

A photograph of three people walking in a modern building courtyard. The image is overlaid with a blue and purple gradient. The text is in white on a black background.

Sustainability

Report Costa Rica 2021

Create Connection. Value Conversation.



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Scope of this Report

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

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

This report has been prepared in accordance with the GRI Standards: Comprehensive option. It reports the operations in Costa Rica from January to December 2021, in San Jose, Heredia and Guanacaste provinces, where our six sites are located and operate under a free zone system:

- **Heredia, La Aurora, Global Park Free Zone:** SYKES Main Building
- **San Jose, Moravia:** SYKES Moravia
- **San Jose South, Hatillo:** SYKES Hatillo (also called SYKES South)
- **San Jose, San Pedro:** SYKES SIGMA (also called SYKES San Pedro)
- **Liberia, Guanacaste:** SYKES Liberia

The content of this report was defined according to the following criteria: defining of the material topics, stakeholder consultation, focus on the alignment of the corporate strategy to sustainability, and a comparison of achievements and key programs between the current period and the years 2020 and 2019.

This report is available at: www.sykescostarica.com

For questions regarding this report, contact
ComprometeRSE@sykes.com

Reporting Period:
January 1, 2021 - December 31, 2021

Most Recent Report:
2020 Sustainability Report published in April, 2021

Reporting Cycle:
Annual



Letter from the CEO

GRI 102-14, GRI 102-27

As you know, 2021 was a momentous year in our history at Sitel Group. Effective August 27, 2021, **Sitel Group acquired Sykes Enterprises, Incorporated (SYKES)**, further solidifying ourselves as one of the largest BPO players in the market and one of only three CX services providers who has a truly global footprint on each continent. In 2021, our combined company reached over \$4 billion in revenue and we now have 160,000+ employees working in 40 countries across the globe.

We are proud to say that our newly combined organization enables us to deliver an unprecedented breadth of CX capabilities and solutions to keep transforming and enhancing our customers' CX delivery. Our revenue, scale, geographic footprint and diversified customers and verticals enable us to get closer to our customers and create better experiences for our people.

And as the world continues to feel the reverberations from the COVID-19 pandemic, we're focused on Work from Anywhere, our worldwide virtual solution without borders that delivers customer experience from anywhere. Our organization has substantial work at home expertise with 15+ years' experience and 65% of our workforce currently working at home. Our unique, hybrid MAXhub venue supports performance and engagement and is ready for the future of work.

Further, we have a renewed focus on the employee experience. Sitel Group believes the employee experience is the customer experience and with Sitel® MAX (My Associate Experience), the combined company — employees from both legacy Sitel Group and legacy SYKES — brings a passion for delivering best-in-class customer experiences and enhancing the employee experience by living their people-centric values.

Both organizations bring an entrepreneurial spirit and deeply rooted people-centric values, led by their respective founders. Now, as they have merged, the combined organization is led by the founders of Sitel Group: Olivier Camino and me. There are many other parallels and similarities between Sitel Group and legacy SYKES including a hybrid expansion strategy relying on acquisition and organic growth. Both organizations have rich heritages in the BPO industry (legacy SYKES was founded 40+ years ago and Sitel Group 35+ years ago). Further, both companies have long been committed to providing their customers with innovative, best-in-class products, support and service. This dedication drives the culture of Sitel Group with a two-pronged focus on their customers and their people.

I'm incredibly proud of how our teams around the globe came together for this integration of our two companies. As we look to the future, I'm excited to see what's next for our company and how it enables our people to **Learn, Lead & Grow**.

Corporate Social Responsibility (CSR) continues to inform our business philosophy and steer our decision-making process. We are deeply committed to the UN Global Compact of which we are part of and as an even larger company, we continue to always be mindful of how our operations can benefit the environment, our people and the communities in which we live and work. We hope you enjoy this report.

Thank you for being a part of this journey with us as we grow.

Sincerely,
Laurent Uberti
President, CEO & Co-Founder, Sitel Group

*I'm incredibly proud of
how our teams around the
globe came together for
this integration of our two
companies.*

Laurent

Uberti

President, CEO & Co-Founder, Sitel Group®



About the Company

About the company

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



Costa Rica
Clients: 20
Employees: 5,823
Seating capacity: 4,078



Operation start date: 1995
Five locations: Heredia, Moravia, San Jose South, San Pedro and Liberia



Size:
270,120 square feet
25,095 square meters



Hours of operation:
24/7



SYKES is now part of Sitel Group®

GRI 102-10



On June 18, 2021 - Sitel Group®, a leading global provider of customer experience (CX) products and solutions, announced it has entered into a definitive agreement to acquire Sykes Enterprises, Incorporated (“SYKES”) (NASDAQ: SYKE). Under the terms of the agreement, a subsidiary of Sitel Group will acquire all outstanding shares of SYKES common stock in an all-cash transaction valued at approximately \$2.2 billion.

On September 2, 2021 - Sitel Group® is pleased to announce the completed acquisition of Sykes Enterprises, Inc. (SYKES). Sitel Group, the newly combined company, employs 160,000 employees across locations in 40 countries, serving 700+ customers in 50+ languages.

Sitel Group®

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

As one of the largest global providers of customer experience (CX) products and solutions, Sitel Group® empowers brands to build stronger relationships with their customers by creating meaningful connections that boost brand value. Inspired by each brand’s unique vision and goals, we ask “what if?” applying our expertise to create innovative solutions that reduce customer effort.

With 160,000 people around the globe — working from home or from one of our CX hubs — we securely connect best-loved brands with their customers over 8 million times every day in 50+ languages. Whether digital or voice-based, our solutions deliver a competitive edge across all customer touchpoints. Our award-winning culture is built on 40+ years of industry-leading experience and commitment to improving the employee experience.

EXP+™ from Sitel Group is a flexible solution with complete cloud capability, designed to simplify the delivery of end-to-end CX services, while boosting efficiency, effectiveness and customer satisfaction. EXP+ creates a robust ecosystem by harnessing the power of five connected product families.

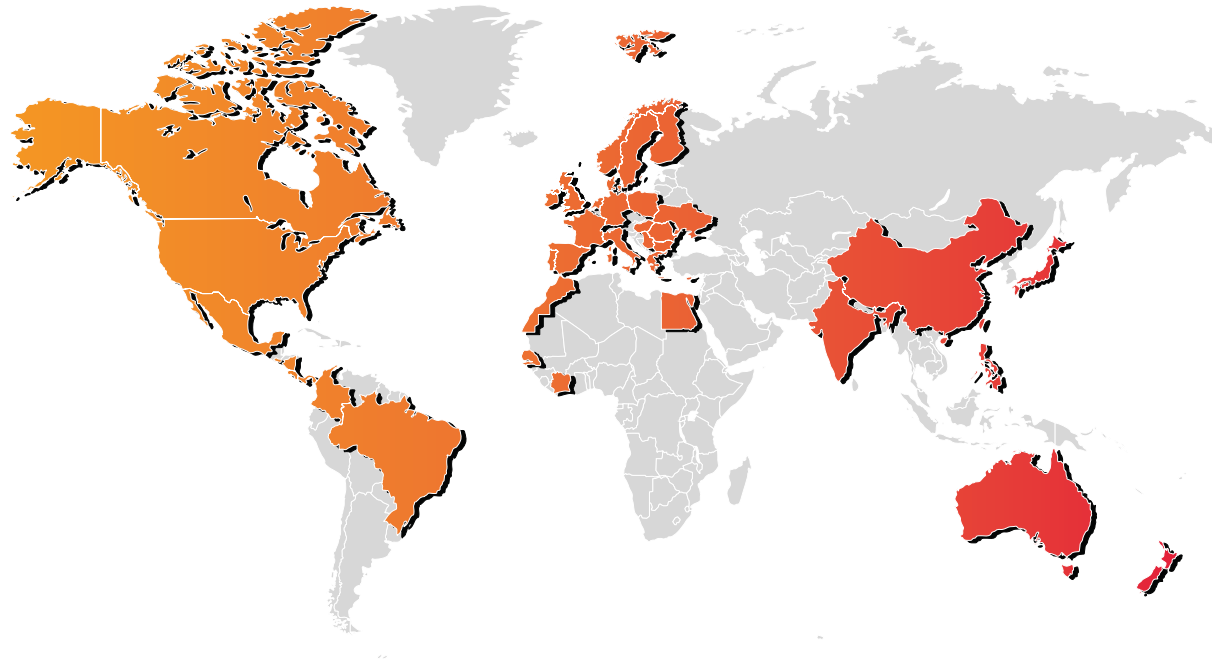
Learn more at: www.sitel.com

And connect with us on Facebook, LinkedIn and Twitter.

Our Global Presence

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

With our global presence and local expertise, we are close to our clients and their customers wherever (and whenever) they need us.



Americas

- Brazil
- Canada
- Colombia
- Costa Rica
- El Salvador
- Mexico
- Nicaragua
- Panama
- United States

EMEA

- Belgium
- Bulgaria
- Cyprus
- Denmark
- Egypt
- Finland
- France
- Germany
- Greece
- Hungary
- Ireland
- Ivory Coast
- Italy
- Morocco
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Senegal
- Serbia
- Slovakia
- Spain
- Sweden
- United Kingdom

APAC

- Australia
- China
- India
- Japan
- New Zealand
- Philippines
- Taiwan

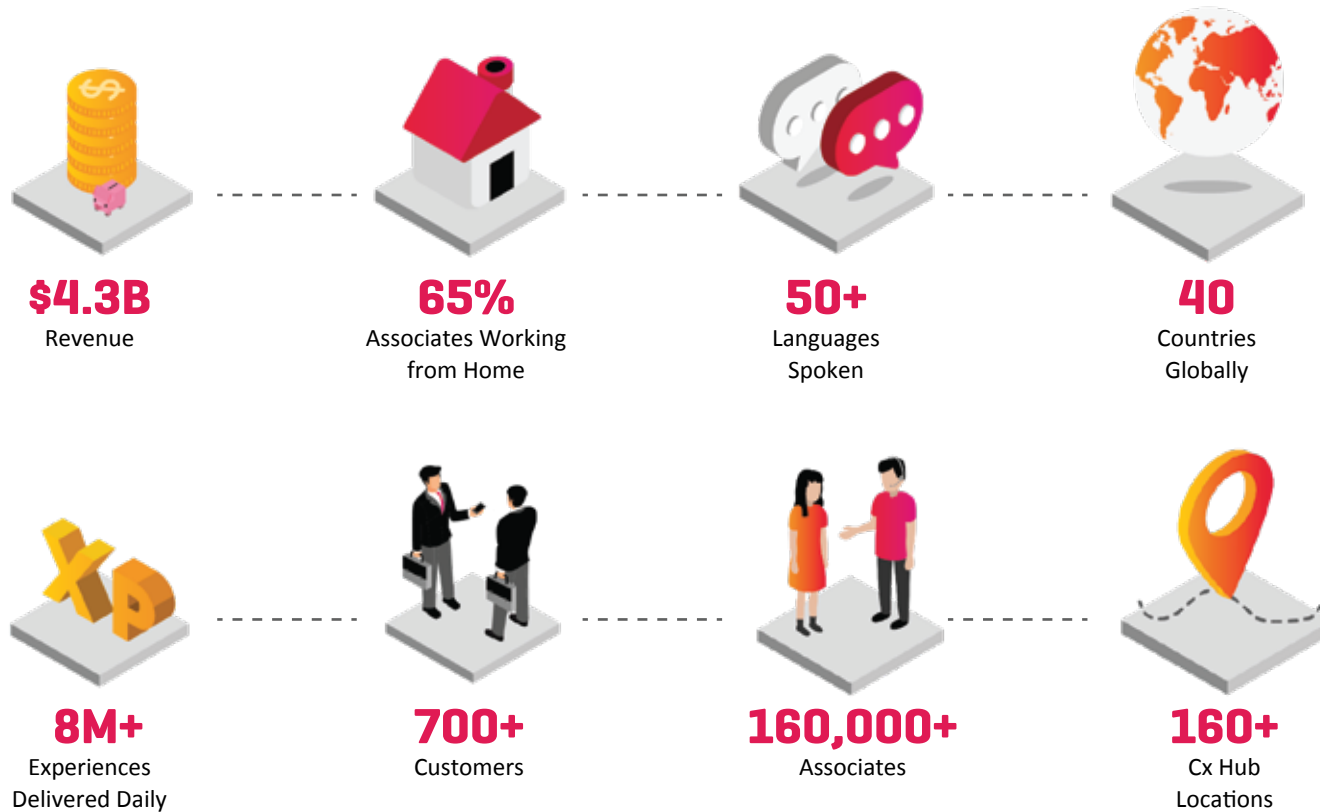
Our Mission

GRI 102-10

Empower brands to build stronger relationships with their customers by creating meaningful connections that boost brand value.

We believe every organization can build stronger brand engagement and drive long-term business growth by unlocking the power of customer experience (CX).

Global Facts & Figures



Our Values



We have big dreams and innovate to achieve them.

We lead by example with integrity and authenticity and hold each other accountable.

We harness the power of diverse groups to deliver greater value.

We're fanatical about customers and always deliver in the moments that matter.

Costa Rica

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

Sitel Costa Rica started its operations on September 2021 with the acquisition of SYKES, who offered customer services and technical support to clients around the worlds, especially United States, since September 1999. Nature of ownership: Private Company. Legal form: Corporation "S.A. or Sociedad Anónima"

Revenue by industry >

Technology **44%**
 Financial **41%**
 Communications **10%**
 Consumer **5%**

Revenue by region >

United States **63%**
 Global **30%**
 Regional **7%**

Revenue by language >

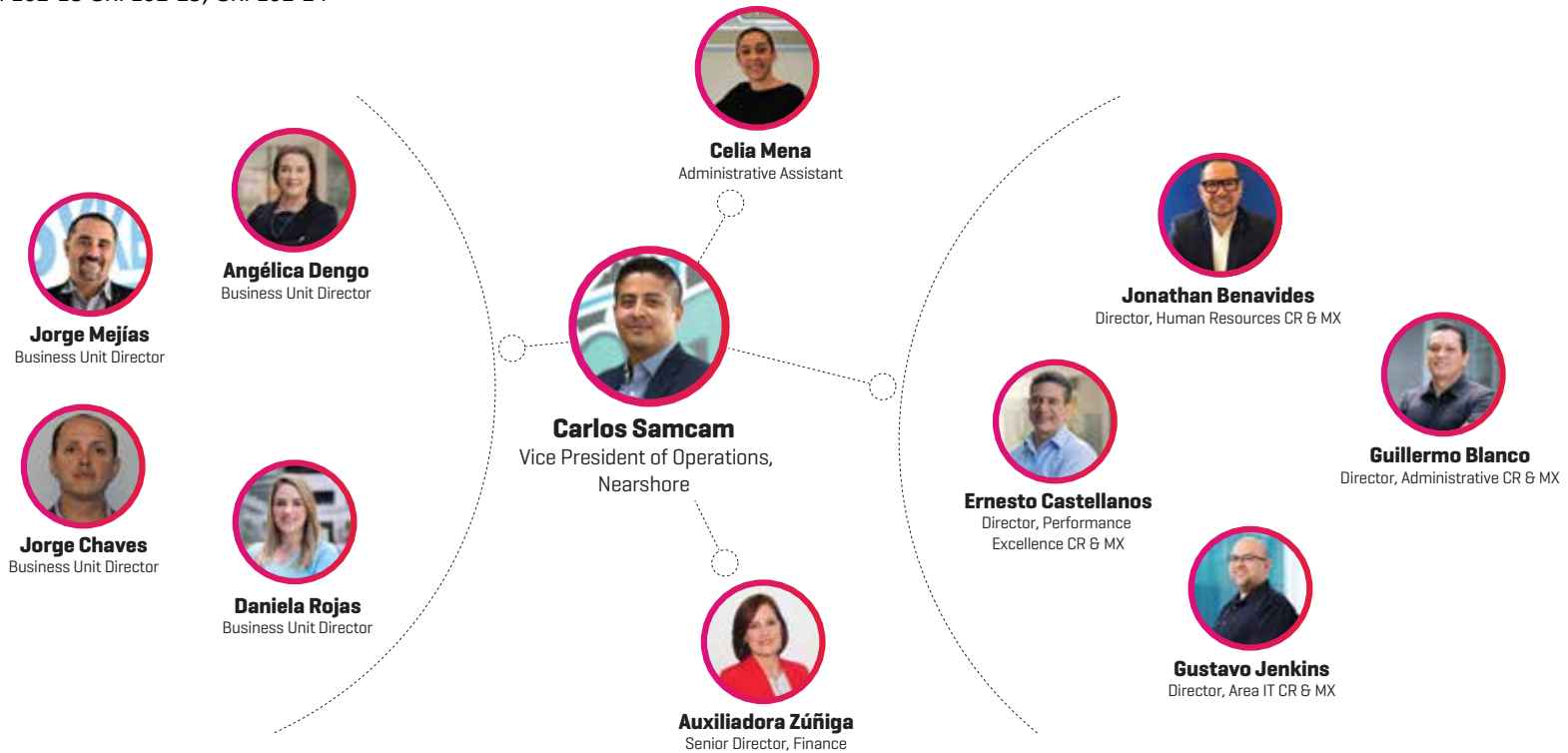
English **82%**
 Spanish **17%**
 Portuguese **1%**

Revenue by services type >

Customer Service **51%**
 Technical Support **43%**
 Sales **6%**

Costa Rica Senior Management

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



The Costa Rican Senior Management Team is led by Carlos Samcam, Vice President of Operations for Costa Rica, the Business Unit Directors, and the Business Partners Directors. The Senior Management Team plans, executes and improves the local strategy aligned with Sitel Group’s regional and global strategy, and it is the highest governing and decision-making body in Costa Rica regarding the economic, environmental, and social topics.

