strategies.

# Environmental sustainability in sourcing

## **Climate and energy considerations**

As part of our broader climate strategy, we are working to reduce emissions associated with our supply chain. We encourage suppliers to:

- Measure and disclose greenhouse gas emissions
- Adopt renewable energy where feasible
- Improve energy efficiency in operations
- Provide low carbon product alternatives

## **Resource efficiency and circularity**

To reduce waste and extend product lifecycles, we promote:

- Responsible e-waste management waste management
- Refurbished or remanufactured equipment options
- Recycling partnerships in key markets

Circularity is especially important in IT procurement, where equipment turnover can be high.

## **Environmental standards and certifications**

We increasingly rely on recognized environmental certifications such as:

- ISO 14001 for environmental management
- LEED for facilities where applicable

These standards help ensure that our suppliers meet consistent environmental expectations

# Social responsibility in the supply chain

## **Human rights and labor practices**

Foundever is committed to protecting human rights across its supply chain. Our Supplier Code of Conduct prohibits:

- Forced or child labor
- Unsafe working conditions
- Discrimination or harassment
- Unfair wages or excessive working hours

We conduct risk-based assessments and require corrective actions when issues are identified.

## **Diversity, equity, and inclusion in procurement**

We believe that a diverse supplier base strengthens innovation and economic resilience. Our initiatives include:

- Increasing spend with minority owned, women owned, and local businesses, globally
- Partnering with regional supplier diversity councils
- Encouraging diverse suppliers to participate in competitive bids

## **Health, safety, and wellbeing Being**

Suppliers must maintain safe workplaces and comply with occupational health and safety regulations. We monitor safety performance through audits, certifications and incident reporting.

## **Ethical business conduct**

Ethical conduct is non negotiable. We require suppliers to adhere to strict standards related to:

- Anti bribery and corruption
- Conflict of interest disclosure
- Data privacy and cybersecurity
- Compliance with applicable laws and regulations

We conduct background checks on high-risk suppliers and provide channels for reporting concerns.

# Supplier engagement and performance management

## **Onboarding and screening**

All new suppliers undergo screening that includes:

- ESG and business ethics risk assessment
- Data protection
- Compliance checks, including sanction screening
- Acceptance of the Supplier Code of Conduct

Furthermore, we regularly reassess suppliers in the portfolio on this basis.

The full ESG risk assessment questionnaire is available through our management system and will be sent to vendors under the following circumstances:

- The vendor meets the Foundever Tier 1 criteria
- They are down selected as part of the Foundever RFP process
- Ad hoc sending of questionnaire for specific vendor scenario (risk assessment for U.K. Modern Slavery, French Duty of Vigilance, etc.)

The Data Protection Impact Assessments are sent to all third-party vendors, consultants, contractors, and other external entities (“Vendors”) that have access to, store, or process internal or confidential data on behalf of Foundever.

## **Existing suppliers**

The Foundever ESG and business ethics review process evaluates key vendors through a structured, three-step approach. First, each selected vendor undergoes a desktop assessment that reviews publicly available ESG information, third-party ratings (such as CDP or EcoVadis), and business ethics risks. Vendors with strong ESG indicators are then asked to provide emissions-related data, while those with weaker results receive a full ESG and business ethics questionnaire.

Finally, the Global ESG team reviews questionnaire responses and meets with the vendor — alongside the Business Owner and ESG Leader — to clarify low-scoring areas and agree on improvement actions, timelines and ongoing follow-up. scoring areas and agree on improvement actions, timelines, and ongoing follow up.

## **KPIs and performance metrics**

While metrics vary by region and category, our core indicators through our third-party risk management program include:

### 2025 ESG compliance assessment results

Foundever assessed 153 vendors and potential vendors based on environmental, social and governance requirements for our Tier 1 scope.

### 2025 Security and Privacy Assessment results

For security and privacy assessments, 100% of all new critical vendors were assessed. Foundever demonstrated an 82% increase of 238 completed assessments in 2025 from 131 in 2024. Also, ~14% of annually assessed vendors obtained one or more new security certifications in 2025.

