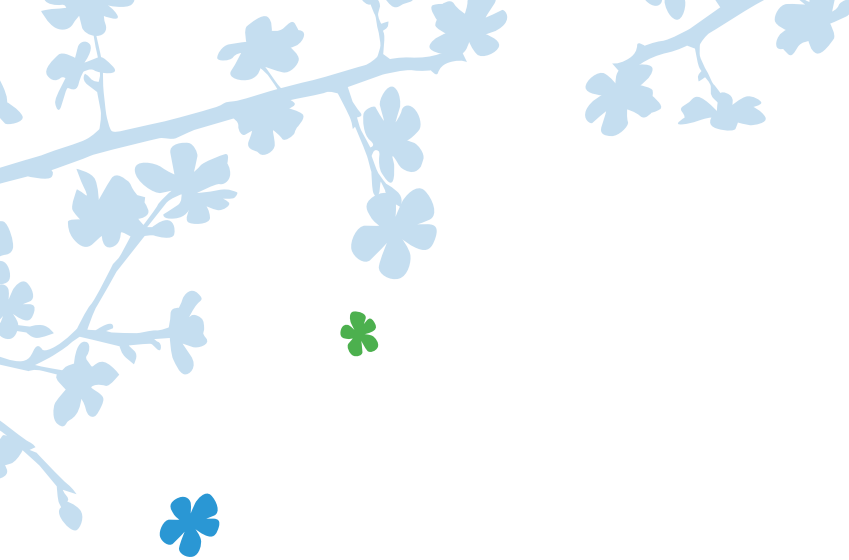




SUSTAINABILITY REPORT

Committed to talent development in Costa Rica



Why Report Sustainably?

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

This report denotes SYKES' commitment towards the country's and the contact center industry's sustainable development, and towards managing the impacts our operations generate in Costa Rica. For the third year, we have created this sustainability report under the 2016 GRI standards methodology, presenting our economic, social and environmental performance.

This report has been prepared in accordance with the 2016 GRI Standards: Comprehensive option. It reports the operations in Costa Rica from January to December 2018, in San Jose and Heredia provinces, where our five sites are located and operate under a free zone system:

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

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 2017, 2016 and 2015.

This report is available at:

www.sykescostarica.com/sustainability




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

ComprometeRSE@sykes.com





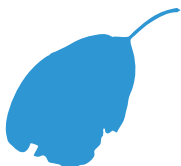




SYKES®
Costa Rica

-  **Clients:** 12
-  **Employees:** 4,599
-  **Seating capacity:** 4,535

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

-  **Operation start date:** 1995
 -  **Four locations:**
Heredia, Moravia, San Jose South and San Pedro
Five buildings operating
 -  **Size:**
295,630.8 square feet
27,465 square meters
 -  **Hours of operation:** 24/7
- 



Flora Solera

Chief Operations Officer | SYKES LATAM





GRI 102-14, GRI 102-27

Early in the year 2018, we had the honor of hosting our President and CEO, Chuck Sykes, and Founder, John Sykes. They visited Mexico and El Salvador for the inauguration of two new buildings, then joined the Costa Rica team to celebrate employees who have been part of the SYKES family for 20 years. They felt very proud for the growth, performance and social contributions of our teams.

This year our operation in Barranquilla, Colombia celebrated five years of success in service. They continue to receive outstanding reviews from our clients.

We implemented nine new brand partners and organically grew with some of our key existing clients. Throughout the region we received multiple awards and we are being recognized for our Focus on Excellence and contributions in our communities.

Our social responsibility efforts continued as we gave back to our communities by supporting education and replenishing the environment through initiatives such as:

SYKES LATAM

Donated more than 1,250 backpacks to encourage schooling for the next generations

SYKES Costa Rica

- “Inglés Interactivo” program provided 1,115 children with school supplies and English lessons in 88 rural schools with 291 corporate volunteers and 3,140 paid hours.

SYKES El Salvador

- Equipped six classrooms from FESA Foundation with projectors, tables, computers and seats to promote afterschool development.
- Sponsored 10 sea turtle nests, enabling the birth of 800 marine turtles
- Planted 500 trees in two hectares of abused forests

SYKES Colombia

- Encouraged recycling at local schools through a school supplies giveaway initiative
- The winning student collected 1,400 plastic bottles with the support of her family and friends and decided to share the supplies she won with her peers.
- A total of 91 kilograms of PET recyclable material were collected through a local program.

SYKES Brazil

- IT team organized an electronic waste drive that collected 945kg of e-waste to be recycled properly

SYKES Mexico

- 22 volunteers spent a total of 132 hours planting trees in Sierra Guadalupe to help reach a goal of 20,000 planted trees

Planning for the future, focusing on sustainability...

When we speak about sustainability we are speaking about survival and growth, not only of our business but also of ourselves as individuals, our families, our communities, our countries and our planet.

As a region, we are focused on sustainability. Our growth and performance translate to business sustainability by generating more quality jobs in the region and more profit to invest in development programs like SYKES Academy and Tech Academy. These efforts actively increase the labor market and contribute to each country's GDP. In turn, this builds community sustainability by enabling social well-being and increased social mobility that helps reduce poverty and inequality.

Your contribution to the sustainability of SYKES' operations and the communities in which we operate is the way you help people, one caring interaction at a time.



Alejandro Arciniegas

Vicepresident Operations | SYKES Costa Rica





GRI 102-14, GRI 102-27

We are very pleased to present our second sustainability report, as part of our commitment to continue to be a role model in sustainability topics in the contact center industry.

At SYKES Costa Rica we sustain our business by identifying the risks and impacts that could prevent us from growing. Knowing them helps us design and implement a business strategy that will lead our objectives, actions and initiatives in the three dimensions of sustainability: economic, social and environmental.

The inclusion of the three sustainability dimensions in our business plan started in 2015, however SYKES Costa Rica has been very innovative in adapting to the business needs, to changes in the industry and to the market dynamics. Over the years we've reacted in order to meet our needs and to continue being competitive. How? By implementing programs and initiatives. Some of them have been very successful, like SYKES Academy, that has contributed with 30% of our hiring needs since 2007.