Sustainability Committee

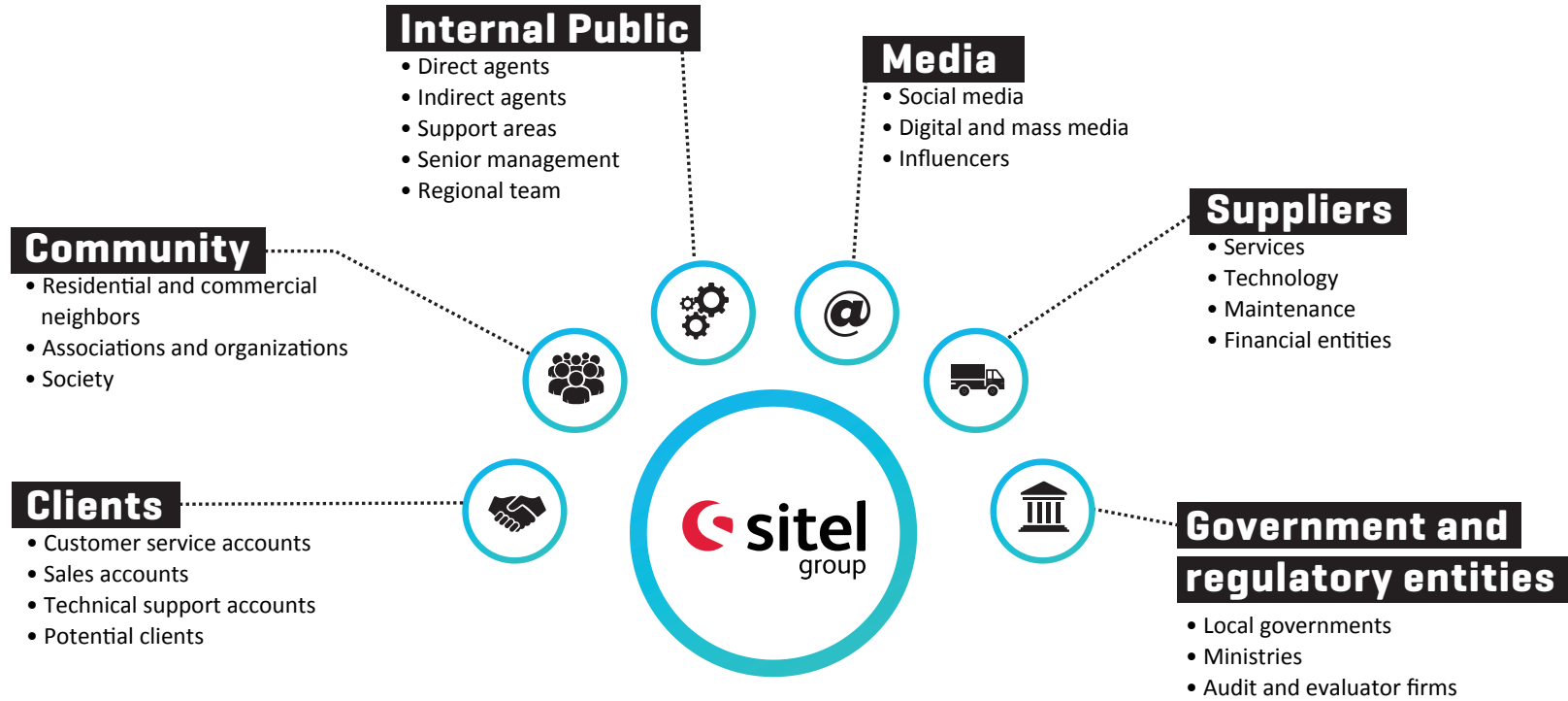
GRI 102-20, GRI 102-22

The sustainability committee is appointed by the Senior Management Team to implement the strategy, the initiatives and programs for the economic, environmental, and social material topics of the operation in Costa Rica. The committee reports directly to each director as the highest governance body.

The interdisciplinary Sustainability Committee is integrated with people from the Human Resources, Performance Excellence, Administration, IT, Finance and Operations areas.

Our Stakeholders

GRI 102-40, GRI 102-42



Stakeholders Consultation & Engagement

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

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

Find the results in the 2020 Sustainability Report here: sykescostarica.com/sustainability/

Our material topics

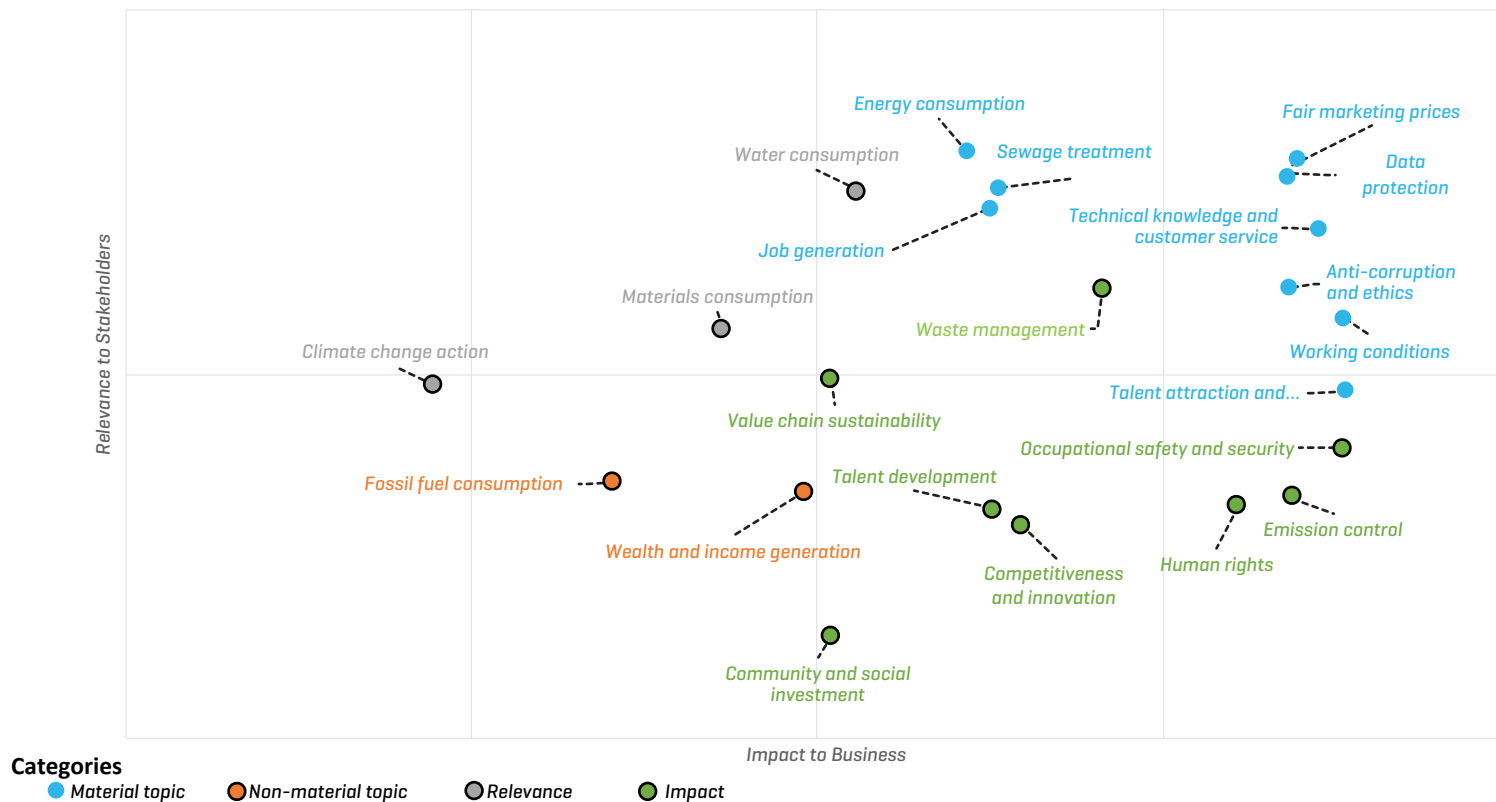
GRI 102-19, GRI 102-26, GRI 102-28, GRI 102-29, GRI 102-31, GRI 102-47, GRI 102-48

The process to define our material themes

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

Business inputs:

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



Integrated Management Systems

Our company provides outsourcing services to its clients by combining the power of technology with human ingenuity. The Integrated Management Systems Policy aims to establish a reference framework for delivering services complying with quality, social responsibility, energy, environmental and health and safety standards requirements. For this reason, and taking into consideration the specificity of our business, we are committed to:

- a. Meet regulations, legal and other applicable requirements including those from its management systems.
- b. Generate a positive impact on people's lives and sustainable business growth.
- c. Contribute to the sustainable development of the community where we operate based on corporate values and the business plan.
- d. Manage the negative and positive impacts of the operations, considering the needs and expectations of the stakeholders to establish strategic objectives of social responsibility.
- e. Protect the environment, including the prevention of pollution and the reduction of resource consumption by defining goals in the design and provisioning phases.
- f. Reduce the environmental impact through ongoing emissions, reductions, and compensations management of greenhouse gases to maintain us as a carbon-neutral company.
- g. Provide safe and healthy working conditions to prevent injuries and illness along the reduction and elimination of safety and occupational health risks and to seize opportunities.
- h. Engage and consult with the concerned parties on health and safety issues and methods to ensure knowledge, assessment, and monitoring of workplace risks.
- i. Guarantee the availability of information and resources to meet the energy goals.
- j. Support the procurement of products and services and design activities with high energy efficiency standards that impact energy performance and its improvement.

Social Responsibility Management System Certified



In October 2021, Costa Rica's operation achieved the certification of the Social Responsibility Management System under the local standard INTE G35:2012.

Social Responsibility Priority Impacts

- High turnover
- Hiring fill rate
- Associates' satisfaction

Alliances with stakeholders

GRI 102-12, GRI 102-13

Strategic Alliances

- Ministry of Public Education (MEP) – Elementary school, single-teacher schools
- Ministry of Public Education (MEP) – Directorate of Technical Education and Entrepreneurial Competencies
- Ministry of Public Education (MEP) – Experimental Bilingual High Schools.
- Ministry of Labor and Social Security (MTTS) – “Empléate” Program and National Employment Program (PRONAE).
- Ministry of Environment and Energy (MINAE) – Climate Change Area, Carbon Neutrality Country Program
- United Nations High Commissioner for Refugees (ACNUR) – “Vivir la Integración” Program.
- Costa Rican Coalition of Development Initiatives (CINDE) – Initiatives for the formation of technical and bilingual talent and recruitment of talent.
- Costa Rican Foreign Trade Promoter (Procomer) – Free zone regime and service export cluster
- Costa Rican Chamber of Exporters (Cadexco) – Good export practices
- National Training Institute (INA) – Support in the design of its curricular mesh in the learning of English, based on the SYKES Academy model.
- Omar Dengo Foundation (FOD) – Technical Academy and SWIT.
- Don Bosco Salesian Education Center (CDB) – Donation of equipment and professional practices program.
- Costa Rican Chamber of Industries (CICR) – Excellence Award Program.
- National Technical University (UTN) – Adoption of the SYKES model for learning English (SYKES Academy).
- Costa Rica High School (Liceo de Costa Rica) – Implementation of English and CISCO technology laboratories.
- Ladies High School (Colegio Superior de Señoritas) – Implementation of English laboratories.
- Presidential Office – Alliance for Bilingualism (ABi).

We are members of:

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

Awards, Certifications and Partnerships

2019

Costa Rican Chamber of Industries – Excellence Award:

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

Costa Rica Recognitions:

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

Certifications:

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

2020

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

INAMU: D&I policy, Best Practices

UNHCR: Refugees hiring and development

Certifications:

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

2021

Certifications:

- ISO 14001: Environmental Management System
- ISO 50001: Energy Management System
- ISO 14064: Greenhouse Gases
- Carbon Neutral Company
- INTE G35: Social Responsibility Management System



Mechanisms for advice and concerns about ethics

GRI 102-17, GRI 102-33, GRI 102-34

Case Management

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

Contact with operations

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

Labor

Third party Labor Legal Management. Reactive assistance

Common Tasks

Office Coverage. Point of contact for BP activities

Office Schedule

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



Economic Dimension

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



We believe every organization can build stronger brand engagement and drive long-term business growth by unlocking the power of customer experience (CX).

Our strategy is based on our material subjects and the Global Reporting Initiative (GRI) indicators: economic performance, market presence, indirect economic impacts, procurement practices, and anticorruption and fair market practices. Our planning, finance, risk and administrative departments manage these indicators. Our performance is evaluated through internal and external audits for continuous improvement. Each week our Senior Management meets to review the indicator's progress, and each quarter they redefine the initiatives or action plans according to the current situation and context.