Foundever demonstrated an 82% increase of 238 completed assessments in 2025

## Challenges and future roadmap

We acknowledge several ongoing challenges:

- Evolving regulatory requirements
- Limited emissions data from smaller suppliers
- Supply chain disruptions driven by global events

To address these challenges, our roadmap includes:

- Continued executive oversight through the ESG Steering Committee and other Group committees
- Strengthening climate-aligned procurement criteria
- Expanding ESG assessments to identify Tier 2 suppliers
- Enhanced training on sustainability topics
- Collaborative improvement plans
- Implementation of an auditing process for remote and on-site vendor audits
- Enhancing data collection and reporting tools
- Establishing a supplier diversity program
- Implement formal SLA targets for annual re-assessments
- Identify redundant vendors to drive consolidation and cost savings

Our long-term ambition is a fully transparent, ethical, and low-carbon supply chain that supports the Group's global sustainability goals.



# Letter and indexes

# Assurance Letter



**Independent Assurance Statement**  
 Provided by ISOS Group, Inc.

## To the Management Team of Foundever:

ISOS Group, Inc. [“ISOS” or “we”] were engaged by Foundever [“Client”] to conduct moderate level type 2 assurance of environmental data to be reported in its 2025 ESG Report and its 2026 CDP Climate Change response [“Reported Information”], covering the period beginning January 1, 2025 and ending December 31, 2025 (“CY25”).

We have performed our moderate assurance engagement in accordance with the AccountAbility 1000 Assurance Standard v3 (“AA1000AS”). Our review was limited to the Reported Information comprising of:

- Energy consumption (428,421 GJ)
- Scope 1 GHG Emissions (2,499 MT CO<sub>2</sub>e)
- Scope 2 Location-Based GHG Emissions (49,728 MT CO<sub>2</sub>e)
- Scope 2 Market-Based GHG Emissions (49,014 MT CO<sub>2</sub>e)
- Scope 3; Category 1 GHG Emissions (33,819 MT CO<sub>2</sub>e)
- Scope 3; Category 2 GHG Emissions (6,997 MT CO<sub>2</sub>e)
- Scope 3; Category 3 GHG Emissions (16,402 MT CO<sub>2</sub>e)
- Scope 3; Category 4 GHG Emissions (279 MT CO<sub>2</sub>e)
- Scope 3; Category 5 GHG Emissions (503 MT CO<sub>2</sub>e)
- Scope 3; Category 6 GHG Emissions (1,916 MT CO<sub>2</sub>e)
- Scope 3; Category 7 GHG Emissions (136,843 MT CO<sub>2</sub>e)
- Scope 3; Category 13 GHG Emissions (304 MT CO<sub>2</sub>e)

We have not performed any procedures with respect to other sustainability-related information to be reported in its 2025 ESG Report and its 2026 CDP Climate Change response and, therefore, no conclusion on information outside of this scope of work is expressed.

## Boundary

Organizational Boundary	The organizational boundary covers all global delivery centers, contact centers, corporate offices, and other operating locations under Foundever’s control, including both owned and leased facilities, as well as applicable remote and work-from-home operations where material and relevant.
Assurance Boundary	The boundary of assurance included all one hundred fifty-six (156) of the Client’s global facilities.
GHG Emissions Consolidation Approach	The GHG emissions boundary followed the operational control methodology.

## Foundever’s responsibilities

The Company’s management are responsible for:

- Preparing the data in accordance with generally accepted reporting practices,
- The accuracy and completeness of the information reported,
- The design, implementation and maintenance of internal controls relevant to the preparation of the report to provide confidence that the report is free from material misstatement, whether due to fraud or error,
- Ensuring the data performance is fairly stated in accordance with the applicable criteria and for the content and statements contained therein.

## Methodology and Criteria

The assurance procedures undertaken were to determine the strength of the systems in place and the quality and reliability of the Reported Information. ISOS Group:

- Engaged a sample of individuals responsible for performance measurement,
- Evaluated the organization’s sustainability data management and governance systems and adherence to AA1000 AccountAbility Principles, and
- Validated alignment to standard reporting protocols to ensure accurate claims to the methodology and approach used.
- To verify quantitative claims, both at the aggregate level and on a sample basis, and test accuracy, consistency, completeness, and reliability, ISOS Group:
  1. Conducted a portfolio assessment analyzing performance results to uncover any errors, misstatements, gaps, or performance anomalies,
  2. Selected a group of properties for detailed testing and analysis, including cross-reference to source data to uncover variances and address any exclusions and other limitations, and
  3. Brought all findings to the Client’s attention to address and confirmed resolution of any material misstatements.