However, business moves fast; our competitors have aggressive strategies, so we are moving from a reactive to a proactive and strategic approach. We set our goals 3 years in advance with the right context to be successful.

We want to be leaders in sustainability, not only because it's the right thing to do, but because it's the right thing for the business. It will give us the ability to grow responsibly and efficiently.

We believe growing goes beyond having more operating seats and more clients. We think about the impact on all our stakeholders who will grow with us: the country, seeking to consolidate an emerging sector in high technologies, our employees and their families and the communities where we operate. We have an impact on all of them.

Company Profile

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

SYKES Enterprises Incorporated was founded in 1979 in the United States of America. Its head office is located in Tampa, Florida. It provides outsourcing solutions to clients with worldwide presence.

The corporation is present in all continents, with more than 55,000 employees in 22 countries.

Our Mission

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

Our Vision

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

SYKES Worldwide

- Over 40 years' experience
- More than 55,000 employees
- Publicly traded company (trades in NASDAQ "SYKE")
- 64 global centers
- 23 countries (more than 40 languages)
- Over \$1.5B forecasted revenue



North America

- Canada.
- United States.

Latin America (LATAM)

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

Europe, Middle East and Africa (EMEA)

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

Asia Pacific (APAC)

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



Our Purpose Statement

WE | ● act as one
HELP | ● answer the challenge
PEOPLE, | ● ensure every person matters
ONE | ● make each moment count
CARING | ● serve with thought + heart
INTERACTION | ● create a spirit of trust
AT A TIME. | ● be current



SYKES Costa Rica

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

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











Costa Rica

**Costa Rica generated 98.6%
of electricity from renewable
sources in 2018**

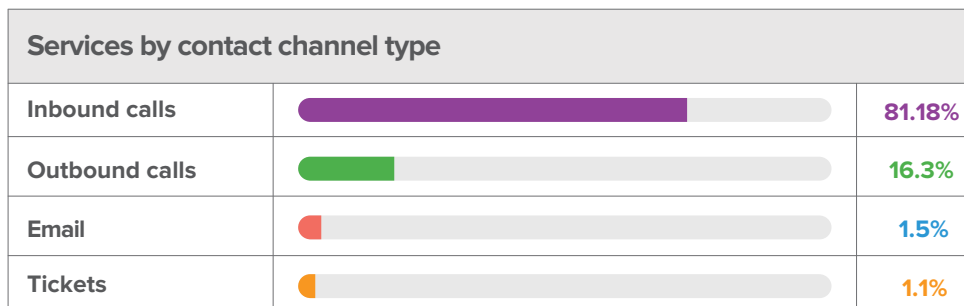
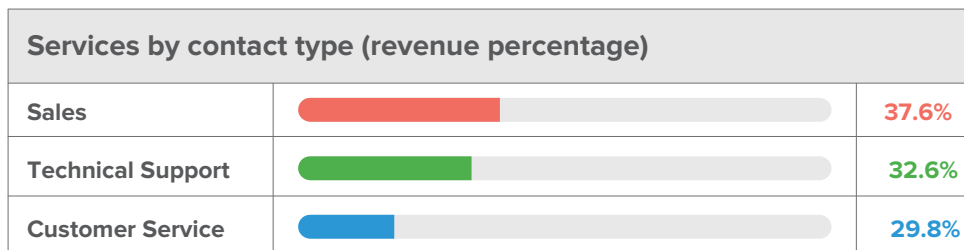
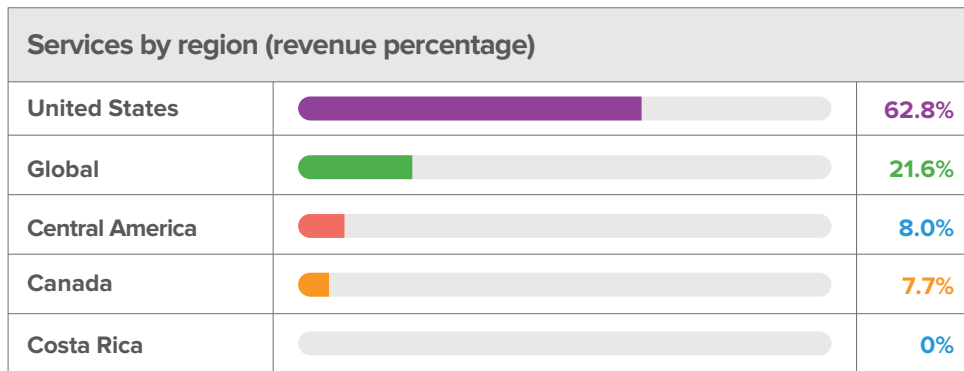
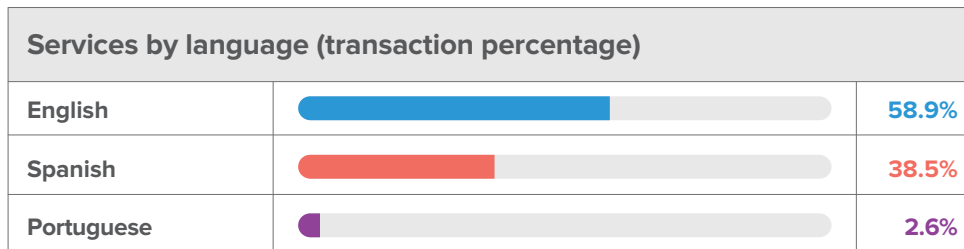
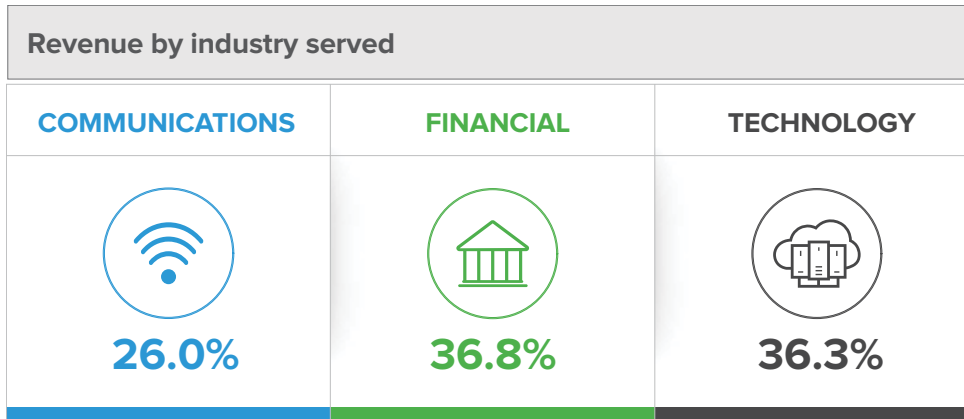
Renewable