Material topics

1. Value chain's sustainability
2. Anticorruption & ethics: information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40
3. Data protection: information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40
4. Customer service & technical knowledge
5. Fair marketing practices

Find the Sitel Group 2021 CSR Report here:

<https://www.sitel.com/about/corporate-social-responsibility/>

Our contribution to the SDGs



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



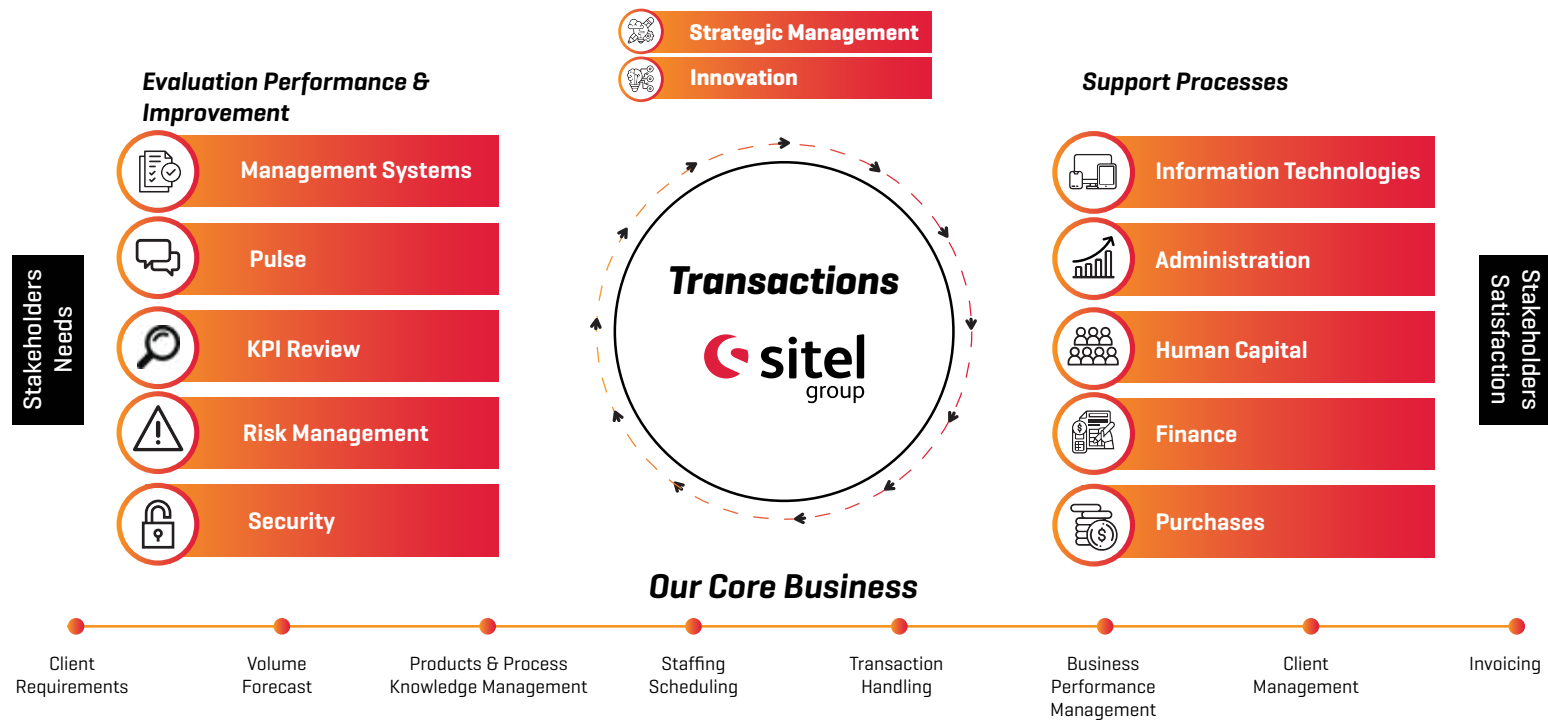
Value chain's sustainability

GRI 102-9

Processes Management Approach

In our organization, we believe that the processes management approach and its standardizations contribute enormously to the satisfaction of our clients. As part of this approach, we set out to identify and classify all our processes. The following were the results of this analysis:

- **Strategic processes:** those processes related to the definition of the organization's direction and the allocation of the necessary resources for its proper functioning and the improvement of customer satisfaction.
- **Evaluation Performance and Improvement:** processes that measure results to seek improvements.
- **Support Processes:** processes that facilitate the proper functioning of the operation, including the company's support areas.
- **Our Core Business:** processes that are strictly necessary to offer and provide services to our clients.



Quality Management System

To continue with adequate management of our processes and to be able to increase the level of satisfaction of our clients, the organization decided to implement a quality management system based on the international standard ISO 9001 in all its processes and activities.

We have currently documented 96% of all the organization's processes. However, by 2022, the implementation strategy will have a practical approach towards the functions of the most significant contribution to the business and its operations and to the specific requirements of the ISO 9001 standard, which will translate into more substantial progress.

The challenges for 2022

- The adaptation of processes results from the transformation towards a new and larger company
- The implementation of a proper processes management approach away from the old paradigms
- Keep high levels of motivation regarding the adoption process
- Provide practical results quickly
- Develop a new tool for document management

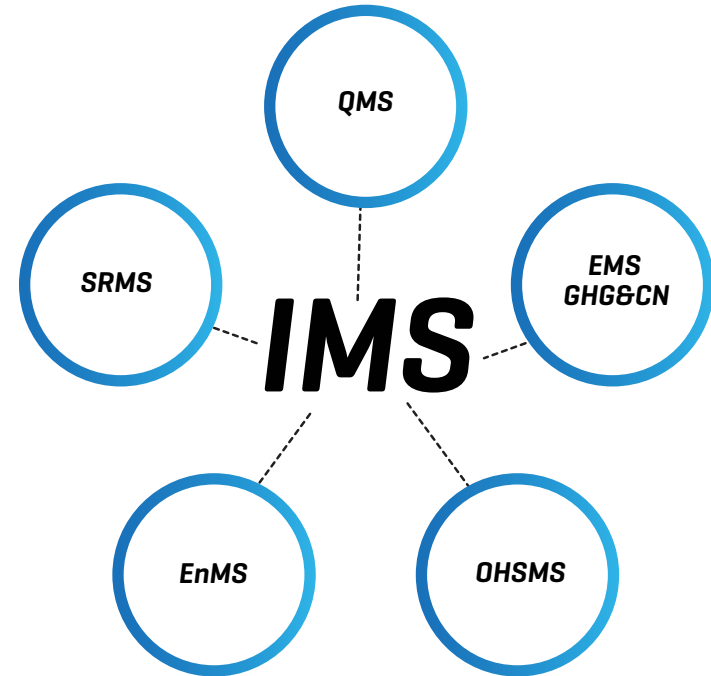
The benefits

- Promotion of a customer-oriented culture
- Operational efficiency and consistency
- Knowledge Preservation
- International recognition
- Improvement of the Associate experience

Management Systems Integration

Having multiple management systems in organizations not covered under a single direction duplicates efforts, tasks, and activities. That is why, since July 2021, a process began to integrate the different management systems.

This integration process plan will continue in 2022 until the management systems fully integrate the high-level structure requirements. The expected result is a solution that will include the organization's shared processes, ideally in a single unit, covering the requirements of ISO standards and other standards pursued or desired by the



Main advantages

- Cost reduction as a result of process optimization.
- Redundancies and bureaucracies' displacement.
- The same risk management, audits, documented information, policies, communication, competencies, and other support processes.

QMS: Quality Management System / **EMS:** Environmental Management System / **GHG&CN:** Greenhouse Gases & Carbon Neutrality / **EnMS:** Energy Management System / **SRMS:** Social Responsibility Management System / **OHS:** Occupational Health and Safety Management System **IMS:** Integrated Management System

COVID-19 Pandemic

GRI 102-9

Costa Rica COVID-19 as of December 31, 2021

Total confirmed positive cases 2020: 289 2021: 836

Recovered associates 2020: 264 2021: 831

Active associates 2020: 25 2021: 5

Deceased associates 2020: 0 2021:

Associates in preventive isolation 2021: 2477 2021: 5366

Percentage of infected associates 2020: 5% 2021: 14%

Confirmed cases by gender

	2020	2021
Male	170	464
Female	119	372
Total	289	836

Confirmed cases by gender and location 2021

	Hatillo	Heredia	Moravia	San Pedro	Liberia	WFH	Total
Male	54	98	29	105	1	177	464
Female	31	117	26	89	1	108	372
Total	85	215	55	194	2	285	836

Confirmed cases by age 2021

Age group	Positive cases	Cases by gender	
		Male	Female
Less than 20	99	47	52
20 to 24	383	206	177
25 to 29	175	91	84
30 to 34	72	50	22
35 to 39	47	28	19
40 to 44	27	18	9
45 to 49	11	8	3
50 to 55	12	8	4
55 to 59	7	5	2
More than 60	3	3	0
Total	836	464	372



Sustainable suppliers

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

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

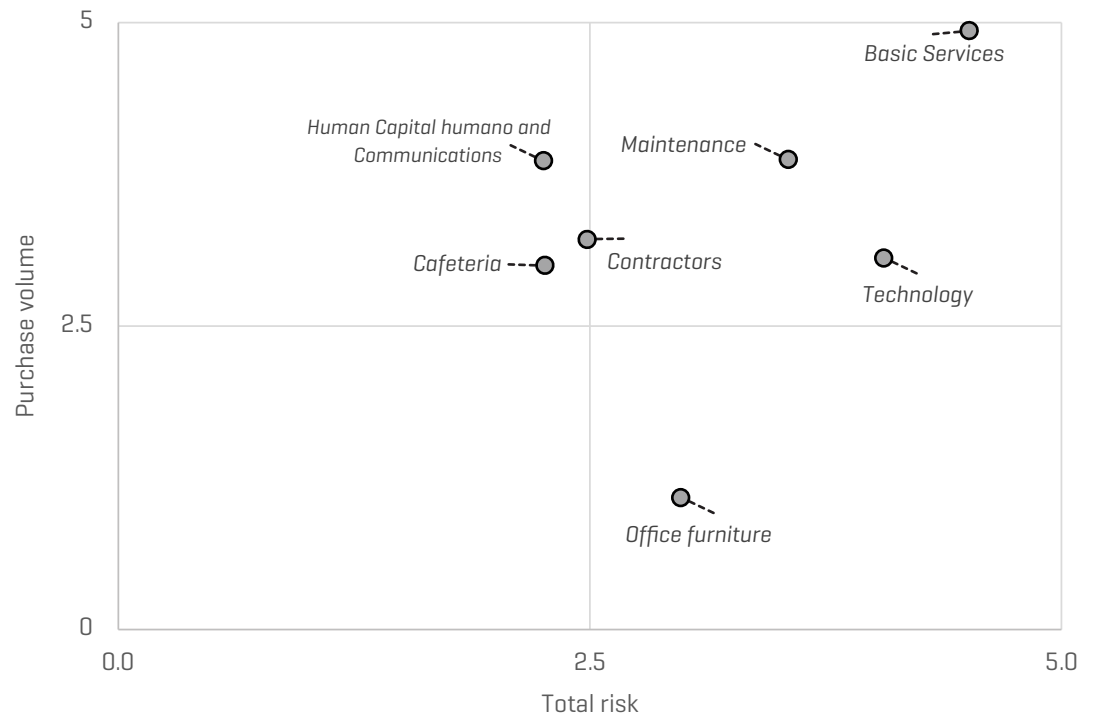
Supplier Classification

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

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

Supplier evaluation

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



Customer Service and Technical Knowledge

GRI 102-2, GRI 102-6

Our Core Business

Transform Your Customer Experience with Sitel Group®

It's time to lead the disruption. Empower your CX strategy with digital-first solutions powered by the human touch.

Engagement is a direct outcome of the empathy created when teams — invested in the delivery of your brand promise — work with a deep understanding of the client's customers and their unique needs. By bringing people, data and technology together, we help to reimagine the customer experience, creating compelling experiences for their customers in the moments that matter most.



Industries

With one of the most diversified client portfolios in the industry, we're close to client's business verticals, this is our expertise. Costa Rica provides services for 20 clients in four industries.



Technology

Clients: 10

Whether a fast-growth startup with unicorn status in its sights or a well-established household name, the tech industry is well versed in all of the latest innovative tools, from analytics to AI, for getting closer to the market.

Services:

- Enterprise network technology
- Business technology
- Consumer electronics
- Software and portals



Financial Services

Clients: 5

Whether well-known or just starting out, organizations in the financial sector work with Sitel Group because of the quality of our service delivery, our financial stability and our stringent approach to risk management and compliance.

Services:

- Customer service
- Back-office support
- Payment and billing
- First party collections
- Chatbots
- Analytics



Communications

Clients: 1

Whether within a single region or across multiple countries, leading telecommunications brands around the globe trust Sitel Group® to deliver best-in-class, innovative customer experience (CX) solutions. And while every organization is unique, each of our telecoms





customers chose us for the same reasons: our depth of industry expertise and ability to use this understanding to formulate digital-first CX strategies that support customers who live in a hyper-connected world.

Services:

- Customer service
- Back-office support
- Payment and billing
- Analytics
- Chatbots
- Process Automation



Consumer & Travel

Clients: 5

Whether local or global, tourism and properly related organizations work with Sitel Group because of the quality of our customer experience (CX) service delivery, our industry-guided approach to technology and innovation and our understanding and application of consumer insights.

Service:

- Customer service
- Back-office support
- Bookings & reservations
- Consumer insights
- Automation
- Training

Fair marketing prices

Our most important resource are our associates. To attract and retain them, we have a communication strategy that starts by letting them know that we are market leaders in talent development.



Indicator	2019	2020	2021
Photos interactions	13,594	8,592	3,721
Videos interactions	1,833	1,289	583
Carousels interactions	0	617	2,990
Publications	178	149	115
Followers	6,376	8,702	12,119



Indicator	2019	2020	2021
Reactions	32,735	43,207	45,194
Comments	4,873	7,278	9,059
Shared Publications	2,342	3,648	3,109
Publications	47	656	573
Fans	82,445	89,442	95,705



Indicador	2019	2020	2021
Reactions	1,831	4,079	4,823
Comments	81	109	139
Shared Publications	154	494	771
Publications	74	222	403
Fans	19,666	33,284	45,852

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

Source	2019	2020	2021
Headhunters	2,653	1,699	2,524
Referrals	9,387	11,135	11,337
Digital campaigns (social media and webpage)	19,464	16,614	29,281
Job Fairs	1,524	1,748	4,602
Institutes, universities and academies	338	1,613	2,895
LinkedIn	50	1,370	2,337
Job bank and data bases	-	580	1,359
Friend or family member of a collaborator		1,116	109
Advertising		937	1,469
Direct contact (email or phone call)	1,063	588	490
Not shown	1258	103	
Total applications per year	34,479	38,658	56,506





Social

Dimension

Social Dimension

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

We believe experiences are everything, and that happy associates and communities are successful ones.

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

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

Material Topics

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

Our contribution to the SDGs



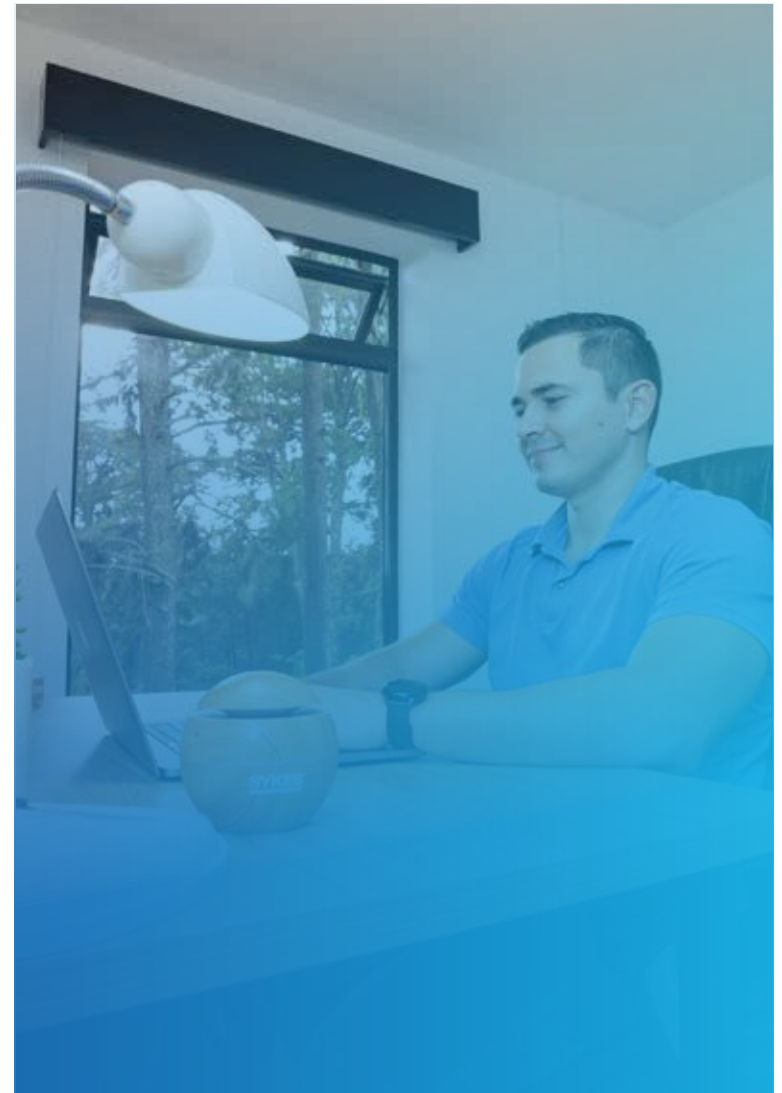
SYKES Academy - We have improved the English level of 14,292 Costa Ricans so that they can choose a job since 2015, more info on page 75



Tech Academy - We specialized 9,225 Costa Ricans in technical careers so they can opt for a better job, more info on page 77



SWIT - We promoted 426 female associates to technical accounts, closing the gap from 13.5% in 2016 to 28% in 2020, more info on page 78



Our Associates

GRI 102-8

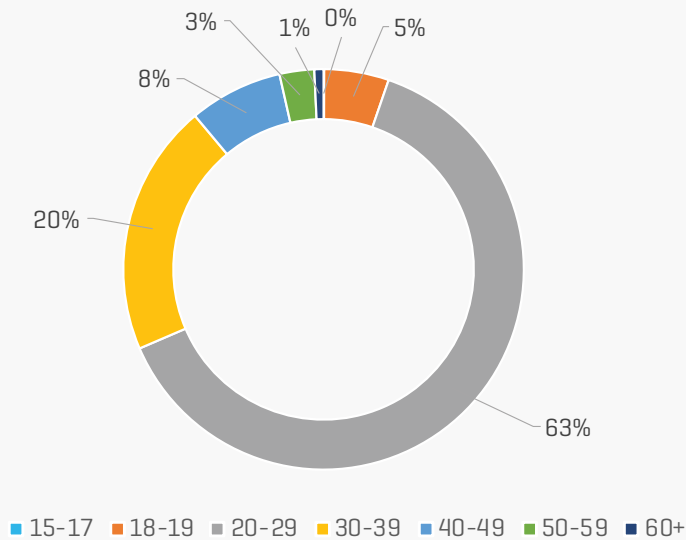
Total associates

In 2021 we proudly employed 5,823 people. We have grown in the last 3 years contributing with more employment to Costa Ricans.