### Limitations and Exclusions

The following limitations and exclusions regarding the Reported Information were observed during the engagement. It was determined that these do not materially impact the performance criteria or assurance conclusion.

- Greenhouse gas quantification is unavoidably subject to inherent uncertainty because of both scientific and estimation uncertainty and for other non-financial performance information the precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time.
- Reviews pertaining to the completeness and capture of all utility meters at properties is limited to what is disclosed in data management systems.
- No visit to the Client's headquarters or facilities was conducted throughout this engagement.

### Findings and Conclusions

Based on the process and procedures conducted regarding the quality and reliability of the Reported Information, there is no evidence that the Reported Information is not materially correct and provide a fair representation of the Client's environmental impacts to stakeholders for the stated period and reporting boundary.

Findings and conclusions concerning adherence to the AA1000 AccountAbility Principles include:

Inclusivity	Foundever engages a broad range of stakeholders through a formal ESG communication process that defines roles, engagement methods, and feedback mechanisms. Stakeholder input is integrated into ESG decision-making via the Global ESG Governance structure and informs strategy and reporting, including regular touchpoints such as quarterly ESG updates with key clients.
Materiality	Foundever conducts a Double Materiality Assessment aligned with ESRS guidelines to identify ESG topics that are significant from both impact and financial perspectives. The process is led by a cross-functional senior team, reviewed and approved by the Board Risk & Compliance Committee, and the results are disclosed in its ESG Report.
Responsiveness	Material ESG topics are embedded into Foundever's governance and operations, with executive sponsors, topic owners, defined KPIs, and global working groups responsible for implementation. Performance is monitored and communicated transparently through the annual ESG Report, a dedicated ESG webpage, and ongoing internal and external communications that also incorporate stakeholder feedback.
Impact	Foundever measures and manages its ESG impacts using quantitative KPIs, structured data management processes, and executive oversight aligned with its Double Materiality Assessment. Progress and outcomes across environmental, social, and governance areas are disclosed annually in the ESG Report, enabling accountability for the company's impacts on employees, clients, communities, and the environment.

### Restriction of use

This assurance report is provided exclusively to the Client under the terms of our engagement, including agreed disclosure arrangements, and may only be reproduced in its entirety. Our work is intended solely to address the matters outlined in this moderate assurance report and is not intended for any other purpose. Any third party, accessing or relying on this report, does so at its own risk. To the fullest extent permitted by law, we disclaim any responsibility or liability to any party other than the Client for our work, this report, or the conclusions stated herein.

### Statement of Competency and Independence

ISOS Group is an independent professional services firm that specializes in the provision of external assurance services. Our team of experts have the technical expertise and competency to conduct assurance to the AA1000 assurance standard, which meets the criteria for assurance of sustainability information. The assurance team has extensive experience in conducting assurance engagements over sustainability-related information, systems and processes.

No member of the assurance team has any business relationship with the Client, its directors or managers beyond the scope of this assignment. We conducted this assurance independently and, to our knowledge, without any conflicts of interest. ISOS Group upholds a strong code of ethics, ensuring high professional standards in all business activities.

Signed on behalf of ISOS Group: San Diego, California – USA, April 14, 2026.



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Brian Noveck  
VP Sustainability Services, PCSAP



AA1000  
Licensed Report  
000-284/V3-20WRY

# European sustainability reporting standards (ESRS)

ESRS	Disclosure requirement	Disclosure Topic	Page number
E1- Climate change	E1-1	Impacts, risks and opportunities related to climate change	24
E1- Climate change	E1-3	Actions and resources in relation to climate change policies	36 to 38 & 44 to 45
E1- Climate change	E1-4	Targets related to climate change mitigation and adaptation	43
E1- Climate change	E1-5	Energy consumption and mix	55 to 57
E1- Climate change	E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	50 to 54
S1- Own workforce	S1-1	Impacts, risks and opportunities related to its own workforce	60 to 63
S1- Own workforce	S1-2	Processes for engaging with own workers and workers' representatives about impacts	65 to 73
S1- Own workforce	S1-3	Processes to remediate negative impacts and channels for own workforce to raise concerns	111
S1- Own workforce	S1-4	Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	94
S1- Own workforce	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	60 to 62
S1- Own workforce	S1-6	Characteristics of the undertaking's employees	64
S1- Own workforce	S1-7	Characteristics of non-employees in the undertaking's own workforce	64
S1- Own workforce	S1-8	Collective bargaining coverage and social dialogue	64
S1- Own workforce	S1-9	Diversity metrics	75 to 76
S1- Own workforce	S1-11	Social protection	74
S1- Own workforce	S1-12	Persons with disabilities	77
S1- Own workforce	S1-13	Training and skills development metrics	78 to 82
S1- Own workforce	S1-14	Health and safety metrics	84 to 89
S1- Own workforce	S1-15	Work-life balance metrics	90 to 93
G1- Governance	G1-1	Business conduct policies and corporate culture	107 & 110
G1- Governance	G1-2	Management of relationships with suppliers	113 to 119
G1- Governance	G1-3	Prevention and detection of corruption and bribery	110
G1- Governance	G1-4	Incidents of corruption or bribery	None