-  Water 73.48%
-  Wind 15.84%
-  Geothermal 8.52%
-  Biomass 0.67%
-  Solar 0.09%

Non renewable

-  Thermal 1.4%

Costa Rican Institute of Electricity, January 2019



Our Directors

GRI 102-23, GRI 102-24



Alejandro Arciniegas
Vice President Operations – SYKES Costa Rica

Governance Structure

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



The support area is composed of the directors of Finance, Human Capital and Communications, Productivity and Quality, Information Technology, Administration, Corporate Affairs and last but not least, the Business Information Manager.

These two teams form our Senior Management, the highest governing and

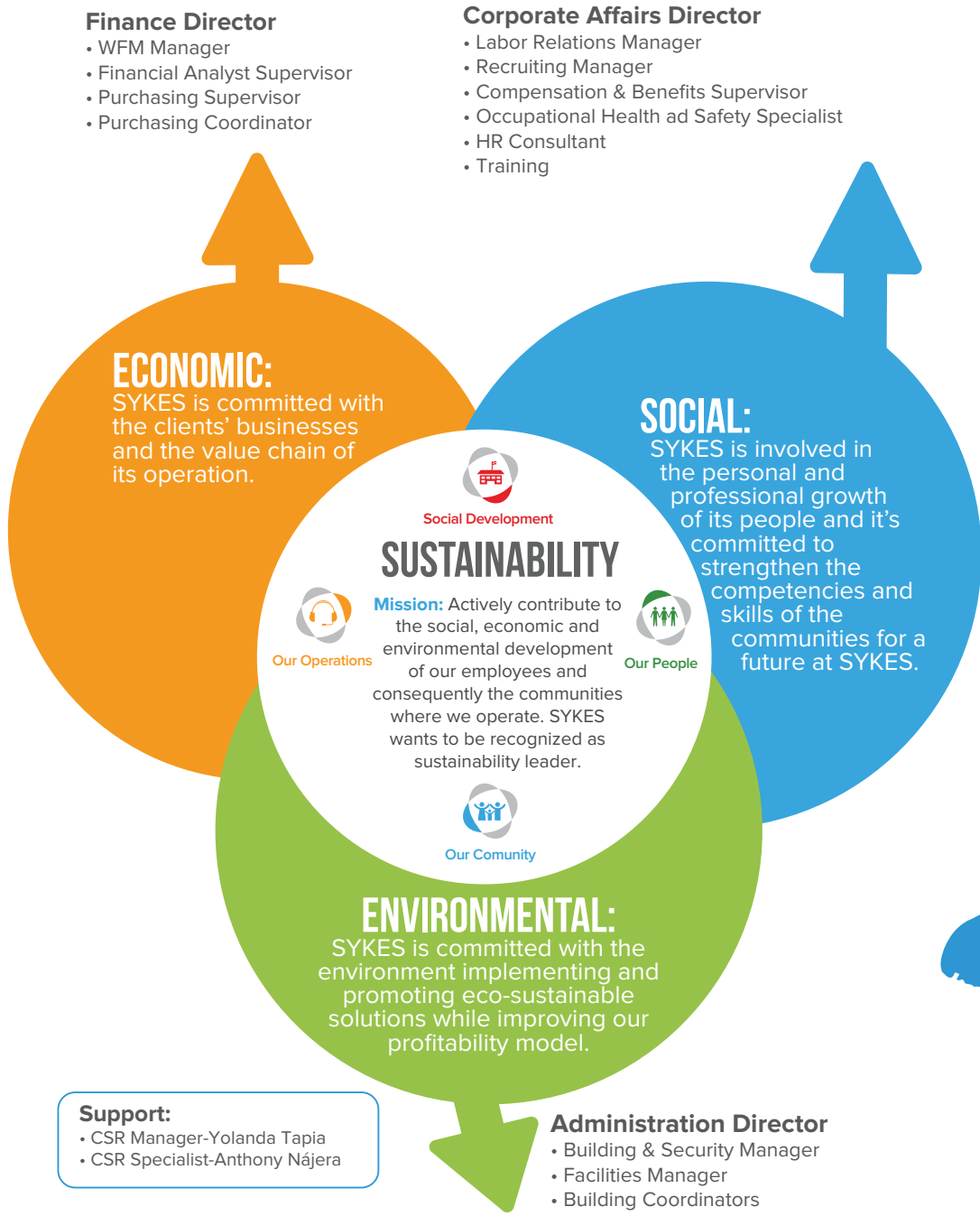
decision-making body of the company. The Senior Management plans, executes and improves the local strategy aligned with SYKES' regional and global strategy and reports the advance of the goals and indicators directly to the Costa Rica Vice-president of Operations in weekly meetings.

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

Sustainability Committee

GRI 102-20, GRI 102-22

Since 2017, it was decided that the sustainability committee shall be divided in three groups in charge of managing the environmental, social and economic topics. Members include supervisors, managers and directors, oriented by the Social Responsibility Department, which reports agreements and developments to the Senior Management.



Our Stakeholders

GRI 102-40, GRI 102-42

The sustainability committee had a four-hour session dedicated specifically to stakeholder identification. The committee was divided in groups and each had to come up with a list of stakeholders with whom each department normally interacts with. As a guide, a set of questions was established in order to reach

the results. With each list, categories of stakeholders were created and grouped. Next, the Sustainability Committee validated and approved the list.

Each stakeholder was analyzed with the following matrix of interaction and

influence criteria, according to their relationship with SYKES' operations. The maximum possible score for each stakeholder is 12 points and the minimum, 4 points.