2019 4,725	2020 5,447	2021 5,823
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Associates by age

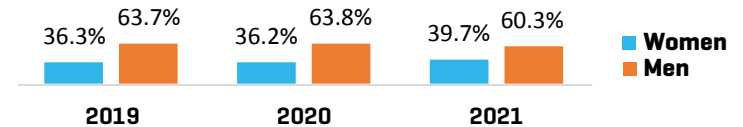
63% of our associates are between 20 and 29 years old



Number of employees by age range

Age range	2019	2020	2021
15-17	15	0	3
18-19	1133	577	304
20-29	2792	3339	3684
30-39	543	1005	1186
40-49	162	368	440
50-59	73	130	163
+ 60	7	28	43
Total	4725	5447	5823

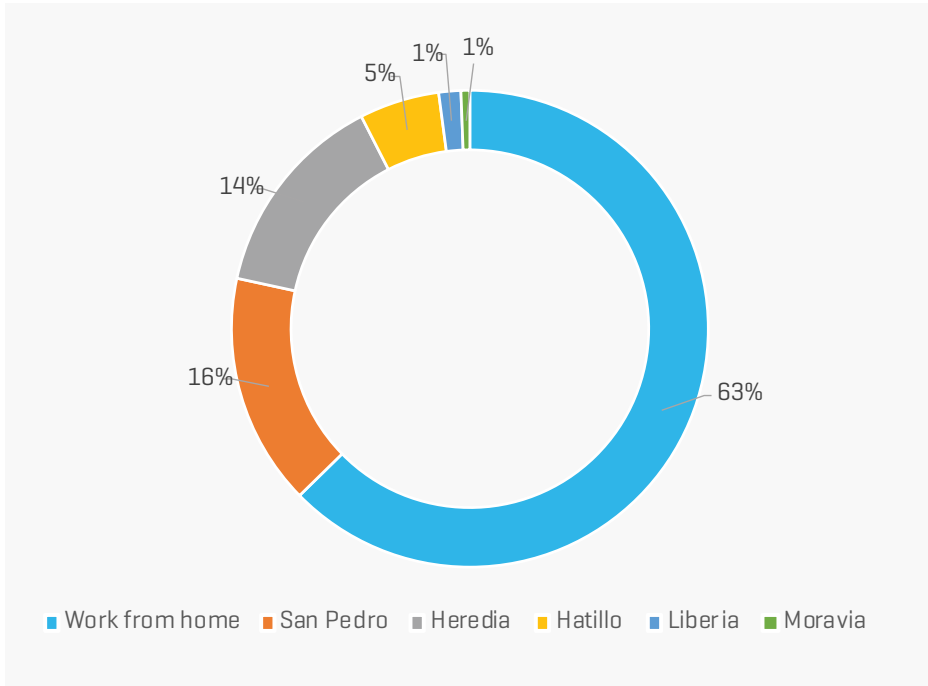
Associates by gender



Reporting year	Women	Men	Total
2019	1,716	3,009	4,725
2020	1,974	3,473	5,447
2021	2,312	3,511	5,823

Associates by location

63% of our associates work from their homes.



Number of employees by location

Location	2019	2020	2021
Heredia	3065	1156	820
San Pedro	1224	812	916
Moravia	267	66	35
Hatillo	169	170	316
Liberia		40	87
Work from home		3203	3649
Total	4725	5447	5823

Associates by citizen

96% of our associates are Costa Rican, and the 4% represents 237 associates of 26 different nationalities. This is part of the labor inclusion that we work with UNHCR in hiring refugees. The following nationalities are the most common in our operation:



Nationality	2020	2021
Costa Rican	5181	5586
Nicaraguan	120	115
Venezuelan	48	34
Salvadoran	19	16
American	16	15
Colombian	13	8
Mexican	7	6
Honduran	6	5
Other	37	38
Costa Rican	5447	5823

Leadership Positions

GRI 405-1

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

Operations area:

- Directors
- Managers
- Account Supervisors
- Team Leaders
- Quality supervisors
- WFM supervisors

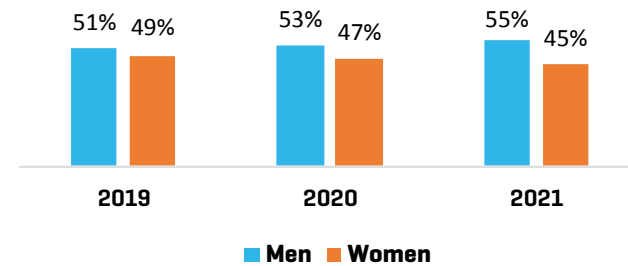
Support areas:

- Area Directors
- Area Managers
- Area Supervisors
- Area Team Leaders

Leadership positions by gender

Our leadership positions have a difference of 10 percentage points between men and women

Gender	2019	2020	2021
Men	165	180	269
Women	157	157	218
Total	322	337	487



Leadership positions by age

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

Age	2019	2020	2021
18-19	1	1	13
20-29	124	153	194
30-39	125	124	138
40-49	52	42	95
50-59	19	15	37
60+	1	2	10
Total	322	337	487

Age	2019	2020	2021
18-19	0%	0%	3%
20-29	39%	45%	40%
30-39	39%	37%	28%
40-49	16%	12%	20%
50-59	6%	4%	8%
60+	0%	1%	2%
Total	100%	100%	100%

Talent attraction and retention

New hires

GRI 401-1

4,450 people were hired in 2021 as a requirement of the organization's operations. The two most important variables for which we have high hiring rates are: high employee turnover and growth in the operations area

New hires by gender and age

Age range	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
15-17	24	21	0	0	0	0
18-19	474	586	295	306	342	310
20-29	918	1387	1086	1656	1342	1572
30-39	121	224	175	391	234	370
40-49	35	75	50	137	77	102
50-59	53	31	30	47	31	52
60+	2	4	2	7	7	11
Total hires by gender	1627	2328	1638	2544	2033	2417
% of hires by gender	41%	59%	39%	61%	46%	54%
Total hires per year	3955		4182		4450	



New hires by gender and province of residence

Province of residence	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
San José	1198	1718	1009	1558	883	1094
Heredia	97	123	237	342	343	368
Cartago	133	144	142	243	225	249
Alajuela	111	184	153	269	301	381
Guanacaste	8	34	60	62	185	217
Limón	37	66	17	30	46	45
Puntarenas	35	52	18	36	47	59
Not specified	8	7	2	4	3	4
Total hires by gender	1627	2328	1638	2544	2033	2417
% of hires by gender	41%	59%	39%	61%	46%	54%
Total hires per year	3955		4182		4450	



Highlights:

- 46% of new hires were women and 54% men,
- 6 out of 10 hires are between 20 and 29 years old and
- 4 out of 10 hires come from the province of San José

Total hires by age

Age range	2021	
15-17	0	0%
18-19	652	15%
20-29	2914	65%
30-39	604	14%
40-49	179	4%
50-59	83	2%
60+	18	0%
Total	4450	100%

Total hires by province

Province	2021	
San José	1977	44%
Heredia	711	16%
Cartago	474	11%
Alajuela	682	15%
Guanacaste	402	9%
Limón	91	2%
Puntarenas	106	2%
Not specified	7	0%
Total	4450	100%



Candidates applying for jobs

In 2021, we had 56,506 people applying to the jobs offered by the company in order to fill the operation needs. Of these people, 6,673 were interviewed and 4,450 were hired.

Indicator	2019	2020	2021
Total applications	34,479	38,658	56,506
People scheduled for interview	16,693	24,096	22,215
Success rate	48%	62%	39%

Indicator	2019	2020	2021
People scheduled for interview	16,693	24,096	22,215
- People that cancel or do not show up for the interview	2248	700	1591
- People that show up but do not pass the second filter (lab and computer navigation)	1637	13,319	13,951
Total interviews	12,808	10,077	6,673
- Candidates rejected (written test, face to face interview, profile, schedule)	8778	7219	1932
- Other rejections (they were waitlisted, documents pending, among others)	473	0	0
Candidates hired	3955	4182	4450
Conversion rate (people scheduled for interview vs people hired)	24%	17%	20%



Associates Turnover

GRI 401-1

4,274 associates terminated the employment relationship, which is a very significant negative impact for the company.

Turnover by age and gender

Age range	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
15-17	16	25	0	0	0	0
18-19	325	356	170	173	172	129
20-29	983	1421	1184	1526	1358	1618
30-39	155	351	142	324	254	423
40-49	45	109	35	101	59	142
50-59	21	44	28	38	28	58
60+	4	8	2	8	13	20
Total resignations by gender	1549	2314	1561	2170	1884	2390
Total resignations per year	3863		3731		4274	
Total employees by gender	1716	3009	1974	3473	2312	3511
Turnover by gender	7.5%	6.4%	6.6%	5.2%	6.8%	5.7%
Total turnover	6.8%		5.7%		6.1%	

Turnover by reason for leaving and gender

Reason for leaving	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Voluntary	1172	1598	1361	1780	1693	2059
Termination with severance	212	466	135	299	113	218
Termination without severance	41	90	18	20	10	29
End of contract	0	0	0	0	7	7
Death	2	1	0	2	2	3
Mutual agreement	10	10	1	0		1
Signed a contract but never showed up for work	87	89	36	46	45	54
Tacit resignation (abandonment)	24	60	9	22	11	18
Others	0	1	1	1	3	1
Total resignations by gender	1549	2314	1561	2170	1884	2390

Turnover by province of residence and gender

Province of residence	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
San José	1109	1607	1088	1297	1044	1392
Heredia	118	184	138	385	322	354
Cartago	147	191	123	189	189	203
Alajuela	119	197	124	211	210	261
Guanacaste	10	27	16	34	78	114
Limón	34	59	37	29	18	27
Puntarenas	17	44	30	30	23	39
Total resignations by residence	1549	2314	1561	2170	1884	2390

Highlights:

- The employees who rotate the most are between 20 and 29 years old
- 88% of associates who rotate do so voluntarily

Total turnover by age

Age range	2021	
15-17	0	0%
18-19	301	7%
20-29	2976	70%
30-39	677	16%
40-49	201	5%
50-59	86	2%
60+	33	1%
Total	4274	100%

Total turnover by reason for leaving

Reason for leaving	2021	
Voluntary	3752	88%
Termination with severance	331	8%
Termination without severance	39	1%
End of contract	14	0%
Death	5	0%
Mutual agreement	1	0%
Signed a contract but never showed up for work	99	2%
Tacit resignation (abandonment)	29	1%
Others	4	0%
Total	4274	100%

Total turnover by province

Province	2021	
San José	2436	57%
Heredia	676	16%
Cartago	392	9%
Alajuela	471	11%
Guanacaste	192	4%
Limón	45	1%
Puntarenas	62	1%
Total	4274	100%



English Academy

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

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

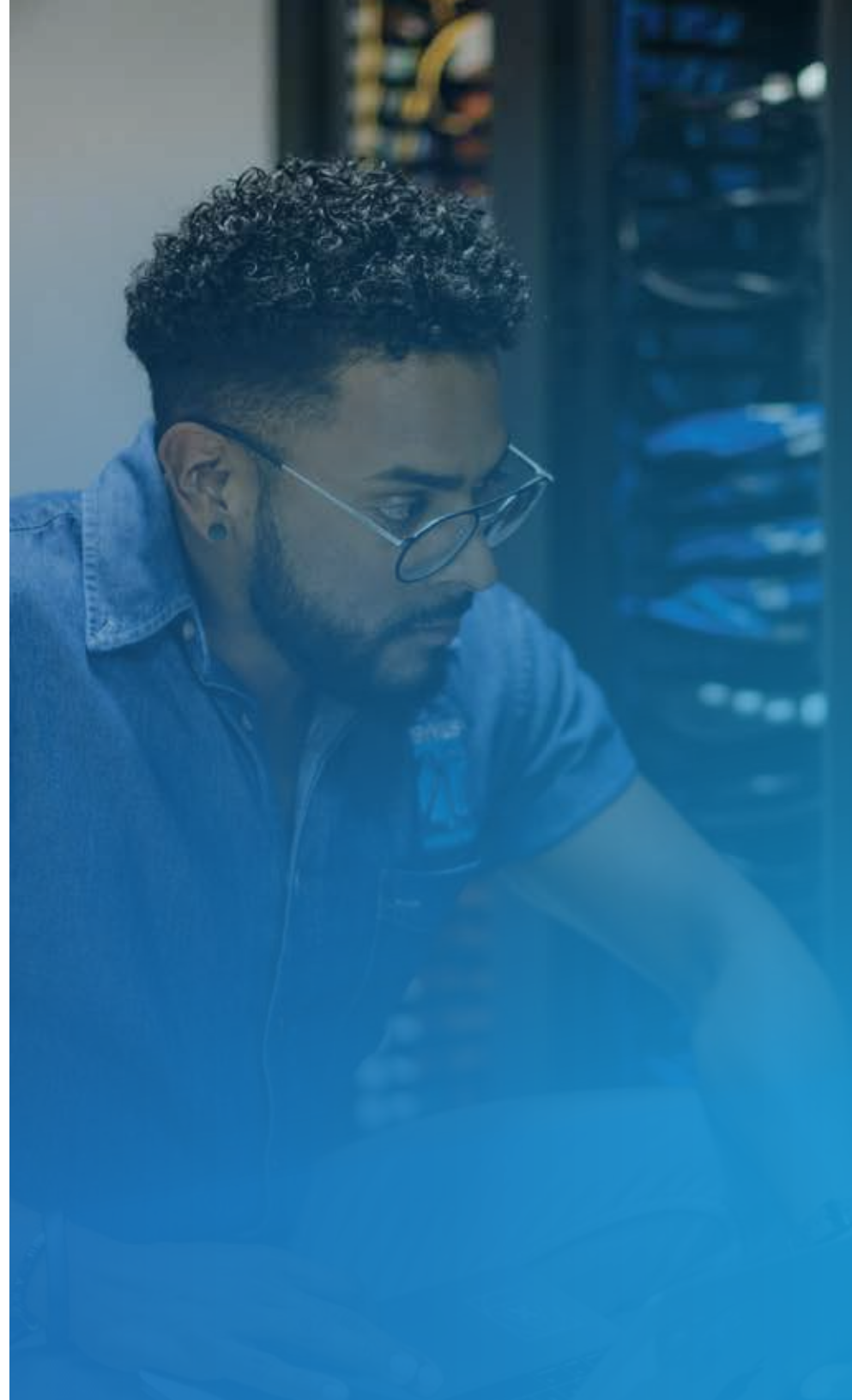
In 2021 we had a historical record of people trained

- **7456 students**
- **3732 graduated**
- **1563 people hired**

Indicator	2019	2020	2021
Number of groups completed	273	581	492
Number of students enrolled	3156	6989	7456
Number of graduated students	2243	3974	3732
Number of students hired	747	1221	1563
Success rate	71%	57%	50%
Contribution to total hires	18%	28%	36%
Investment	\$ 332,146	\$ 595,959	\$ 798,660

English Academy Programs in 2021

Program	Groups	Enrolled	Graduated	Non-compliant	Success rate
A2	2	23	8	15	35%
B1	12	188	107	81	57%
B2	153	2685	1361	1324	51%
B2+	269	4222	2078	2144	49%
C1	56	338	178	160	53%
Total	492	7456	3732	3724	50%





Academy Historical

Indicator	2007-2021
Groups completed	2,337
Students enrolled	26,672
Graduated students	19,313
Success rate	72%

Tech Academy

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

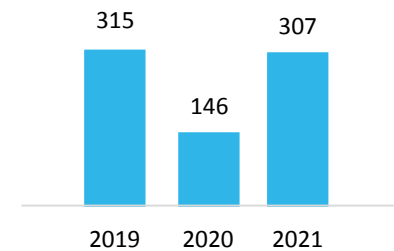
Technical Development Strategy

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

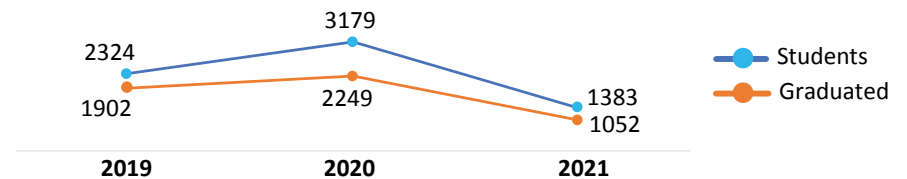
We graduate 1,052 students in technical careers in 2021

Indicator	2019	2020	2021
Number of groups	244	291	182
Number of students	2324	3179	1383
Number of graduated students	1902	2249	1052
Success rate	82%	71%	76%

Promoted students to technical accounts



Students and graduated



Women in Technology

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

Strategic goals

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

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

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

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

We didn’t achieve the goal, but we are very proud of the impact generated. We increased from 13.5% to 28%.