Country	Region	Emissions in MTCO2e			
		Total Emissions	Scope 1	Scope 2 - Market-based	Scope 3
Australia	APAC	1,653		348	1,305
Belgium	EMEA	138			138
Brazil	LATAM	3,816	326	109	3,381
Bulgaria	EMEA	1,230	62	137	1,031
Canada	North America	1,450	47	38	1,364
China	APAC	2,866	16	533	2,316
Colombia	LATAM	6,486	15	412	6,059
Costa Rica	LATAM	6,891	213	515	6,163
Cyprus	EMEA	1,434		248	1,185
Denmark	EMEA	219		61	158
Egypt	EMEA	3,719		805	2,914
El Salvador	LATAM	6,801	195	909	5,697
Finland	EMEA	115		28	87
France	EMEA	7,516	176	108	7,232
Germany	EMEA	5,218	352	696	4,170
Greece	EMEA	1,397		212	1,185
Hungary	EMEA	374		59	315
India	APAC	19,357		5,092	14,265
Ireland	EMEA	2			2
Italy	EMEA	37			37
Ivory Coast	EMEA	1,117	109	181	828
Madagascar	EMEA	892	44	140	708
Malaysia	APAC	145		36	109
Mexico	LATAM	5,497	2	1,168	4,328
Morocco	EMEA	12,994		3,360	9,635
Netherlands	EMEA	351		189	162
New Zealand	APAC	3			3
Nicaragua	LATAM	3,503	31	647	2,826
Norway	EMEA	301		74	228
Panama	LATAM	4,967	209	744	4,014
Peru	LATAM	866		116	750
Philippines	APAC	85,984	248	23,192	62,544
Poland	EMEA	1,975		235	1,740
Portugal	EMEA	2,335		783	1,552
Romania	EMEA	778	12	147	619
Senegal	EMEA	2,831	3	636	2,193
Serbia	EMEA	462	1	139	323
South Africa	EMEA	2,161		187	1,974
Spain	EMEA	1,325	2	119	1,204
Sweden	EMEA	1,291	22	187	1,081
Turkey	EMEA	2,921		26	2,894
United Kingdom	EMEA	3,890	172	276	3,442
United States	North America	41,266	243	6,125	34,898
<b>Total 2025 CY</b>		<b>248,577</b>	<b>2,499</b>	<b>49,014</b>	<b>197,063</b>