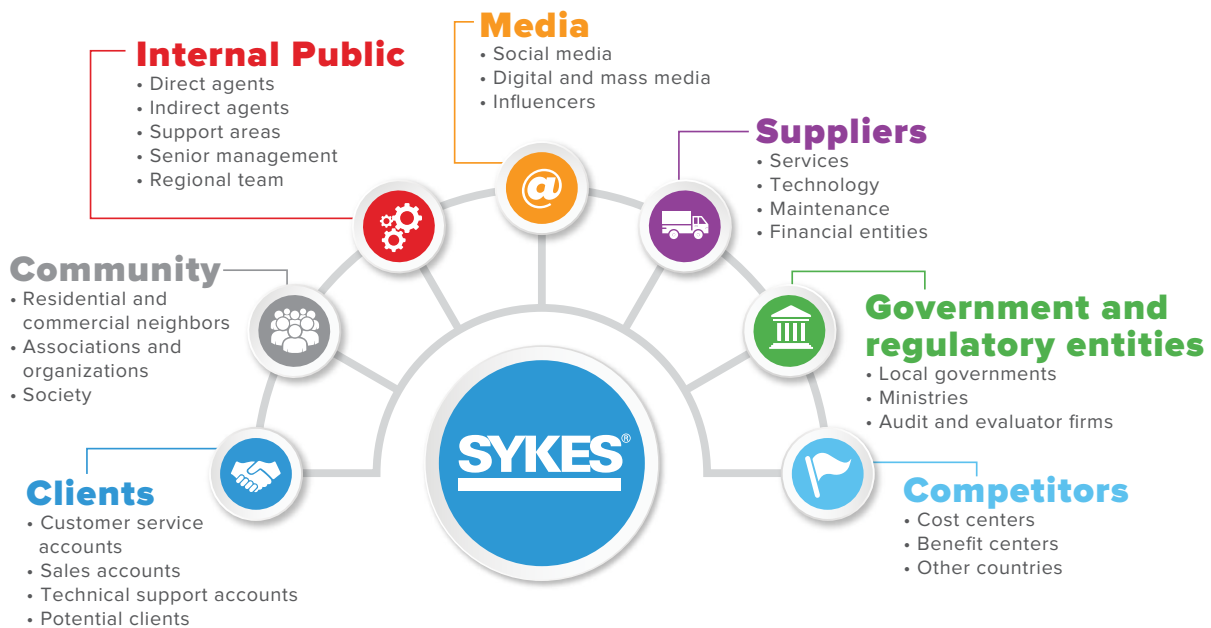
In order to define each stakeholder's prioritization value, the following scale was used:

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

Stakeholder Interaction and Criticality Priorization Matrix

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

Category	Stakeholder	Priority	Calificación
Internal Public	Direct agents	Very high	12
Internal Public	Indirect agents	Very high	12
Internal Public	Support areas	Very high	12
Clients	Customer service accounts	Very high	11
Clients	Sales accounts	Very high	11
Clients	Tech support accounts	Very high	11
Competitors	Other countries	Very high	11
Government and regulatory entities	Audit and evaluator firms	Very high	11
Government and regulatory entities	Senior management	High	10
Internal Public	Regional team	High	10
Internal Public	Cost centers	High	10
Competitors	Ministries	High	10
Government and regulatory entities	Benefit centers	High	9
Government and regulatory entities	Local governments	High	9
Competitors	Financial entities	High	9
Government and regulatory entities	Social media	Medium	8
Government and regulatory entities	Services	Medium	8
Suppliers	Digital and mass media	Medium	7
Media	Associations and organizations	Medium	7
Suppliers	Technology	Medium	7
Media	Influencers	Medium	6
Community	Residential and commercial neighbors	Medium	6
Suppliers	Maintenance	Medium	6
Media	Potential clients	Low	5
Community	Society	Low	4



Stakeholder Engagement



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

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

In March 2018, the first stakeholder consultation was made in order to complete

the company's materiality, which only included impacts and risks for the business (see pages 28 and 29 of the 2017 Sustainability Report). In this consultation, we were able to gather the necessary information to build a matrix representing the importance of our material topics both for the business and for the stakeholders.

We consulted the following stakeholders, itemized according to the prioritization on page 17 and the scope according to the number of people or organization that participated.

Category	Stakeholders	Priority	Score	Peso	Alcance
Internal Public	Support areas	Very high	12	16.44%	37
Clients	Tech support accounts	Very high	11	15.07%	1
Government and regulatory entities	Audit and evaluator firms	Very high	11	15.07%	2
Internal Stakeholders	Senior management	High	10	13.70%	7
Internal Stakeholders	Regional team	High	10	13.70%	2
Government and regulatory entities	Ministries	High	10	13.70%	1
Government and regulatory entities	Local governments	High	9	12.33%	1
			73	100%	51

This consultation was carried out via survey. First, the stakeholders determined the relevance of SYKES' management for each of the impacts determined in the materiality assessment. This prioritization was made for each of the material topics of the three dimensions.

Once the stakeholders prioritized the impacts and risks identified by the company, they were asked to include any other risk or impact they believe SYKES should also be managing. Finally, the stakeholders assess the relevance of their proposed impacts according to the scale

previously shown. The same procedure was used for each of the sustainability dimensions.

As a result, we were able to determine the significance of each material topic for our stakeholders:

Dimension	Material topic	Relevance to Business	Relevance to Stakeholders
Environmental	Waste management	70.59%	88.52%
	Sewage treatment	62.75%	92.41%
	Emission control	84.31%	79.85%
	Water consumption	52.94%	92.63%
	Energy consumption	60.78%	94.16%
	Materials consumption	43.14%	86.97%
	Fossil fuel consumption	35.29%	80.52%
	Climate change action	22.22%	84.54%
Economic	Anti-corruption and ethics	84.31%	88.60%
	Value chain sustainability	50.98%	84.72%
	Fair marketing prices	84.31%	93.62%
	Technical knowledge and customer service	86.27%	91.00%
	Data protection	84.31%	93.29%
	Competitiveness and innovation	64.71%	78.79%
Social	Human rights	80.39%	79.50%
	Working conditions	88.24%	87.29%
	Occupational safety and security	88.24%	81.97%
	Talent development	62.75%	79.40%
	Community and social investment	50.98%	74.23%
	Job generation	62.75%	92.09%
	Wealth and income generation	49.02%	80.11%
	Talent attraction and retention	88.24%	84.27%



Additionally, we know which topics are of interest to our stakeholders, which gives us inputs to plan our strategies and communicate specifically what is important for each one.