Year	Women	Men	Women in technical accounts
2019	283	1062	21%
2020	399	1226	25%
2021	537	1395	28%

Women in Tech Academy

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



SWIT	2016	2017	2018	2019	2020	2021
Total academy students	1225	1315	1819	2324	3179	1383
Total women students	196	490	729	1058	1362	562
Percentage of women students	16%	37%	40%	45%	43%	41%

SWIT	2015	2016	2017	2018	2019	2020	2021
Women promotions to Tech Accounts	7	8	27	25	123	104	132

Talent Development

GRI 404-1, GRI 404-2

Lead, Lead & Grow.

Associates Training

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

Training in Financial Services and Communications Industries

In 2021 we trained a total of 4058 associates that graduated as direct customer service agents through 402 classes and 101,616 hours of training.

Indicator	2019	2020	2021
Training classes finished	217	257	402
Total training hours	58,680	61,502	101,616
Trained employees ¹	3612	4058	4,133
Graduated employees	2918	3473	2,956
Graduation rate	81%	86%	88%

Training in the Technology Industry

In 2021 we trained 571 employees that graduated as technical direct agents though 116 classes and 114,200 hours of training.

Indicator	2019	2020	2021
Training classes finished	152	264	116
Total training hours	103,408	96,011	114,200
Trained employees	579	437	571
Graduated employees	553	427	556
Graduation rate	96%	98%	97%

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

Talent Development to all associates

We develop our associates for personal and professional growth through 21,597 hours in 2021.

Number of associates developed 2022

Associate classification	Number of Women	Number of Men	Total associate per category	Average per category
Directors	11	20	31	16
Managers	96	159	255	128
Supervisors	334	198	532	266
Individual Contributors	684	552	1236	618
Direct Agents	64	113	177	89
Indirect Agents	488	592	1080	540
Total hours by gender	1677	1634	3311	1656
Percentage by gender	51%	49%		
Average per gender	280	272		
Total Investment			\$ 193,949	
Total number of courses			357	

Number of hours training 2020

Associate classification	Hours Women	Hours Men	Total hours per category	Average hours per category
Directors	373	113	486	243
Managers	513	1186	1698	849
Supervisors	1816	1286	3101	1551
Individual Contributors	5224	5310	10534	5267
Direct Agents	228	445	672	336
Indirect Agents	2388	2718	5105	2553
Total hours by gender	10,540	11,056	21,597	10,798
Percentage by gender	49%	51%		
Average by gender	1,757	1,843		
Total Investment			\$ 193,949	
Total number of courses			357	

Performance Appraisal

GRI 404-3

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

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

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

Performance Appraisal

Detail	2019	2020	2021
Average women's performance	3.39	3.39	3.39
Average men's performance	3.36	3.34	3.36

Leader Satisfaction Survey

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

Leaders Satisfaction	2019		2020		2021	
	I-Semester	II-Semester	I-Semester	II-Semester	I-Semester	II-Semester
Women	93%	93%	91%	94%	94%	95%
Men	88%	92%	89%	93%	93%	92%
Average	89%	93%	89%	94%	94%	93%

Internal Promotions

“Learn, Lead & Grow” is the work value proposition motto we offer our associates. From our academies, our way of training and transparent performance measuring, we seek growth in our associates.

In 2021 we promoted 1212 associates, 34% women and 66% men

Indicator	2019	2020	2021
Women promoted per year	269	161	411
Men promoted per year	584	312	801
Total internal promotions per year	853	473	1212
Annual percentage of promoted women vs total women	16%	8%	18%
Annual percentage of promoted men vs total men	19%	9%	23%
Total Promotion rate	18%	9%	21%
Percentage of promoted women vs promoted men	32%	34%	34%

Learn, Lead & Grow.



Working Conditions

401-2

Associates Compensation and Benefits

401-2

Medical insurance and tuition reimbursement

	2019	2020	2021	
Life and medical insurance	Employees with an INS policy	1066	1391	1391
	Monetary value of all policies paid	\$393,549	\$490,225	\$490,225
Tuition reimbursement	Employees that used this benefit	1435	1499	1499
	Monetary value of all reimbursements \$	\$266,210	\$253,880	\$253,880

Educational Reimbursement

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

Policy

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

Points

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



	Points		
Detail	2019	2020	2021
Points earned or distributed	689,111	292,450	1,144,636
Points claimed	515,785	581,460	2,099,807
Number of benefited employees	14,134	10,960	3,564
Investment in Points products	\$ 129,600	\$ 124,332	\$ 148,985
Average cost of each point	\$ 0.25	\$ 0.21	\$ 42

Refer A Friend – RAF

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

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

Refer a Friend

Indicator	2019	2020	2021
Total candidates referred	9387	11,135	11,337
Total referred hires	772	1039	1401
Success rate	8.0%	9.0%	12%
Bonuses paid	\$101,000	\$ 96,250	\$ 131,516



Seniority Celebrations

We celebrate with employees that achieve the milestone of 1, 3, 5, 10, 15, 20 and 25 years of working in the company. The celebration takes place in the main building and includes games, food, an appreciation speech, and a gift for each one. In 2021, we celebrated 1964 people.

Associates celebrated	2019	2020	2021
3 months	N/A	2459	N/A
6 months	N/A	1940	N/A
1 year	990	1526	1404
3 years	N/A	N/A	194
5 years	189	159	247
10 years	66	50	64
15 years	21	14	46
20 years	1	0	5
25 years	1	0	4
Total associates celebrated	1268	6148	1964
Total investment	\$84,100	\$103,323	\$75,748
Cost by associate	\$66	\$17	\$39

Parental Leave

GRI 401-3

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

Associates in parental leave

Gender	2019	2020	2021
Men	34	27	30
Women	46	36	49
Total parental leaves	80	63	79

Associates return after parental leave

Gender	2019	2020	2021
Men	29	27	27
Women	35	36	36
Men	85%	100%	90%
Women	76%	100%	73%

Year	Maternity leave for mothers (4 months minimum by law)	Parental leave for fathers (2 days)
2019	¢ 35,737,064	¢ 2,578,502
2020	¢ 31,508,632	¢ 1,751,900
2020	¢ 45,592,959	¢ 1,993,548

Non-compulsory licenses:

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

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

	Marriage licenses		
Detail	2019	2020	2021
Women	15	10	24
Men	24	15	19
Total licenses	39	25	43
Investment	¢ 3,175,508	¢ 2,289,928	¢ 2,253,745

	Marriage licenses		
Detail	2019	2020	2021
Women	12	11	44
Men	43	23	26
Total licenses	55	34	70
Investment	¢ 3,977,371	¢ 4,569,702	¢ 5,927,897

Occupational Health and Safety

GRI 403-1, GRI 403-8

Occupational Health and Safety Management System

Standard: ISO 45001:2018, voluntary

Progress: 80% implemented

Certification: The organization decided not to certify this management system but only to implement it

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

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

Occupational health services

GRI 403-3, GRI 403-6

Medical Services

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

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

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

Medical Services Appointments

Detail	2019	2020	2021
Appointments requested per year	22,039	13,897	11,625
Appointments handled per year	17,874	10,919	9,579
Appointments rejected per year	4,920	1,769	353
Appointments missed per year	1,125	616	407
Number of people who benefited	5,116	4,858	5,798

Private Medical Insurance

Detail	2019	2020	2021
Use of medical insurance	609	575	302
Incident rate	87%	205%	93%
Internal preventive health fairs	5	0	1
Number of associates with private medical insurance	1066	1391	1420
Associates with insurance / Total associates	23%	29%	24%

Health and Safety Cases

Our Medical Services Department refers the cases that require physical space evaluation to the health and safety department. When an employee comes to the doctor with constant back or hand pain, we evaluate the area and make adjustments when necessary. In 2020 we had 163 cases. The most common ones were hand tendinitis and lower back pain.

Type	Heredia	San Pedro	Moravia	Hatillo	Liberia	WFH	Total
Hand tendinitis	8	4	0	0	0	19	31
Lower back pain	10	6	3	2	0	55	76
Disc hernias	1	1	0	0	0	4	6
Scoliosis	1	0	1	0	0	10	12
Muscle contracture	0	7	0	0	0	3	10
Cervicalgia	2	3	0	0	0	0	5
Carpal Tunnel Syndrome	0	3	0	0	0	7	10
Gonalgia	0	0	0	0	0	2	2
Coxalgia	0	2	0	0	0	1	3
Dorsalgia	0	5	1	0	0	1	7
Knee osteoarthritis	0	1	0	0	0	0	1
Total 2021	22	32	5	2	0	102	163

Worker participation

GRI 403-4

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

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

Occupational Health and Safety Committee

GRI 403-4

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

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

The obligations of the health and safety committee are:

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

Authority of the health and safety committee:

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

Please find our OHS Communication Tree channels with workers in the 2020 Report

Worker training on occupational health and safety

GRI 403-5

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

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

Workers' Hazards and Risk Matrix

GRI 403-2, GRI 403-7

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

- Biological hazards
- Physical hazards
- Ergonomic hazards
- Safety hazards
- Chemical hazards
- Electrical hazards
- Psychosocial hazards
- Hazards caused by natural phenomena
- Each hazard's risk is evaluated according to the following criteria:
 - Deficiency level
 - Exposition
 - Probability
 - Consequence

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

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

Work-related injuries and ill health

GRI 403-9, GRI 403-10

Sick Leave Index

Detail	2018	2019	2020
Most common sick leave motives (3 motives)	1. Upper airways infection, 828 days	1. Upper airways infection, 658 days	1. Upper airways infection, 1001 days
	2. Gastrointestinal disorders, 560 days	2. Gastrointestinal disorders, 504 days	2. Possible COVID 19 cases, 177 days
	3. Musculoskeletal Disorders, 165 days	3. Musculoskeletal Disorders, 239 days	3. Acute Gastroenteritis, 103 days
Lost day rate	5.6	36	67
Sick leave days by gender	Women, 1173 days	Women, 5765 days	Women, 11,909 days
	Men, 969 days	Men, 7271 days	Men, 12,728 days
Sick leave days, by site	Heredia, 1115 days	Heredia, 4335 days	Heredia, 7242 days
	San Pedro, 639 days	San Pedro, 3807 days	San Pedro, 6461 days
	Hatillo, 155 days	Hatillo, 937 days	Hatillo, 2086 days
Deaths	Moravia, 132 days	Moravia, 72 days	Moravia, 281 days
		Liberia, 0 days	Liberia, 295 days
		Work-from-home, 3885 days	Work-from-home, 8272 days

Accident Rate – Occupational Risk

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

Death rate resulting from work-related injuries = 0.0

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

Recordable work-related injury rate =

- In 2019, for every million work hours, there were **5.0 work-related injuries recorded**
- In 2020, for every million work hours, there were **3.2 work-related injuries recorded**
- In 2021, for every million work hours, there were **2.6 work-related injuries recorded**

GRI Standards-recommended formula:

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

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

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

$$\text{Rate of recordable work-related injuries in 2021} = \frac{28}{10,880,621} \times 1\,000\,000 \text{ work hours}$$

Most common work-related injuries

2019:

- Left ankle: 5 cases
- Right knee: 3 cases
- Left knee: 3 cases

2020:

- Left ankle: 5 cases
- Right knee: 5 cases
- Right shoulder: 4 cases

2021:

- Knees: 11 cases
- Arm, hand and/or shoulder: 10 cases

Accident and sickness cases

	Detail	2019	2020	2021	Analysis
Total	Cases	55	43	30	
	Occupational risk sick leave	15	18	13	36%
	Employees on sick leave	15	18	13	
	Total employees	4599	5447	5823	
	Occupational Risk Index	0.33%	0.33%	0.22%	0.33%
Cases by site	Heredia Main	19	20	13	41%
	San Pedro	31	12	5	38%
	Heredia Annex	5	4	0	7%
	Hatillo	0	5	2	5%
	Moravia	0	2	5	5%
	Liberia	0	0	0	0%
	Work from Home	0	0	5	4%
Cases by gender	Female	31	24	21	59%
	Male	24	19	9	41%
Cases by type of consultation	Accident	47	34	28	84%
	Relapse	4	9	0	10%
	Sickness	5	0	2	5%
Rate case by employee	Accident	0.010	0.006	0.005	0.007
	Relapse	0.001	0.002	-	0.001
	Sickness	0.001	-	0.000	0.000

Lost days to accidents and sickness

	Detail	2019	2020	2021	Analysis
Total	Days	72	87	59	
	Occupational risk sick leave	15	18	13	
	Employees on sick leave	15	18	13	4.7
	Total employees	4599	5447	5823	
	Occupational Risk Index (days)	0.016	0.016	0.010	0.014
Cases by site	Heredia Main	43	17	15	34%
	San Pedro	12	39	28	36%
	Heredia Annex	17	3	0	9%
	Hatillo	0	26	10	17%
	Moravia	0	2	6	4%
	Liberia	0	0	0	0%
	Work from Home	0	0	0	0%
Cases by gender	Female	44	50	50	66%
	Male	28	37	9	34%
Cases by type of consultation	Accident	66	87	59	97%
	Relapse	6	0	0	3%
	Sickness	0	0	0	0%
Rate case by employee	Accident	0.014	0.016	0.010	0.013
	Relapse	0.001	-	-	0.000
	Sickness	-	-	-	-

Human Rights

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

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

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

Investigating Commission

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

Type	2019	2020	2021
Psychological harassment			
Workplace harassment		7	7
Sexual harassment			5
Discrimination		1	2
Other case			
Total	15	8	14

All these cases were submitted to the investigating commission to decide on the corrective action that was taken, in some cases warnings on other policy changes.

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

Freedom of Association

GRI 102-41, GRI 407-1

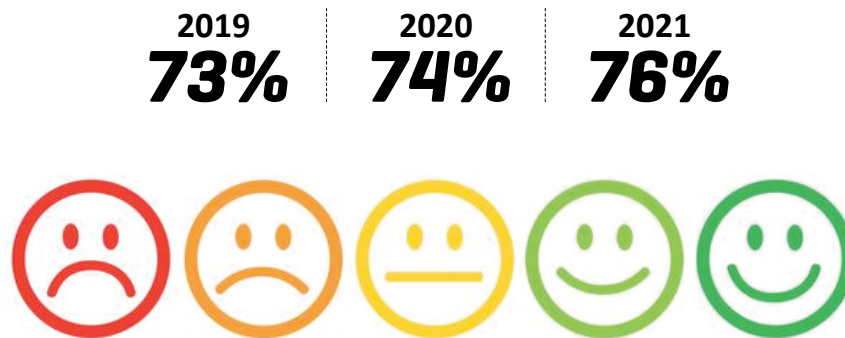
ASOSYKES is the associates' "Asociacion Solidarista". In 2021, 43% of our employees were affiliated. The organization contributes 2% of the paid gross salary, which the association pays directly to employees that stop working for us.