Energy in MWh					Intensity	
Country	Region	All Energy	Electricity	% of renewable electricity	kgCO2e per FTE	kWh per FTE
Australia	APAC	429	429	0%	4,385	1,139
Belgium	EMEA	Virtual	Virtual	Virtual	16,393	Virtual
Brazil	LATAM	3,392	2,165	96%	781	443
Bulgaria	EMEA	677	332	0%	1,344	362
Canada	North America	1,258	1,006	0%	551	383
China	APAC	992	930	0%	2,598	843
Colombia	LATAM	3,856	3,838	0%	1,311	776
Costa Rica	LATAM	4,554	4,249	100%	1,467	905
Cyprus	EMEA	444	444	0%	1,467	840
Denmark	EMEA	109	93	0%	2,713	737
Egypt	EMEA	1,848	1,848	0%	1,740	1,116
El Salvador	LATAM	4,485	4,480	6%	2,246	1,038
Finland	EMEA	70	70	100%	1,576	694
France	EMEA	4,670	3,901	0%	1,147	931
Germany	EMEA	4,091	2,405	0%	1,795	605
Greece	EMEA	470	470	0%	1,312	291
Hungary	EMEA	264	145	100%	864	610
India	APAC	7,066	7,066	0%	1,573	948
Ireland	EMEA	Virtual	Virtual	Virtual	2,598	Virtual
Italy	EMEA	Virtual	Virtual	Virtual	366	Virtual
Ivory Coast	EMEA	584	517	0%	68	1,332
Madagascar	EMEA	437	259	0%	2,880	2,465
Malaysia	APAC	45	45	0%	8,506	1,083
Mexico	LATAM	2,563	2,556	0%	3,477	596
Morocco	EMEA	4,570	4,570	0%	1,282	706
Netherlands	EMEA	480	480	0%	2,007	4,645
New Zealand	APAC	Virtual	Virtual	Virtual	3,396	Virtual
Nicaragua	LATAM	2,336	2,309	0%	303	1,273
Norway	EMEA	138	138	85%	1,932	709
Panama	LATAM	3,802	3,630	0%	1,550	1,387
Peru	LATAM	457	427	0%	1,898	1,341
Philippines	APAC	38,695	37,693	13%	2,722	1,089
Poland	EMEA	342	302	0%	2,484	198
Portugal	EMEA	938	938	41%	1,295	252
Romania	EMEA	584	383	0%	626	324
Senegal	EMEA	1,043	1,032	0%	658	878
Serbia	EMEA	159	155	0%	2,407	185
South Africa	EMEA	206	206	0%	553	318
Spain	EMEA	708	700	5%	3,340	285
Sweden	EMEA	1,535	1,079	51%	540	1,277
Turkey	EMEA	57	57	0%	1,527	48
United Kingdom	EMEA	2,681	1,860	74%	2,477	659
United States	North America	17,972	16,691	0%	1,378	1,614
<b>Total 2025 CY</b>		<b>119,006</b>	<b>109,896</b>	<b>13%</b>	<b>2,037</b>	<b>901</b>

## 2025 - S1: Own workforce - Country level

Country	Region	Headcount			Gender		
		Total employees	Full time	Part Time	Women	Men	Other / not disclosed
Australia	APAC	444	310	133	53%	47%	0%
Belgium	EMEA	8	8	0	53%	47%	0%
Brazil	LATAM	4,958	4,810	148	52%	48%	0%
Bulgaria	EMEA	954	877	76	62%	38%	0%
Canada	North America	2,637	2,620	16	62%	38%	0%
China	APAC	1,115	1,092	23	60%	40%	0%
Colombia	LATAM	5,645	4,248	1,398	43%	57%	0%
Costa Rica	LATAM	4,697	4,697	0	40%	60%	0%
Cyprus	EMEA	539	518	21	50%	50%	0%
Denmark	EMEA	142	110	31	57%	43%	0%
Egypt	EMEA	1,656	1,655	1	44%	56%	0%
El Salvador	LATAM	4,375	4,254	121	43%	57%	0%
Finland	EMEA	101	101	0	21%	79%	0%
France	EMEA	4,358	4,018	340	68%	32%	0%
Germany	EMEA	4,852	3,099	1,753	54%	46%	0%
Greece	EMEA	1,639	1,594	45	59%	41%	0%
Hungary	EMEA	245	230	15	55%	45%	0%
India	APAC	7,464	7,436	28	41%	59%	0%
Ireland	EMEA	6	6	0	33%	67%	0%
Italy	EMEA	548	525	23	55%	45%	0%
Ivory Coast	EMEA	388	388	0	58%	42%	0%
Madagascar	EMEA	114	96	19	62%	38%	0%
Malaysia	APAC	42	42	0	50%	50%	0%
Mexico	LATAM	4,295	4,282	13	38%	62%	0%
Morocco	EMEA	6,498	6,450	48	46%	54%	0%
Netherlands	EMEA	117	89	28	49%	51%	0%
New Zealand	APAC	10	10	0	58%	42%	0%
Nicaragua	LATAM	1,818	1,809	8	43%	57%	0%
Norway	EMEA	201	188	12	21%	78%	1%
Panama	LATAM	2,649	2,585	64	45%	55%	0%
Peru	LATAM	324	312	12	42%	58%	0%
Philippines	APAC	34,623	34,611	12	56%	44%	0%
Poland	EMEA	1,538	1,511	27	51%	49%	0%
Portugal	EMEA	3,749	3,708	41	53%	47%	0%
Romania	EMEA	1,220	1,145	75	61%	39%	0%
Senegal	EMEA	1,177	1,175	1	51%	49%	0%
Serbia	EMEA	847	826	21	55%	45%	0%
South Africa	EMEA	647	647	0	69%	31%	0%
Spain	EMEA	3,306	1,605	1,701	64%	36%	0%
Sweden	EMEA	853	838	15	36%	64%	0%
Turkey	EMEA	1,219	1,139	80	50%	50%	0%
UK	EMEA	3,153	2,490	663	48%	50%	2%
United States	North America	10,490	10,188	302	72%	28%	0%
<b>Total 2025 CY</b>		<b>125,660</b>	<b>118,344</b>	<b>7,315</b>	<b>53%</b>	<b>47%</b>	<b>0%</b>