Environmental Impacts		
Consultation	Amount	Current mapping
Recycling	12	Environmental - Waste management
Electronic waste	7	Environmental - Waste management
Food waste	6	Environmental - Waste management
Electricity	4	Environmental - Energy consumption
Paper	4	Environmental - Materials consumption
Soil and water contamination	4	Environmental – Sewage treatment
Water	3	Environmental - Water consumption
Energy savings	3	Environmental - Energy consumption
Alternative energy	3	Environmental – Energy consumption
Solid waste	3	Environmental – Waste management
Commute	3	Economic - Competitiveness and innovation
Environmental education	2	Social – Talent development
Aerosols	1	Environmental – Emission control
Rainwater	1	Environmental – Water consumption
CO2 emissions	1	Environmental - Emission control
Reforestation	1	Environmental - Emission control
Total	58	



Economic impacts		
Consultation	Amount	Current mapping
Wages	9	Social - Working conditions
Compensation and benefits	8	Social - Working conditions
Transparency	4	Economic – Anti-corruption and ethics
Data protection	3	Economic - Data protection
Commute	3	Economic - Competitiveness and innovation
Donations	2	Social - Social investment and community
Jobs	2	Social – Job generation
Inclusion - diversity	2	Social - Talent attraction and retention
Free Zone benefits	1	Economic - Anti-corruption and ethics
Hiring	1	Social - Talent attraction and retention
Financial education	1	Social – Talent development
Continuous improvement	1	Economic - Value chain's sustainability
Vulnerable groups	1	Social - Talent attraction and retention
Internal policies	1	Economic - Anti-corruption and ethics
Sustainable practices	1	Economic - Value chain's sustainability
Social Responsibility programs	1	Economic - Value chain's sustainability
Social projects	1	Social - Social investment and community
Decision making	1	Economic - Anti-corruption and ethics
Total	43	

Social impacts		
Consultation	Amount	Current mapping
Compensation and benefits	9	Social – Working conditions
Talent attraction	6	Social - Talent attraction and retention
Inclusion – diversity	6	Social - Talent attraction and retention
Social investment	5	Social – Social investment and community
Commute	5	Social – Talent attraction and retention
Talent development	4	Social – Talent development
Financial education	3	Not mapped
Wages	3	Social – Working conditions
Volunteering	3	Social – Social investment and community
Employment	2	Social – Job generation
Stakeholder consultation	1	Economic - Anti-corruption and ethics
Total	47	

Our Material Topics

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

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

The identification of risks, impacts and material topics was based on an internal analysis made jointly with consulting organizations that focus on social responsibility and sustainability. These indicators are followed up by the goals set by the Sustainability Committee and the Senior Management.

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

the current year’s priorities. Then, budgets and responsibilities are assigned.

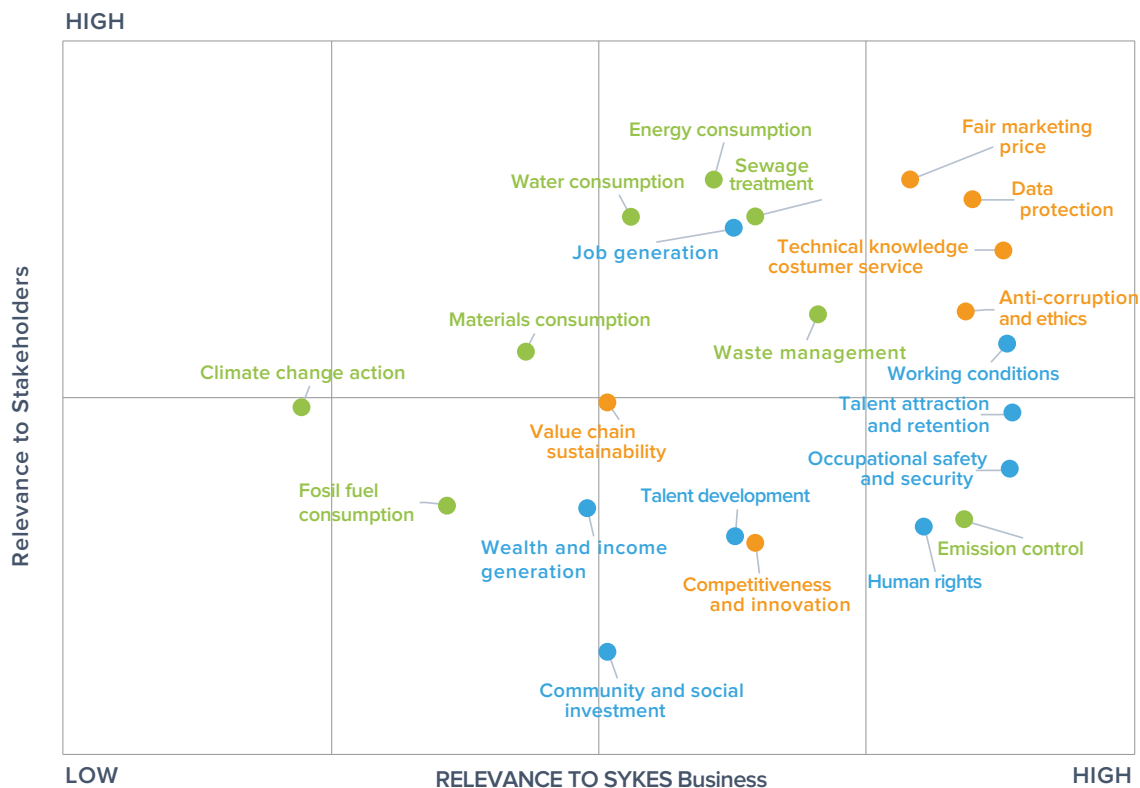
Along with annual plans and sessions, material topics are backed by internal policies, targets, goals, key indicators, people in charge and the necessary resources for implementation.