	2019	2020	2021
Number of employees affiliated	3173	2806	2475
Percentage	67%	52%	43%

Associates Satisfaction Survey

Our Associates Satisfaction Survey evaluates satisfaction and organizational climate. This helps us understand what factors motivate and demotivate our associates in their work experience at the company and a satisfaction percentage is obtained.

Overall satisfaction percentage



Social Investment and Active Community Involvement

GRI 413-1, GRI 413-2

Volunteering participation

We can make a lasting impact in the diverse communities where we work and operate for a better tomorrow. Our volunteering strategy is focus on education and wellbeing.

Indicator	2019	2020	2021
Volunteers	1566	148	314
Volunteering hours	8993	870	1915
Amount of volunteers	50	7	22

Wealth and income generation

Local Provider Expenditure Ratio

GRI 204-1

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

Contribution	2019	2020	2021
Percentage of local purchases	97%	99%	99%

Free Trade Zones Regime

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

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

Legislation: Free Trade Zone Regime Law No. 7210

Regulatory body: PROCOMER - Costa Rican Foreign Trade Promoter

Benefits:

- Exemption on the importation of merchandise necessary for the operation and administration of the company
- Tax exemptions on domestic purchases of goods and services
- Tax exemptions on exports
- Exemption on remittances
- Exemption from all taxation on profit

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

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

Tax governance, control, and risk management

Stakeholder engagement and management of concerns related to tax

Paid taxes

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

Año	Value-added Tax Paid
2019	¢ 223,947,027
2020	¢ 74,652,142
2021	¢ 59,265,830
	\$ 36,370

Infrastructure investments

GRI 203-1, GRI 203-2

Buildings rented to local suppliers

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

Site	Provider	M²
Main	Improsa Fondo de Inversión Gibraltar, S.A.	9,255
Annex	Improsa Fondo de Inversión Gibraltar, S.A.	4,000
Hatillo	Condominios de Comercio, S.A.	4,565
Moravia	Ramsgate	3,575
San Pedro	Plataforma Mercantil, S.A.	6,070
Liberia	Grupo Solarium	1,221
Costa Rica		27,465

Expenses in buildings rented to local providers

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

Year	Main building and annex	Hatillo	Moravia	San Pedro	Liberia	Total
2019	\$2,083,209	\$817,447	\$301,950	\$1,233,868	Not apply	\$4,436,474
2020	\$2,112,042	\$440,020	\$153,206	\$1,252,623	\$34,176	\$3,996,067
2021	\$ 2 136 490,76	\$777 185,65	\$320 339,22	\$ 1 210 962,12	\$107 118,00	\$ 4 552 095,75



Environmental

Dimension

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

We believe sustainable development requires balancing good stewardship in the protection of human health and the environment with the need for profitable growth of its operations.

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

MATERIAL TOPICS

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

Our contribution to the SDGs



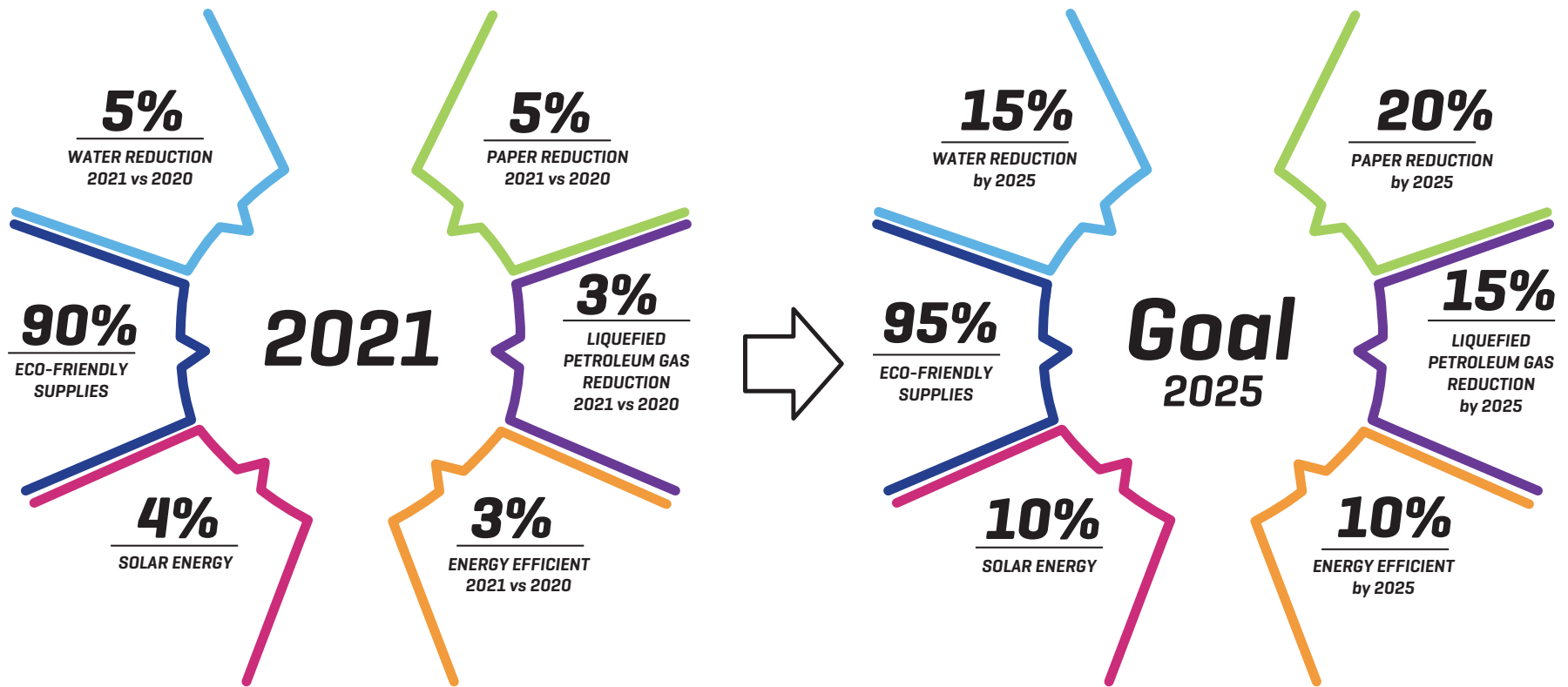
Solar Panels - We generated 1,670,273 kWh through 688 panels since 2015, more info on page 93



Emissions control - We have reduced 1,107 tons of CO2 emissions since 2014, more info on page 102



Costa Rica's Environmental Strategy



For 2025, we commit to:

1. Generate 10% of the energy consumption of our buildings through our solar plant
2. 95% of our supplies will be environmentally friendly.
3. Reduce water consumption by 15% vs base year 2020
4. Reduce paper consumption by 20% vs base year 2020
5. Reduce LP gas consumption by 15% vs base year 2020
6. Energy efficiency by 10% vs base year 2020

Our contribution to the SDGs



GREENHOUSE GASES



ENVIRONMENTAL
MANAGEMENT SYSTEM



ENERGY MANAGEMENT
SYSTEM



CARBON
NEUTRALITY



BANDERA AZUL ECOLÓGICA:
CATEGORY CLIMATE
CHANGE



6 stars in all building

Materials Consumption

GRI 301-1

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

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

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



Year	Commitment	Consumption	Per capita
2019	1266	1216	0.26
2020	1095	935	0.17
2021			

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

Plastic Bags: SYKES uses almost only biodegradable plastic bags for waste collection at its five sites. In 2021, 10.4 tons of plastic bags were used.



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

Summary of materials used in 2021
 The total amount of renewable materials used in 2021 were:

935 paper reams
10,450 kilos of plastic bags

Recycled Materials Used

GRI 301-2, GRI 301-3

Our waste is the following: cardboard, white paper, colored paper, newspaper, plastic, plastic bottles, plastic gallons, aluminum cans, wooden pallets, tetrabrik, glass, donations, organic, and sale.

By 2021, the total waste was 131 tons, of which 29 tons were recoverable and 101 tons were non-recoverable

Recycled materials used– Recoverable waste in kilograms

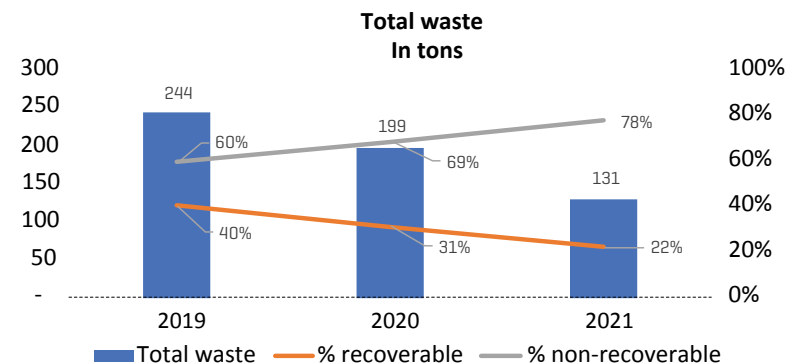
Building	Year		
	2019	2020	2021
Heredia	71,676	28,987	6,540
Moravia	8,881	20,812	7,383
San Pedro	4,993	3,663	5,284
Hatillo	12,719	25,263	9,310
Liberia		20	694
Total annual	98,269	78,744	29,211

Non-recycled materials used– Non-recoverable waste in kilograms

Building	Year		
	2019	2020	2021
Main and annex	68,857	50,238	31,523
Moravia	11,688	13,127	22,811
San Pedro	52,929	48,225	36,323
Hatillo	11,885	15,067	8,365
Liberia		10,052	2,424
Total annual	145,360	136,708	101,447

Total materials used in kilograms (kg)

Type	Year		
	2019	2020	2021
Recoverable	98,269	78,744	29,211
Non-recoverable	145,360	136,708	101,447
Total annual	243,629	215,452	130,657
% Recoverable	40%	37%	22%
% Non-recoverable	60%	63%	78%



Energy Consumption

GRI 302-1, GRI 302-2



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

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

The following resources of energy consumption were identified:

Energy consumption within the organization:

1. Electricity consumption in buildings from the public energy services
2. Solar energy consumption from photovoltaic systems in buildings
3. Diesel consumption in backup generators for issues when electricity is not available
4. LP gas in kitchen equipment for food preparation within the company

Energy consumption outside of the organization

1. Diesel consumption in company’s vehicles for messaging site to site and/or employee commuting in internal activities
2. Gasoline consumption in company’s vehicles for messaging site to site and/or employee commuting in internal activities

Energy Consumption from Non-renewable Sources

Our non-renewable energy sources include diesel, gasoline, and LP gas. We were able to decrease total consumption by 0.0329 Terajoule in 2021. We achieved 7 consecutive years of reduction in energy consumption from non-renewable sources.

Non-renewable sources	Consumption (Terajoule [TJ])			Reduction 2021 vrs 2020
	2019	2020	2021	
Diesel for generators	0.1334	0.2530	0.4649	+0.2119
Diesel for vehicles	0.1846	0.2290	0.1734	-0.0556
Gasoline for vehicles	0.0184	0.0225	0.0658	0.0432
LP Gas	1.2999	1.0053	0.7729	-0.2324
Total	1.6363	1.5098	1.4769	-0.0329

Energy Consumption from Renewable Sources

Our renewable energy sources are the most important ones as they keep our buildings in operation. They are solar energy, specifically in the main building and the electricity provided by the country’s public company. In these two sources we saw great progress; our solar plant production increased 0.0668 TJ, and electricity consumption decreased 2.2849 TJ.

Renewable sources	Consumption (Terajoule [TJ])			Reduction 2021 vs 2020
	2019	2020	2021	
Solar Energy	1.0437	0.9545	1.0213	+0.0668
Electricity	23.2382	20.2727	17.9877	-2.2849
Total	24.2819	21.2271	19.0090	-2.2181

Total Energy Consumption

Through the above-mentioned sources, our total energy consumption in 2021 was 20.4859 Terajoule. This represents a reduction of 2.2510 Terajoule, or 9% less than 2019.

Renewable sources	Consumption (Terajoule [TJ])			Reduction 2021 vs 2020
	2019	2020	2021	
Non renewable	1.6363	1.5098	1.4769	-0.0329
Renewable	24.2819	21.2271	19.0090	-2.2181
Total	25.9182	22.7369	20.4859	-2.2510

Energy Intensity

GRI 302-3

The energy intensity ratio is calculated by dividing total energy consumption (the numerator) by the organization-specific metric (the denominator). The organization has chosen “building access” as the denominator because this indicator best measures consumption behavior in buildings during the COVID effect, considering that some employees are working from home

Building Access refers to the number of employees entering a building daily. We calculate the energy intensity according to the number of employees in the building that are using energy. Formerly, energy intensity was measured according to the total number of employees, but this is no longer appropriate since more than half are working from home.

Energy Intensity Sources

Indicator	2019	2020	2021	Diferencia 2021 vs 2020
Total energy consumption within the organization in terajoules	25.7152	22.4854	20.2467	-2.2386
Total energy consumption outside of the organization in terajoules	0.2030	0.2516	0.2392	-0.0124
Total energy consumption in terajoules	25.9182	22.7369	20.4859	-2.2510
Total building accesses in millions	1,105,703.00	762,350.00	606,972.00	-155,378.00

Our energy intensity increased 0.000003926 terajoules

Intensidad energética según cantidad de ingresos

Indicator	2019	2020	2021	Diferencia 2021 vs 2020
Energy intensity ratio within the organization	0.000023257	0.000029495	0.000033357	+0.000003862
Energy intensity ratio outside of the organization	0.000000184	0.000000330	0.000000394	+0.000000064
Total energy intensity ratio	0.000023440	0.000029825	0.000033751	+0.000003926

The energy intensity ratios include all types of energy reported above by the organization.

Energy consumption reduction

GRI 302-4

We reduced our energy consumption by 2.2510 terajoules in 2021

Indicador	2019	2020	2021
Total Energy Consumption	25.9182	22.7369	20.4859
Reduction (previous year)	-1.8573	-3.1813	-2.2510

Note: All types of energy consumption within and outside of the organization reported above are included. The baseline is 2020 year.

Energy consumption according to the original unit of measure

1. In 2021, diesel for generator, gasoline for vehicles and solar energy consumption increased,
2. and diesel for vehicles, LP Gas and electricity consumption decreased,
3. but the combination of both totals' consumption reflects a significant reduction

Non-renewable sources	Consumption Liters			
	2019	2020	2021	Variance 2021 vs 2020
Diesel for generators (liters)	3,421	6,486	12,806	+ 6,320
Diesel for vehicles (liters)	4,733	5,873	4,777	-1,095
Gasoline for vehicles (liters)	537	659	1,741	+1,082
LP Gas (liters)	51,995	40,211	30,309	-9,902
Total liters	60,687	53,229	49,633	-3,595

Renewable sources	Consumption kWh			
	2019	2020	2021	Variance 2021 vs 2020
Solar Energy (Kwh)	289,930	265,129	283,687	+18,558
Electricity (Kwh)	6,455,045	5,631,294	4,996,588	-634,706
Total kilowatts	6,744,975	5,896,423	5,280,275	-616,148

Water and effluents

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

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

Water and effluents management approach

GRI 303-1, GRI 303-2

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

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

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

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

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

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

Water consumption

GRI 303-3, GRI 303-5

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

1. Water withdrawal and consumption from third parties. Source: freshwater from municipal supply. Applies to buildings in Heredia, Moravia, Hatillo and San Pedro.
2. Water withdrawal and consumption from third party. Source: freshwater from private providers. Applies to buildings in Moravia, Hatillo and Liberia.
3. Water withdrawal and consumption from surface water. Source: Rainwater harvesting system. Applies to the Main building in Heredia

Water withdrawal and consumption from municipal supply

The main source of water comes from the municipal system, corresponding to 88% of the total withdrawal and consumption of water.

Freshwater withdrawal and consumed from municipal supply
In cubic meters (m³)

Hatillo	Moravia	Main	San Pedro	Liberia	Total
3,506	3,638	19,193	6,508		38,277
3,012	4,369	9,956	4,606	0	25,200
2,029	2,257	5,001	3,471	14	13,538
-983	-2,112	-4,955	-1,135	14	-11,662

Water withdrawal and consumption from third party

In dry times of the year, but infrequent, in the areas of Moravia and Hatillo the municipality makes water reasoning; therefore, we must contract water from private companies through cisterns.