		Contract		Modality			Age group		
Country	Region	Permanent	Temporary	Work in site	Work at home	Hybrid	<30 years	30-50 years	>50 years
Australia	APAC	84%	16%	66%	34%	0%	48%	41%	11%
Belgium	EMEA	100%	0%	0%	100%	0%	67%	20%	13%
Brazil	LATAM	100%	0%	73%	27%	0%	60%	37%	3%
Bulgaria	EMEA	100%	0%	45%	55%	0%	31%	61%	8%
Canada	North America	98%	2%	8%	92%	0%	18%	56%	25%
China	APAC	100%	0%	94%	1%	5%	38%	61%	1%
Colombia	LATAM	96%	4%	49%	51%	0%	69%	30%	1%
Costa Rica	LATAM	100%	0%	83%	17%	0%	70%	27%	3%
Cyprus	EMEA	100%	0%	100%	0%	0%	52%	30%	18%
Denmark	EMEA	94%	6%	52%	48%	0%	55%	37%	8%
Egypt	EMEA	100%	0%	60%	40%	0%	71%	27%	2%
El Salvador	LATAM	100%	0%	56%	44%	0%	65%	34%	1%
Finland	EMEA	98%	2%	48%	52%	0%	27%	68%	5%
France	EMEA	100%	0%	16%	0%	84%	28%	54%	18%
Germany	EMEA	100%	0%	30%	51%	18%	19%	54%	27%
Greece	EMEA	100%	0%	34%	66%	0%	26%	52%	21%
Hungary	EMEA	100%	0%	25%	14%	61%	28%	58%	14%
India	APAC	93%	7%	76%	24%	0%	72%	27%	1%
Ireland	EMEA	100%	0%	0%	100%	0%	17%	83%	0%
Italy	EMEA	24%	76%	0%	100%	0%	40%	50%	10%
Ivory Coast	EMEA	100%	0%	99%	1%	0%	49%	51%	0%
Madagascar	EMEA	100%	0%	100%	0%	0%	80%	20%	0%
Malaysia	APAC	99%	1%	100%	0%	0%	44%	54%	2%
Mexico	LATAM	100%	0%	91%	9%	0%	53%	41%	6%
Morocco	EMEA	100%	0%	79%	21%	0%	54%	43%	3%
Netherlands	EMEA	70%	30%	0%	100%	0%	16%	63%	21%
New Zealand	APAC	92%	8%	0%	100%	0%	11%	78%	11%
Nicaragua	LATAM	100%	0%	79%	21%	0%	63%	33%	4%
Norway	EMEA	100%	0%	88%	12%	0%	70%	27%	4%
Panama	LATAM	100%	0%	65%	35%	0%	55%	34%	11%
Peru	LATAM	100%	0%	91%	9%	0%	69%	28%	2%
Philippines	APAC	99%	1%	74%	26%	0%	66%	32%	2%
Poland	EMEA	85%	15%	45%	55%	0%	59%	35%	5%
Portugal	EMEA	100%	0%	22%	70%	9%	31%	58%	11%
Romania	EMEA	100%	0%	9%	91%	0%	47%	49%	4%
Senegal	EMEA	100%	0%	78%	22%	0%	59%	41%	0%
Serbia	EMEA	88%	12%	16%	84%	0%	36%	58%	7%
South Africa	EMEA	100%	0%	100%	0%	0%	67%	33%	1%
Spain	EMEA	83%	17%	51%	49%	0%	26%	55%	18%
Sweden	EMEA	96%	4%	40%	47%	13%	52%	40%	8%
Turkey	EMEA	100%	0%	100%	0%	0%	29%	55%	17%
UK	EMEA	78%	22%	32%	68%	0%	35%	47%	18%
United States	North America	98%	2%	52%	48%	0%	38%	47%	15%
<b>Total 2025 CY</b>		<b>97%</b>	<b>3%</b>	<b>61%</b>	<b>35%</b>	<b>4%</b>	<b>54%</b>	<b>39%</b>	<b>7%</b>