With the stakeholder consultation mentioned in pages 18 and 19, we were able to prioritize the topics that:

- Reflect the organization’s significant economic, environmental and social impacts.
- Significantly influence the stakeholder’s assessments and decisions.

According to the foundation and principles of the GRI Sustainability Reporting Standards.

The current material topics are shown on the following matrix, and the results of their management for this reporting period are presented throughout the report:





Our Strategy








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

The Senior Management is the highest body of corporate governance. It directs and controls operations and support areas according to the business plan, in order to ensure the organization's profitability and sustainability. The senior management team meets weekly to monitor the progress of the proposed goals; each quarter they are restated accordingly.

organization's context, with the objective of planning a three-year sustainability strategy. In previous years, the plan was made annually, and thus the company's long-term vision got lost. This context analysis included: materiality, corporate and regional strategy, country's current situation, operation's strengths and weaknesses and the ongoing projects. As a result, seven ambitions were planned for 2021.

During the second semester of 2018, the Senior Management made a thorough analysis of the

Our Ambitions for 2021

 <p>Grow revenue in 15.5% by 2021 on existing service portfolio (2019=1.59%, 2020=10.62%, 2021= +3%) +4 Clients on disruptive technologies services offerings.</p>	 <p>Improve % MOI from 22% to 24% within the next 3 years (GP% up 1%, SG&A% down 1%)</p>	 <p>Increase T2B VOC from 89% to 95% by 2021 (2019 = 91%, 2020 = 93%, 2021 = 95%).</p>	 <p>Implement business solutions based on new technologies for SDUs (Operations) and Business Partners</p>	 <p>Create Innovation, Research & Development by establishing a Center of Excellence (CoE) by 2019</p>	 <p>Increase T2B GES from 69% to 82% by 2021 (2019=75%, 2020=80%, 2021=82%)</p>	 <p>Be recognized as the role model location in high technology services (by Sykes Corp), Innovation and sustainability (by other stakeholders) and aspirational employer (by labor market)</p>
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Our approach has two main bases to plan the national strategy ambitions: the strategic imperatives given by the corporation and the initiatives planned by the Latin America regional team. These two bases guide us to where SYKES aims.

Our ambitions are aligned to strategic topics; then to initiatives with key indicators, priority, impact area,

implementation leader director and the support directors. For confidentiality reasons this is not shown; it is an internal work that reflects the added valued we seek to offer to our clients.

WE HELP PEOPLE, ONE CARING INTERACTION AT A TIME.

act as one

answer the challenge

ensure every person matters

make each moment count

serve with thought and heart

create a spirit of trust

be current

Mission

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

Vision

SYKES Costa Rica will become the role model operation in line with our Corporate Mission & Vision, aligning our 3 Strategic Imperatives (Execute on the Core Business, Drive Digital Transformation, Optimize & Prepare the Workforce for Today & Future) to the Triple Bottom Line model (Financial, Social & Environmental), as foundation for our business sustainability and responsible growth.

OUR STRATEGY

Strategic Imperatives

Execute on Core Business

Drive Digital Transformation

Optimize & Prepare Workforce for Today & Future

LATAM initiatives

- Path to Strategic Partnership
 - Power BI
 - Datamart
- Change Management Office (CMO)

- Digital Servicing Solution
- Operational Platform
 - Data Science
- OneSykes & Cloud Services

- Work @ Home
- Agent Social Platform
- Digital Transformation Academy

Strategic Themes

Grow Market Share

Optimize Delivery Scale

Cultivate existing client relationships

Accelerate Customer Lifetime Value

Unleash the Power of Data & Tech

Elevate Employee Experience

Evolve the Brand

Costa Rica Ambition

Grow revenue in 15.5% by 2021 on existing service portfolio (2019=1.59%, 2020=10.62%, 2021= +3%) +4 Clients on disruptive technologies services offerings.

Improve % MOI from 22% to 24% within the next 3 years (GP% up 1%, SG&A% down 1%)

Increase T2B VOC from 89% to 95% by 2021 (2019 = 91%, 2020 = 93%, 2021 = 95%).

Implement business solutions based on new technologies for SDUs (Operations) and Business Partners

Create Innovation, Research & Development by establishing a Center of Excellence (CoE) by 2019

Increase T2B GES from 69% to 82% by 2021 (2019=75%, 2020=80%, 2021=82%)

Be recognized as the role model location in high technology services (by Sykes Corp), Innovation and sustainability (by other stakeholders) and aspirational employer (by labor market)