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

Year	Annex	Hatillo	Moravia	Main	San Pedro	Liberia	Total
2020	0	16	21	0	0	0	37
2021	0	0	12.5	0	0	0	12.5

Water withdrawal and consumption from surface water

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

Other water withdrawal and consumed from surface water Main Building	
Año	m ³
2019	2829
2020	2708
2021	1928

Total water consumption

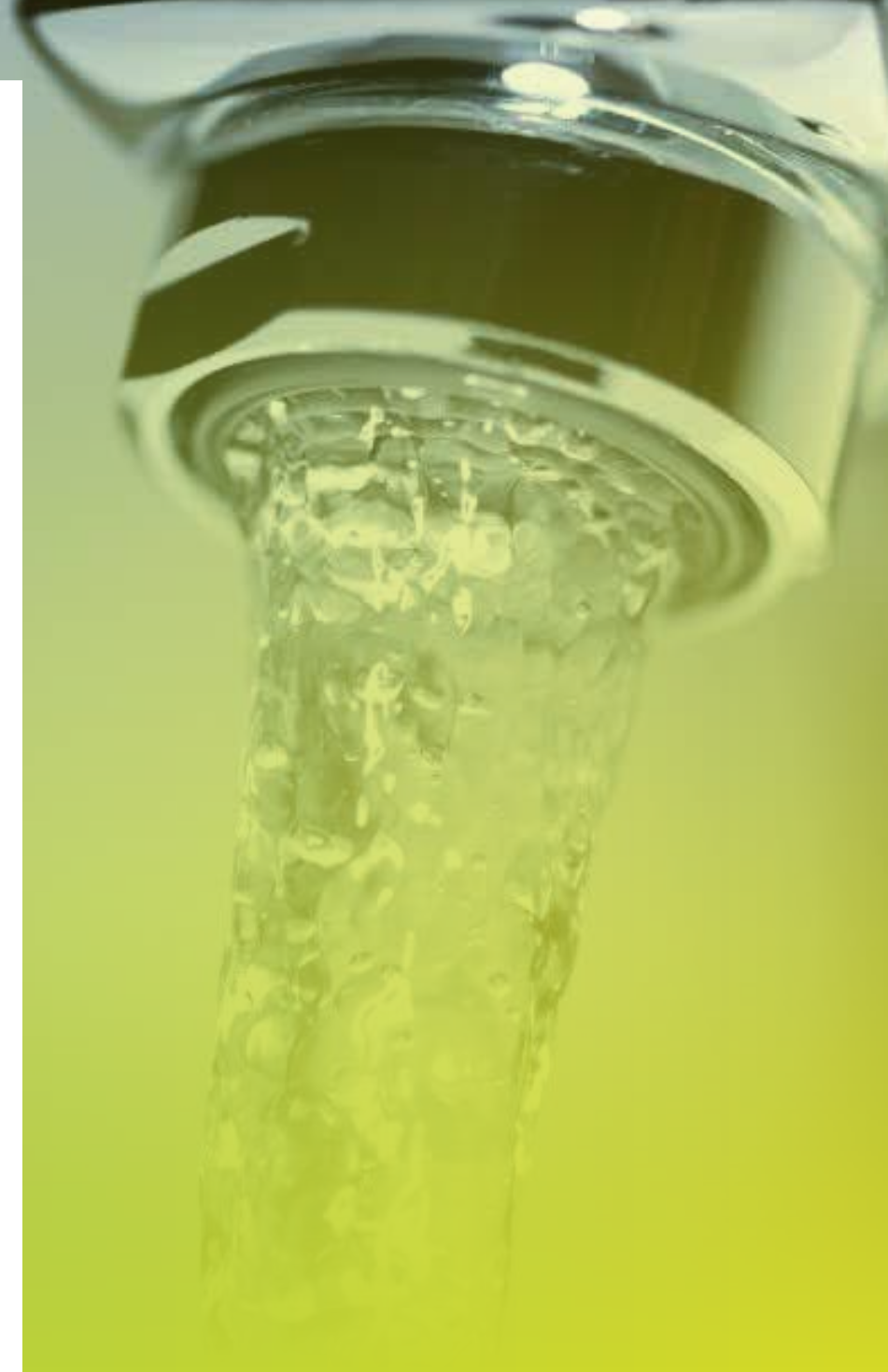
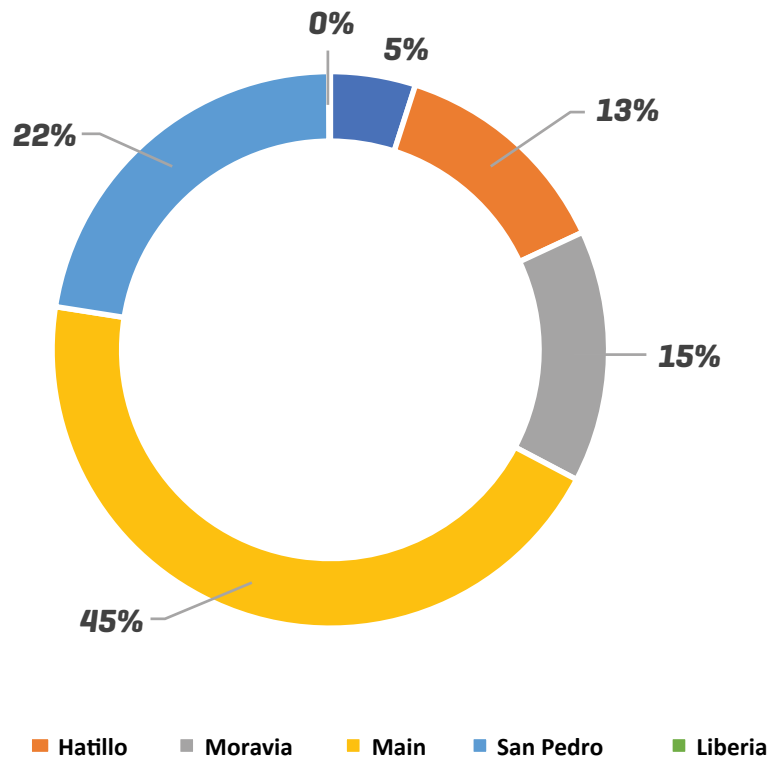
Our operations during 2021 consumed 15,479 cubic meters from the three withdrawn sources, reflecting a reduction of 12.4 thousand m3 or total or 0.0112 m3 building access

Year	Total water withdrawn and consumed in m3	Total building accesses	Total water consumption / Total building accesses
2019	28,029	1,105,703	0.0253
2020	27,945	762,350	0.0367
2021	15,479	606,972	0.0255

Reduction by access: -0.0112 m3 by access
Total 2021 vs 2020: -12,466 m3 in total

Note: Building Access se refiere a la suma total de empleados que ingresaron a un edificio diariamente. Con esto calculamos la intensidad de energía según la cantidad de colaboradores que ingresaron al edificio y por lo tanto hicieron uso y consumo de energía. Antes se media la intensidad según el total de empleados, pero esto provocaba un sesgo ya que más de la mitad están work from home.

Water withdrawal and consumption by building 2021



Sewage treatment

GRI 303-4

Water discharge

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

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

Detail	Annex	Main	Hatillo	Moravia	San Pedro	Liberia
Supplier	Empresa de servicios públicos de Heredia	Empresa de servicios públicos de Heredia	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados	Solarium Group
Origin	Pozo Malinches Water Treatment Plant	Pozo Malinches Water Treatment Plant	Tres Rios and Puente Mulas Water Treatment Plant	Los Sitios de Moravia and Guadalupe Treatment Plants	Tres Rios Water Treatment Plant	2 water treatment wells owned by the landlord
Type of water	Ordinary	Ordinary	Ordinary	Ordinary	Ordinary	Ordinary
Treatment method	Grease traps and treatment by means of plant provided by the landlord.	Grease traps and treatment by means of plant provided by the landlord.	Grease traps and a provider gives you treatment.	Traps of grease and wastewater is not given treatment before reaching the destination.	Grease traps and treatment by bacteria.	Grease traps and treatment by means of plant provided by the landlord.
Destination	Treatment Plant	Treatment Plant	Municipal Sewer System	Municipal Sewer System	Municipal Sewer System	Treatment Plant
Destination River	Burio River	Burio River	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers	Landlord owns a storage tank and reuses it in irrigation system
Quality	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water
Amount [m3/year]	766	6,929	2,029	2,270	3,471	14

Total water discharge in m³

15,479

Waste Management



Waste management approach

GRI 306-1, GRI 306-2

Our environmental management system, based on ISO 14001:2015, includes an identification and evaluation of environmental aspects, which includes the impacts related to the waste generated. These impacts include 3 types:

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

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

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

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

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

Waste generated

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

Composition	Disposal method	Heredia	Hatillo	Moravia	San Pedro	Liberia	Total
Recoverable Waste diverted from disposal	Reuse (kg)	1,583	851	381	48	4	2,866
	Recycling (kg)	4,957	3,721	2,763	2,678	690	14,809
	Composting (kg)		4,738	4,240	2,558	-	11,536
Non-recoverable Waste directed to disposal	Trash (kg)	16,783	6,415	7,518	32,325	2,224	65,266
	Special waste (kg)	14,683	1,899	15,279	3,616	200	35,677
	Hazardous waste (kg)	57	51	15	382	504	
Not apply	Incineration						
	Landfilling						
	On-site storage						
Total kilograms (kg)		38,064	17,675	30,195	41,607	3,118	130,657

Classification of waste generated:

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

Emission Control

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

We are certified in ISO 14064:2006 Greenhouse Gases standard
We are Carbon Neutral since 2014



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

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

Total GHG Emissions and total intensity by building

Building	Total GHG Emissions (tCO ₂ e) by building in Tons			
	2019	2020	2020	2021 vs 2020
Main	294	165	128	-37
Annex	114	67	25	-43
Moravia	31	43	25	-18
Hatillo	82	54	37	-17
San Pedro	53	204	35	-170
Liberia	1	25	24	
Total	574	534	274	-260

Building	GHG emission intensity (Total tCO ₂ e/ total employees by building)		
	2018	2019	2021
Main	0.14	0.08	0.06
Annex	0.14	0.09	0.03
Moravia	0.08	0.15	0.06
Hatillo	0.27	0.08	0.04
San Pedro	0.04	0.13	0.03
Liberia		0.02	0.05
Total	0.12	0.10	0.05

GHG Emissions by gas type and scope

Scope	2019 Absolut GHG Emissions (tCO2e)						2020 Absolut GHG Emissions (tCO2e)						2021 Absolut GHG Emissions (tCO2e)					
	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Totales	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Totales	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Totales
Scope I	107	0	0	123	0	231	100	0	0	218	0	318	82	0	0	50	0	132
Scope II	255	0	0	0	0	255	206	0	0	0	0	206	141	0	0	0	0	141
Scope III	88	0	0	0	0	88	10	0	0	0	0	10	1	0	0	0	0	1
Total	450	0	1	123	0	574	315	0	1	218	0	534	224	0	0	50	0	274
Total annual	574						534						274					

Intensity by scope 2021

(total ton tCO2e by scope / total employees)

Scope	Total emissions in tons	Intensity per capita
Scope I	132	0.02
Scope II	141	0.02
Scope III	1	0.00
Total	273.76	0.05

GHG emissions reduction

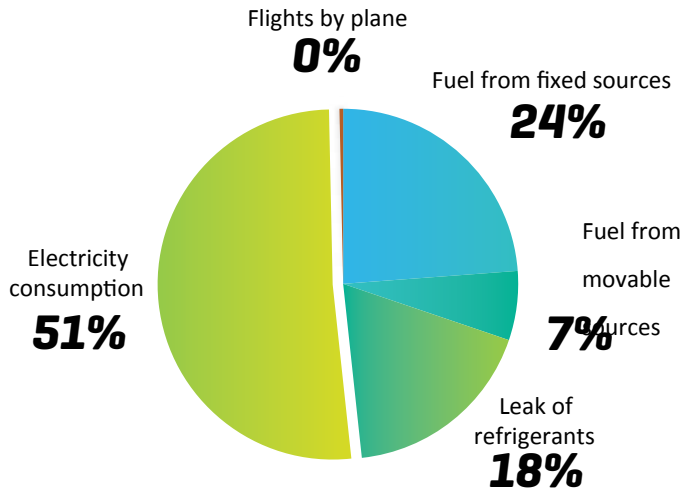
In 2021 we had a 49% decrease in emissions vs previous, and we have reduced 1,107 tons of CO₂ since 2014

Indicator	2019	2020	2021
Total emissions	574	534	274
Tons variance	-271	-40	-260
% variance *	-32%	-7%	-49%

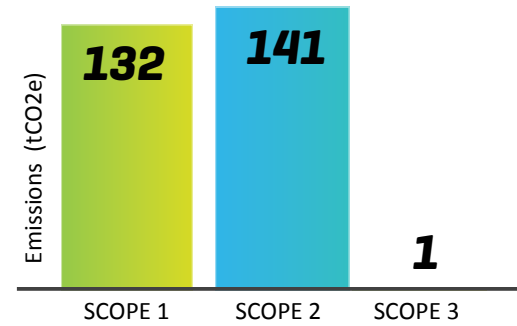
GHG distribution

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

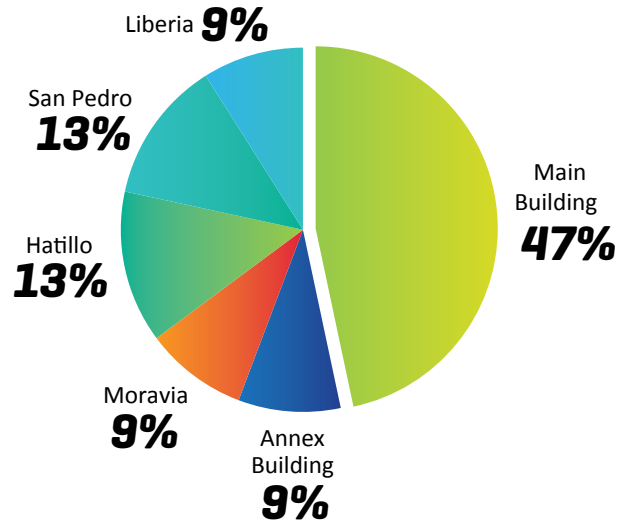
Distribution of CO2e emissions by emission source (year 2021)



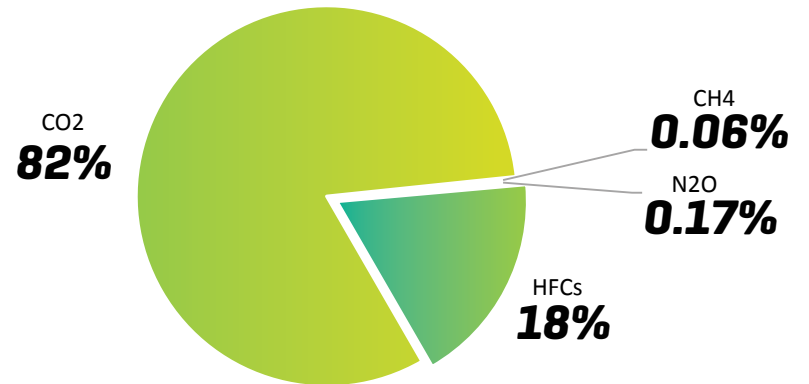
Distribution of CO2 emissions according to scope (year 2021)



Distribution of CO2e emissions by building (year 2021)



Distribution of emissions according to type of GHG (year 2021)



Main sources of GHG emissions

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

GHG Emissions, detailed by scope

	Direct Emissions from fossil fuels, from stationary sources
	- Diesel for backup generators
	- LP gas for kitchen use
Scope 1	Direct Emissions from fossil fuels, from mobile sources
	- Refilling of extinguishers
	- Lubricants for vehicles and building
	- Diesel and gasoline for vehicles
	- Spray lubricants
	Air conditioning and refrigerant leakages
	Clean agent: (Ecaro 25, FM200, Inergen)

Scope 2	Indirect Emissions from consumption of electrical energy

Scope 3	Indirect Emissions from air travel from work related activities

Carbon Offsetting

In order to comply with the Government’s Carbon Neutrality Program, once the greenhouse gas emissions are calculated, we then proceed with purchasing compensation credits, which cost \$7.5 per ton of carbon. In our case, we needed to offset 274 credits. Yet, bought 278 credits to the National Fund for Forest Financing of Costa Rica in order to certify as a carbon neutral company.