# GRI content index

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

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>General disclosures</b>						
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	6, 10-12				
	2-2 Entities included in the organization's sustainability reporting	3				
	2-3 Reporting period, frequency and contact point	3				
	2-4 Restatements of information	3				
	2-5 External assurance	121-123				Find Assurance Statement at the end of this report
	2-6 Activities, value chain and other business relationships	13-20				Foundever is active in the Commercial Services in the activity of Business Process Outsourcing based on GRI Sector Program
	2-7 Employees	64				
	2-8 Workers who are not employees	64				
	2-9 Governance structure and composition	6				
	2-10 Nomination and selection of the highest governance body	6				
	2-11 Chair of the highest governance body	6				
	2-12 Role of the highest governance body in overseeing the management of impacts	6-7, 18-20				
	2-13 Delegation of responsibility for managing impacts	6, 16				
	2-14 Role of the highest governance body in sustainability reporting	6, 16				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>	2-15 Conflicts of interest	112- 113				
	2-16 Communication of critical concerns	112- 113				No case reported and communicated during the reporting period
	2-17 Collective knowledge of the highest governance body	6				
	2-18 Evaluation of the performance of the highest governance body	7				
	2-19 Remuneration policies		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-20 Process to determine remuneration		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-21 Annual total compensation ratio		X	Confidentiality constraints	Remuneration data was confidential during reporting period	
	2-22 Statement on sustainable development strategy	4-5				
	2-23 Policy commitments	110				
	2-24 Embedding policy commitments	36, 60, 107, 110				
	2-25 Processes to remediate negative impacts	111				
	2-26 Mechanisms for seeking advice and raising concerns	111				
	2-27 Compliance with laws and regulations	109-110				Zero significant confirmed instances of non-compliance cases with laws and regulations and zero monetary fines for instances paid during the reporting period

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>	2-28 Membership associations	96				
	2-29 Approach to stakeholder engagement	21-23				
	2-30 Collective bargaining agreements	64				14.5% of our workforce is covered under collective bargaining and social dialogue agreements.

#### Economic standards

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

#### Material topics

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	24-30, 105-108				
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	10				
	201-2 Financial implications and other risks and opportunities due to climate change	24- 25 & 39- 41				
	201-3 Defined benefit plan obligations and other retirement plans	74				
	201-4 Financial assistance received from government					
	201-4 Financial assistance received from government		X	Confidentiality constraints	Financial data is confidential during reporting period	
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		X	Confidentiality constraints		
	202-2 Proportion of senior management hired from the local community					95% of all senior management positions were hired from local community