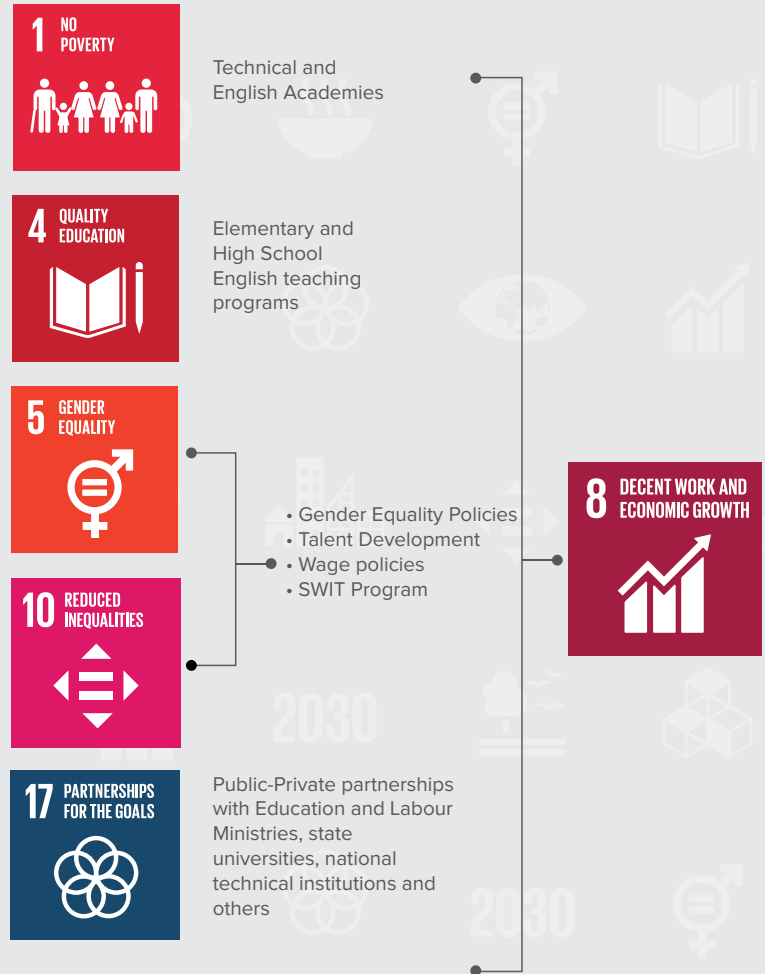
Sustainable Development Goals

GRI 102-12



SYKES is committed to sustainability as a way to increase economic growth and ascending social mobility. Our strategy contributes to the Sustainable Development Goals due to their affinity with our material topics, which consider the national context.

Our academies and professional growth programs have set the goal to improve English and technical knowledge for better quality employment, contributing to social equality, exports, strengthening of the Business Process Outsourcing (BPO) sector, country competitiveness, wealth in the region and reducing the poverty rate.



External initiatives and memberships

GRI 102-12, GRI 102-13

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



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

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

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

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

public and private education centers.

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

We are members of:

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

Strategic Alliances

- Ministry of Public Education (MEP) – Elementary school, single-teacher schools
- Ministry of Public Education (MEP) – Directorate of Technical Education and Entrepreneurial Competencies
- Ministry of Public Education (MEP) – Experimental Bilingual High Schools.
- Ministry of Labor and Social Security (MTTS) – “Empléate” and “Mi Primer Empleo” Programs.
- 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) – Adoption of the SYKES model for learning English (SYKES Academy) and transfer of good business practices.
- 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).



Stakeholders	How do we listen?	What have they told us?	What do we do about it?
 <p>Clients</p>	<ul style="list-style-type: none"> • Voice of the customer (VOC). • Daily or weekly monitoring. • Monthly reviews. • Quarterly reviews. 	<p>Our clients seek world class service with high quality standards and commitment towards their brands</p>	<p>We work under a culture of innovation and continuous improvement; we promote active participation in all levels of the organization in the identification of areas of improvement and innovative solutions.</p>
 <p>Community</p>	<ul style="list-style-type: none"> • Donations and sponsorships. • Internal campaigns and in the community. • Meetings with associations and community committees. 	<p>Our community asks us to share our English and technical development programs with the citizens where we operate, as well as grant donations, sponsorship and support to community schools.</p>	<p>We support the community schools with the “Bandera Azul” program.</p> <p>We participate in the meetings of the municipalities to support plans in the community.</p> <p>We support monetary and non-monetary projects of the community, especially in Hatillo and Moravia.</p>
 <p>Internal Public</p>	<ul style="list-style-type: none"> • Open door policy. • Weekly sessions 1-1. • Global satisfaction survey. • Employee service offices. • Ask our VP. • Social media 	<p>Our employees seek to grow and develop in a positive environment. They value having their friends at work and they care about their contribution to society and the environment.</p>	<p>We promote participation in activities of social impact and provide them with options for a balanced and healthy life.</p> <p>As talent trainers we offer possibilities to improve language skills and techniques for growth within the organization.</p> <p>We promote our referral program as the first candidate contributor.</p>
 <p>Media</p>	<ul style="list-style-type: none"> • Email • Events. • Telephone 	<p>The media tell us that we must position the brand more according to environmental and social practices for the sustainability of the industry.</p>	<p>We seek to share content in mass media, social networks and other media on the generation of employment and good business practices</p>
 <p>Suppliers</p>	<ul style="list-style-type: none"> • Bidding processes. • Visits and product offers. • Supplier registration process. 	<p>Our suppliers recognize us as fair allies in the payment system, strict in our registration processes</p>	<p>We have generated forms and instructions to clarify the regulations. We schedule visits to evaluate their practices, we follow up and recommend them.</p>
 <p>Government and regulatory entities</p>	<ul style="list-style-type: none"> • Periodic meetings • Chambers and NGOs 	<p>We share with the government the vision of developing the services sector by forming the Costa Rican human talent, to improve the country's competitiveness.</p>	<p>Agreements where we join efforts for the development of English education and the transfer of knowledge of technologies.</p>
 <p>Competitors</p>	<ul style="list-style-type: none"> • Sector Chambers • Face-to-face and virtual meetings. 	<p>Our main challenge in the sector is sustainability in the development of language and promotion of high technologies in the population.</p>	<p>We lead some chambers, councils and business associations for the development of the sector; We share good practices for the sustainability of the sector to which we belong</p>

Awards, Certifications and Partnerships

GRI 102-12, GRI 102-13

Each year, as part of its commitment with continuous improvement, SYKES Costa Rica undergoes different evaluation processes in order to seek certifications and awards.

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

2014:

- National Award to Service Exporter – CADEXCO
- Carbon Neutral Certification - INTECO
- SYKES – CTP Cedex Don Bosco Partnership.
- Award “Women Leaders in STEM/Technology”: Sindy Campos – Embassy of the United States
- Good Labor Practices towards Gender Equality award - INAMU
- Bandera Azul in all our sites
- Carbon Neutral Re-certification – INTECO

2015

- Carbon Neutral Re-certification – INTECO
- Bandera Azul – 3 stars
- Excellence Award: Golden Route - Costa Rican Chamber of Industries
- SYKES-UTN Partnership
- SYKES-Ministry of Labor “Empléate” Partnership
- SYKES-Ministry of Labor “Mi primer empleo” Partnership.
- Excellence Award: Market and Customer Focus– Costa Rican Chamber of Industries
- Excellence Award: Human Talent Focus– Costa Rican Chamber of Industries
- Corporate Social Responsibility Award: SYKES Academy and Tech Academy – CADEXCO
- Contact Center Award
- Company of the year Award from Contact Center Outsourcing Services of Central America and the Caribbean 2017 - Frost & Sullivan