FONAFIFO Credits	2019	2020	2021
Number of credits required to achieve certification	574	534	274
Number of credits purchased	580	540	278
Cost of credits purchased	\$4,350	\$4,050	\$2,085

Climate Change Action

Economic Performance

GRI 201-2

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

Solar Panel Plant at Main Building

Renewable Energy Investment – Solar Panel Plant

Detail	Stage 1: 2015	Stage 2: 2016	Stage 3: 2021
Investment	\$135,962	\$132,455	\$33,000
Power	76kWp	100kWp	50kWp
Amount	4 inverters, 256 panels	5 inverters, 320 panels	112 panels monocrystalline
ROI	8.5 years 6 years	3.7years	

Renewable Energy Generation – Solar Panel Plant

Detail	2019	2020	2021
Total Power	176Kwp	176Kwp	226Kwp
Solar Energy Generation	289,930kWh	265,129kWh	283,687 kWh
Monetary Savings	\$42,589	\$34,953	\$28,061

Contribution in efficient energy use

Detail	2019	2020	2021
Energy savings	64,601kWh	633,958kWh	64,720 kWh
Monetary savings	\$21,379	\$81,772	\$6,545

Other improvements and investments we implemented in 2021 to optimize the use of energy

Building	Energy Conservation Opportunity (ECOs)	Investment \$	Saving kWh/ Year	Annual monetary savings	ROI (years)
Main	Solar Panel Plant – Stage 3	\$ 33,000	22,139	\$ 8,915	3.7
Main	Automatic Parking illumination	\$ 2,462	1,944	\$ 388	6.3
Moravia	UPS Moravia	\$ 53,000	40,637	\$ 9,674	5.5

Other environmental indicators

Water withdrawal

GRI 303-3

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

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

Water withdrawal by source in 2021	All areas (ML)	Areas with water stress (ML)
Surface water (total)	1.928	0
Fresh water	0	0
Other water	1.928	
Ground water (total)	0	0
Fresh water	0	0
Other water	0	0
Seawater (total)	0	0
Fresh water	0	0
Other water	0	0
Produced water (total)	0	0
Fresh water	0	0
Other water	0	0
Third party water (total)	13.5509	0.0144
Fresh water	13.5509	0.0144
Other water	0	0
Total third-party water withdrawal by withdrawal source		
Surface water	-	
Ground water	13.5509	0.0144
Seawater	-	0
Produced water	-	0
Total water withdrawal	15.4789	0.0144

Note: Our building in Liberia is the only location in a water stress area according to the government Decree #41852 and #41944

Water discharge

GRI 303-4

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

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

b. A breakdown of total water discharge to all areas in megaliters by the following categories.

Types of destination,	Fresh water discharge (ML)	Other water discharge (ML)	Total water discharge (ML)
Treatment Plant	0	7.7094	7.7094
Municipal Sewer System	0	7.7695	7.7695
Total	0	15.4789	15.4789

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

Water category	Liberia (ML)
Fresh water	0
Other water	0.0144
Total water discharge	0.0144

Note: Our building in Liberia is the only location in a water stress area. The water discharge destination of Liberia building is a Treatment Plant

Water consumption

GRI 303-5

a. Total water consumption from all areas in megaliters.

Year	Annual consumption (ML)	Total employees	Indicator (wáter consumption/total employees)
2019	28.029	4725	0.006
2020	27.945	5447	0.005
2021	15.479	5823	0.003

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

Source	Liberia (ML)
Surface water	0
Ground water	0
Seawater	0
Third party water	0.0144
Total	0.0144

Note: Our building in Liberia is the only location in a water stress area

Waste generated

GRI 306-3

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

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

Waste generated 2021 In tons

Waste composition	Waste generated (T)	Waste diverted from disposal (T)	Waste directed to disposal (T)
Ordinary waste (non hazardous)	94.48	29.21	65.27
Hazardous waste	0.50		0.50
Special handling waste	35.68	0.00	35.68
Total	130.66	29.21	101.45

T = Tons

Classification according to Costa Rican legislation

Waste diverted from disposal (recoverable)

GRI 306-4

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

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

Waste diverted from disposal (recoverable) 2021 In tons

Waste composition	Onsite (T)	Offsite (T)	Total
Non-hazardous waste			
Preparation for reuse	0	2.87	2.87
Recycling	0	14.81	14.81
Other recovery operations (Composting)	0	11.54	11.54
Total	0	29.21	29.21
Hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	0	0
Other recovery operations	0	0	0
Total	0	0	0

Waste diverted from disposal (recoverable)

GRI 306-5

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

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

Waste directed to disposal (non-recoverable) 2021 In tons

Waste composition	Onsite (T)	Offsite (T)	Total
Non-hazardous waste			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	0	0
Landfilling	0	65.27	65.27
Other disposal operations	0	0	
Total	0	65.27	jnb 65.27
Hazardous waste			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	0	0
Landfilling	0	0.50	0.50
Other disposal operations (Special handling waste)	0	35.68	35.68
Total	0	36.18	36.18



Management Approach

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

Find the Explanation of why the topic is material and its Boundary, The management approach and its components, and the Evaluation of the management approach at: <https://www.sykescostarica.com/es/sustainability/>

Note:

The 2021, 2020 and 2019 results are presented throughout this sustainability report, which is divided by dimension and material topic.

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

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

Internal

Email: ComprometeRSE@sykes.com
Employee Services Office

External

Social media: [@sykescostarica](https://www.instagram.com/sykescostarica)
Email: ComprometeRSE@sykes.com
Any reception of our 6 buildings
Phone: 800 SYKES CR
Website: [sykescostarica.com](https://www.sykescostarica.com)
WhatsApp: +506 6170 2474



GRI Standards

Index

GRI 102-55



General Disclosures

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 102: General Disclosures 2016	102-1	Name of the organization	8 & 11	
	102-2	Activities, brands, products, and services	8, 11 & 24	
	102-3	Location of headquarters	7 & 9	
	102-4	Location of operations	7 & 9	
	102-5	Ownership and legal form	11	
	102-6	Markets served	10 & 24	
	102-7	Scale of the organization	7 & 9	
	102-8	Information on employees and other workers	29	
	102-9	Supply chain	20, 22 & 23	
	102-10	Significant changes to the organization and its supply chain	8, 20, 22 & 23	
	102-11	Precautionary Principle or approach		Internal policies approved by our directors, according to the commitments acquired by the organization and national laws.
	102-12	External initiatives	16	
	102-13	Membership of associations	16	
	102-14	Statement from senior decision-maker	4	
	102-15	Key impacts, risks, and opportunities		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
	102-16	Values, principles, standards, and norms of behavior		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
	102-17	Mechanisms for advice and concerns about ethics	17	
	102-18	Governance structure	12	
	102-19	Delegating authority	14	
	102-20	Executive-level responsibility for economic, environmental, and social topics	12	
	102-21	Consulting stakeholders on economic, environmental, and social topics	13	
	102-22	Composition of the highest governance body and its committees	12	
	102-23	Chair of the highest governance body	12	
	102-24	Nominating and selecting the highest governance body	12	
	102-25	Conflicts of interest		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
	102-26	Role of highest governance body in setting purpose, values, and strategy	14	
	102-27	Collective knowledge of highest governance body	4	
	102-28	Evaluating the highest governance body's performance	14	
	102-29	Identifying and managing economic, environmental, and social impacts	14	
	102-30	Effectiveness of risk management processes		The social responsibility department hands over the final draft of the sustainability report to the Vice-president of Operations in Sitel Costa Rica in order to get final comments and approval prior to the report's publication.
	102-31	Review of economic, environmental, and social topics	14	
	102-32	Highest governance body's role in sustainability reporting		The social responsibility department hands over the final draft of the sustainability report to the Vice-president of Operations in Sitel Costa Rica in order to get final comments and approval prior to the report's publication.
	102-33	Communicating critical concerns	17	
	102-34	Nature and total number of critical concerns	17	
	102-35	Remuneration policies		Compensation and Benefits Policy, approved by the director of Human Capital and Communications. Last revision: September 13, 2021. Not commented on the report for confidentiality reasons, but if any stakeholder is interested, we are willing to share it.
	102-36	Process for determining remuneration		It is established in the Compensation and Benefits Policy. Internally we call them VCS (Variable Compensation Structure), HPP (High Performance Plan) and Others (for example, workload). They are approved by senior management and we hired PWC and HAY Group consultants.
	102-37	Stakeholders' involvement in remuneration		According to the Compensation and Benefits Policy, there is no stakeholder involvement.

General Disclosures

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 102: General Disclosures 2016	102-38	Annual total compensation ratio	Omission	Omission: Confidentiality constraints. Due to the new acquisition we do not have the approval to publish this data. More information on page 8
	102-39	Percentage increase in annual total compensation ratio	Omission	Omission: Confidentiality constraints. Due to the new acquisition we do not have the approval to publish this data. More information on page 8
	102-40	List of stakeholder groups	13	
	102-41	Collective bargaining agreements	56	Currently Sitel Costa Rica does not have a workers' union, but it does have an "asociacion solidarista"
	102-42	Identifying and selecting stakeholders	13	
	102-43	Approach to stakeholder engagement	13	
	102-44	Key topics and concerns raised	13	
	102-45	Entities included in the consolidated financial statements	3	
	102-46	Defining report content and topic Boundaries	3	
	102-47	List of material topics	14	
	102-48	Restatements of information	14	
	102-49	Changes in reporting	3	
	102-50	Reporting period	3	
	102-51	Date of most recent report	3	
	102-52	Reporting cycle	3	
	102-53	Contact point for questions regarding the report	3	
	102-54	Claims of reporting in accordance with the GRI Standards	3	
	102-55	GRI content index	89	
	102-56	External assurance		Currently we do not have the budget to hire an outside verifier. We summoned several independent experts in sustainability and reports to review the contents, though.

Economic Standards

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	18 & 87	
	103-2	The management approach and its components	18 & 87	
	103-3	Evaluation of the management approach	18 & 87	The economic goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Omission	Omission: Confidentiality constraints. Due to the new acquisition we do not have the approval to publish this data. More information on page 8
	201-2	Financial implications and other risks and opportunities due to climate change	81	
	201-3	Defined benefit plan obligations and other retirement plans		As part of the Worker's Protection Law1, No 7983, Sitel Costa Rica contributed 26.5% over gross salaries of social employer contribution, equivalent to +10 billion colones destined to public institutions, labor capitalization funds, disability pensions, state and supplementary pensions, and other duties
	201-4	Financial assistance received from government		Under the Alliance for Bilingualism agreement with the Ministry of Labor and Social Security and Sitel Latin America S.A. 2019-2022, the company trained 3231 people through the English Academy and got 428 million colones in subsidies by this Ministry in 2021. 2020: 1970 people trained and 485 million colones paid. 2019: 1686 people trained and 247 million colones paid
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Omission	Omission: Confidentiality constraints. Due to the new acquisition we do not have the approval to publish this data. More information on page 8
	202-2	Proportion of senior management hired from the local community		90% = 10 Costa Rican / 1 Foreign
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	59	
	203-2	Significant indirect economic impacts	59	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	57	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
	205-2	Communication and training about anti-corruption policies and procedures		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
	205-3	Confirmed incidents of corruption and actions taken		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		There were no legal actions in this reporting period
GRI 207: Tax 2019	207-1	Approach to tax	58	
	207-2	Tax governance, control, and risk management	58	
	207-3	Stakeholder engagement and management of concerns related to tax	58	
	207-4	Country-by-country reporting	58	

Environmental Standards

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	60 & 87	
	103-2	The management approach and its components	60 & 87	
	103-3	Evaluation of the management approach	60 & 87	Environmental goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 301: Materials 2016	301-1	Materials used by weight or volume	64	
	301-2	Recycled input materials used	65	
	301-3	Reclaimed products and their packaging materials	65	Site does not have any packaging processes
GRI 302: Energy 2016	302-1	Energy consumption within the organization	66	
	302-2	Energy consumption outside of the organization	66	
	302-3	Energy intensity	68	
	302-4	Reduction of energy consumption	69	
	302-5	Reductions in energy requirements of products and services		No cases were reported in this period
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	70	
	303-2	Management of water discharge-related impacts	70	
	303-3	Water withdrawal	71 & 82	
	303-4	Water discharge	74 & 83	
	303-5	Water consumption	71 & 83	
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Site does not own, rent or manage any operation centers located next or in protected areas or in high diversity areas outside of protected areas
	304-2	Significant impacts of activities, products, and services on biodiversity		Site does not report any significant impact in 2020
	304-3	Habitats protected or restored	Omission	Omission: not applicable, Site does not have a direct impact on protected or restored habitats
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omission	Omission: not applicable, Site does not have operations in the habit of species of the IUCN Red List
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	77 to 80	
	305-2	Energy indirect (Scope 2) GHG emissions	77 to 80	
	305-3	Other indirect (Scope 3) GHG emissions	77 to 80	
	305-4	GHG emissions intensity	77 to 80	
	305-5	Reduction of GHG emissions	77 to 80	
	305-6	Emissions of ozone-depleting substances (ODS)		Site did not have emissions of this kind
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		Site did not have emissions of this kind
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	75	
	306-2	Management of significant waste-related impacts	75	
	306-3	Waste generated	76 & 84	
	306-4	Waste diverted from disposal	76 & 85	
	306-5	Waste directed to disposal	76 & 86	
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations		Site did not have any non-compliance with environmental laws and regulations
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	23	
	308-2	Negative environmental impacts in the supply chain and actions taken	23	

Social Standards

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	27 & 87	
	103-2	The management approach and its components	27 & 87	
	103-3	Evaluation of the management approach	27 & 87	Social goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	32 to 37	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	45	
	401-3	Parental leave	47	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes		Company policies establish a 4 week minimum
	403-1	Occupational health and safety management system	48	
	403-2	Hazard identification, risk assessment, and incident investigation	50	
	403-3	Occupational health services	48	
	403-4	Worker participation, consultation, and communication on occupational health and safety	50	
GRI 403: Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	50	
	403-6	Promotion of worker health	48	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50	
	403-8	Workers covered by an occupational health and safety management system	48	None of the job descriptions of our workers have a high incidence or risk of disease according to accident and claim rates.
	403-9	Work-related injuries	51	None of the job descriptions of our workers have a high incidence or risk of disease according to accident and claim rates.
	403-10	Work-related ill health	51	
	404-1	Average hours of training per year per employee	41	
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	41	
	404-3	Percentage of employees receiving regular performance and career development reviews	43	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	31	
	405-2	Ratio of basic salary and remuneration of women to men	Omission	Omission: Confidentiality constraints. Due to the new acquisition we do not have the approval to publish this data. More information on page 8
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	55	There were no discrimination incidents in this period
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	56	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	23	No cases of child labor were recorded in operations or suppliers

Social Standards

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	COMMENT / OMISSION
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	23	No cases of forced labor were recorded in operations or suppliers
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures		100% of security personnel trained in human rights policies or procedures
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples		No cases of human rights violations involving indigenous people were recorded
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments	55	No site has been subject of human rights reviews
	412-2	Employee training on human rights policies or procedures	55	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		No contracts or investment agreements were reported on this period
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	57	
	413-2	Operations with significant actual and potential negative impacts on local communities	57	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	23	
	414-2	Negative social impacts in the supply chain and actions taken	23	
GRI 415: Public Policy 2016	415-1	Political contributions		There was no support to political parties or representatives on this period
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories		There were no assessments on these subjects on the reporting period
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		There were no cases of non-compliance on these subjects on the reporting period
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Omission	Omission: not applicable, Sitel does not have packaging processes
	417-2	Incidents of non-compliance concerning product and service information and labeling	Omission	Omission: not applicable, Sitel does not have packaging processes
	417-3	Incidents of non-compliance concerning marketing communications	Omission	Omission: not applicable, Sitel does not have packaging processes
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		This information is presented in the Sitel Group® 2021 CSR Report, pages 38 to 40. Find it here: https://www.sitel.com/about/corporate-social-responsibility/
GRI 419: Socioeconomic Compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area		No penalty for non-compliance in 2021



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