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported				Financial data is confidential during reporting period	
	203-2 Significant indirect economic impacts	113-115				
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	113-115				
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	29-30				
	205-2 Communication and training about anti-corruption policies and procedures	109-110				
	205-3 Confirmed incidents of corruption and actions taken		X	Confidentiality constraints	Confirmed incidents of corruption was confidential during reporting period	
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices					No legal actions for anti-competitive behavior, anti-trust, and monopoly practices in 2025
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax		X		Tax information is confidential during reporting period	
	207-2 Tax governance, control, and risk management		X		Tax information is confidential during reporting period	
	207-3 Stakeholder engagement and management of concerns related to tax		X		Tax information is confidential during reporting period	
	207-4 Country-by-country reporting		X		Tax information is confidential during reporting period	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>Environmental standards</b>						
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	21-22				
	3-2 List of material topics	22				
<b>Material topics</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	24-30, 34-38				
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume		X	Not applicable	Foundever does not provide products to its clients	
	301-2 Recycled input materials used		X	Not applicable	Foundever does not provide products to its clients	
	301-3 Reclaimed products and their packaging materials		X	Not applicable	Foundever does not provide products to its clients	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	55-57				
	302-2 Energy consumption outside of the organization	55-57				
	302-3 Energy intensity	55-57				
	302-4 Reduction of energy consumption	55-57				
	302-5 Reductions in energy requirements of products and services	55-57				
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource					
	303-2 Management of water discharge-related impacts		X	Water is not a material topic for Foundever	Water is now reported as a part of our Scope 3 Category 5 reporting	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
	303-3 Water withdrawal		X	Water is not a material topic for Foundever	Water is now reported as a part of our Scope 3 Category 5 reporting	
	303-4 Water discharge		X	Water is not a material topic for Foundever	Water is now reported as a part of our Scope 3 Category 5 reporting	
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas				Foundever does not own, rent or manage any operation centers located next to or in protected areas or in high diversity areas outside of protected areas	
	304-2 Significant impacts of activities, products and services on biodiversity				Foundever does not report any significant impact in 2025	
	304-3 Habitats protected or restored		X	Not applicable	Foundever does not have a direct impact on protected or restored habitats	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		X	Not applicable	Foundever does not have operations in the habitats of IUCN Red List species	
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	50-54				
	305-2 Energy indirect (Scope 2) GHG emissions	50-54				
	305-3 Other indirect (Scope 3) GHG emissions	50-54				
	305-4 GHG emissions intensity	50-54				
	305-5 Reduction of GHG emissions	50-54				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
	305-6 Emissions of ozone-depleting substances (ODS)		X	Not applicable	Foundever did not generate emissions of ozone-depleting substances in 2025	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		X	Not applicable	Foundever did not generate emissions of NOx, SOx or any other significant air emissions in 2025	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	36				
	306-2 Management of significant waste-related impacts	36	X	Waste is not a material topic for Foundever	Waste is now reported as a part of our Scope 3 Category 5 reporting	
	306-3 Waste generated	37				
	306-4 Waste diverted from disposal	37		Waste is not a material topic for Foundever	Waste is now reported as a part of our Scope 3 Category 5 reporting	
	306-5 Waste directed to disposal	37		Waste is not a material topic for Foundever	Waste is now reported as a part of our Scope 3 Category 5 reporting	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	113-119				
	308-2 Negative environmental impacts in the supply chain and actions taken	113-119				
<b>Social standards</b>						
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	21-22				
	3-2 List of material topics	22				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>Material topics</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	24-30, 58-63				
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	64				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	74				
	401-3 Parental leave	93				
<b>GRI 402: Labor/ Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes					Foundever policy establishes a minimum of 4 weeks
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	86				
	403-2 Hazard identification, risk assessment, and incident investigation	86				
	403-3 Occupational health services	89-92				
	403-4 Worker participation, consultation, and communication on occupational health and safety	87				
	403-5 Worker training on occupational health and safety	87				
	403-6 Promotion of worker health	90-92				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	86				
	403-8 Workers covered by an occupational health and safety management system	86				
	403-9 Work-related injuries	88				
	403-10 Work-related ill health	88				

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	78				
	404-2 Programs for upgrading employee skills and transition assistance programs	78				
	404-3 Percentage of employees receiving regular performance and career development reviews	79				
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	6-7, 75-76				
	405-2 Ratio of basic salary and remuneration of women to men		X	Confidentiality constraints	This ratio was confidential during reporting period	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	94				
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	94-95				
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	113-119				
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	113-119				
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	95				
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples		X	Not applicable	Foundever does not have a direct impact on rights of indigenous peoples	

GRI standard/ other source	Disclosure	Location (page)	Omission			Comments
			Requirement(s) omitted	Reason	Explanation	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments and development programs	86-91				
	413-2 Operations with significant actual and potential negative impacts on local communities	86-91				
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	113-119				
	414-2 Negative social impacts in the supply chain and actions taken	113-119				
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions		X	Not applicable	Foundever does not support political parties or representatives, nor makes any political contributions	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	26, 84-85				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services					There were no cases of non-compliance on these subjects during the reporting period
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling		X	Not applicable	Foundever does not have packaging processes	
	417-2 Incidents of non-compliance concerning product and service information and labeling		X	Not applicable	Foundever does not have packaging processes	
	417-3 Incidents of non-compliance concerning marketing communications		X	Not applicable	Foundever does not have packaging processes	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	98 - 104				



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