2016

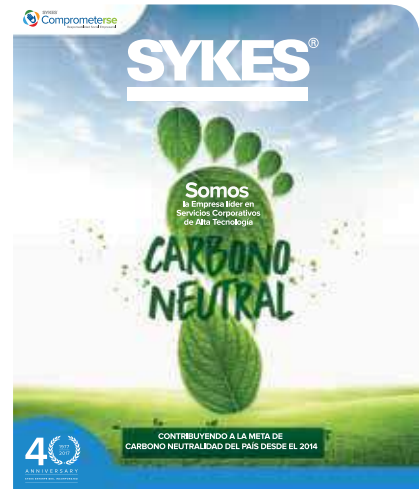
- Excellence Award: Golden Route - Costa Rican Chamber of Industries
- Businessman of the Year 2016: Expansion Category – Alejandro Arciniegas
- Bandera Azul in all our sites
- Carbon Neutral Re-certification – INTECO
- Gender Equality Seal- ONU Woman and INAMU
- SYKES-Cenfotec Partnership
- SYKES-INA Partnership
- SYKES- Omar Dengo Foundation Partnership renewal

2017

- Honorary mention in the “Social Responsibility in Action” awards of the SWIT– AMCHAM Program

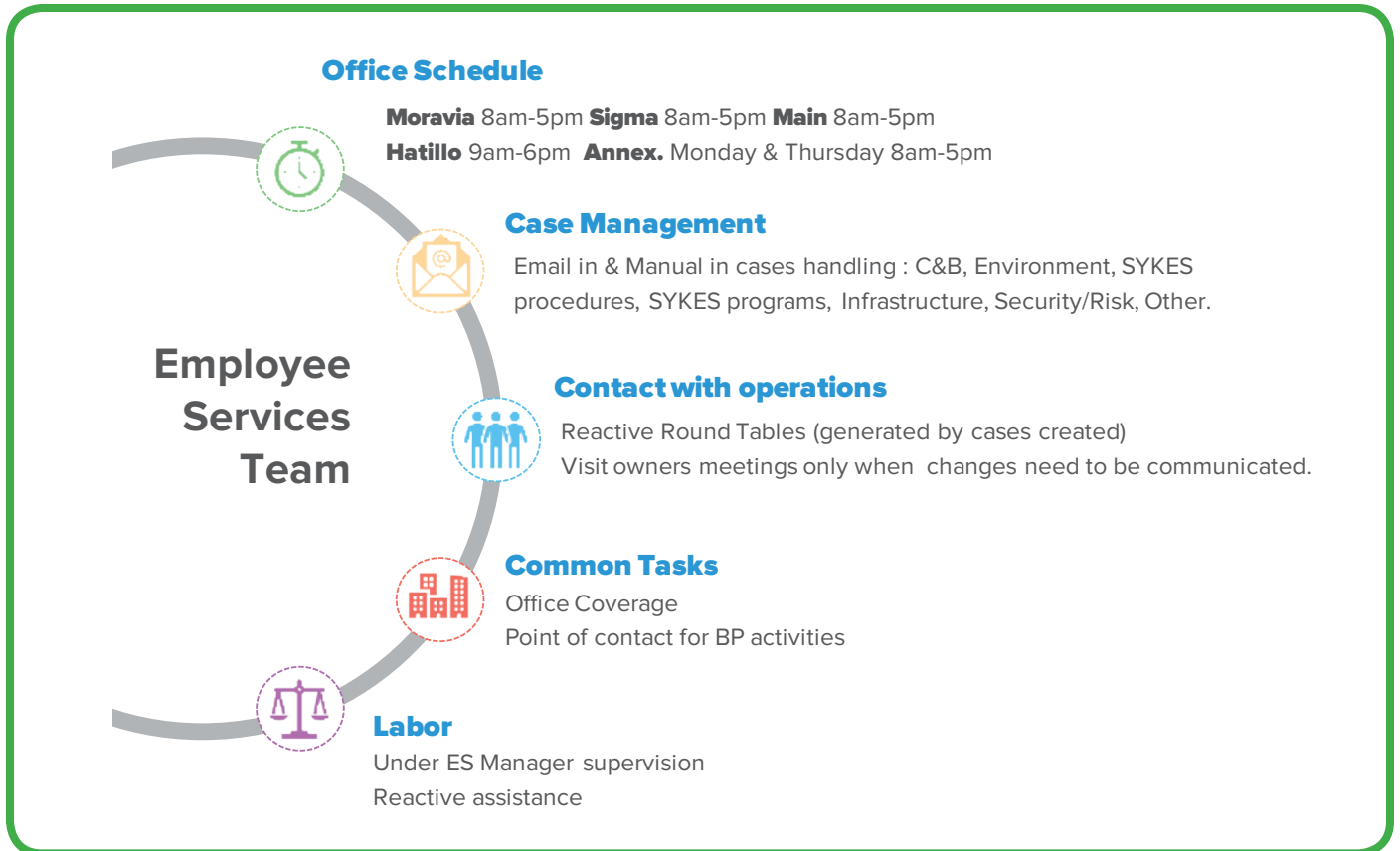
2018

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



Mechanisms for advice and concerns about ethics

GRI 102-17



Ask Alejandro!

GRI 102-33, GRI 102-34

Any employee has the possibility to dialogue with the general manager through SharePoint. Comments about internal procedures, recommendations about operational tools, feedback about leaders, and others have been received through this tool. A new topic came up in 2018: the use of plastic in San Pedro's cafeteria.

ASK
ALEJANDRO!
[CLICK HERE](#)

The background is a solid yellow color. Overlaid on this are several vertical, stylized tree trunks in a slightly darker shade of yellow. At the top, there are some leafy branches. In the center, a large, dark yellow silhouette of a leaf is positioned. Inside this leaf silhouette, the text 'SYKES®' is written in a bold, white, sans-serif font. Below it, the word 'ECONOMIC' is written in a larger, white, distressed, hand-drawn style font. At the bottom of the leaf silhouette, the word 'DIMENSION' is written in a smaller, white, clean sans-serif font.

SYKES®

ECONOMIC

DIMENSION



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

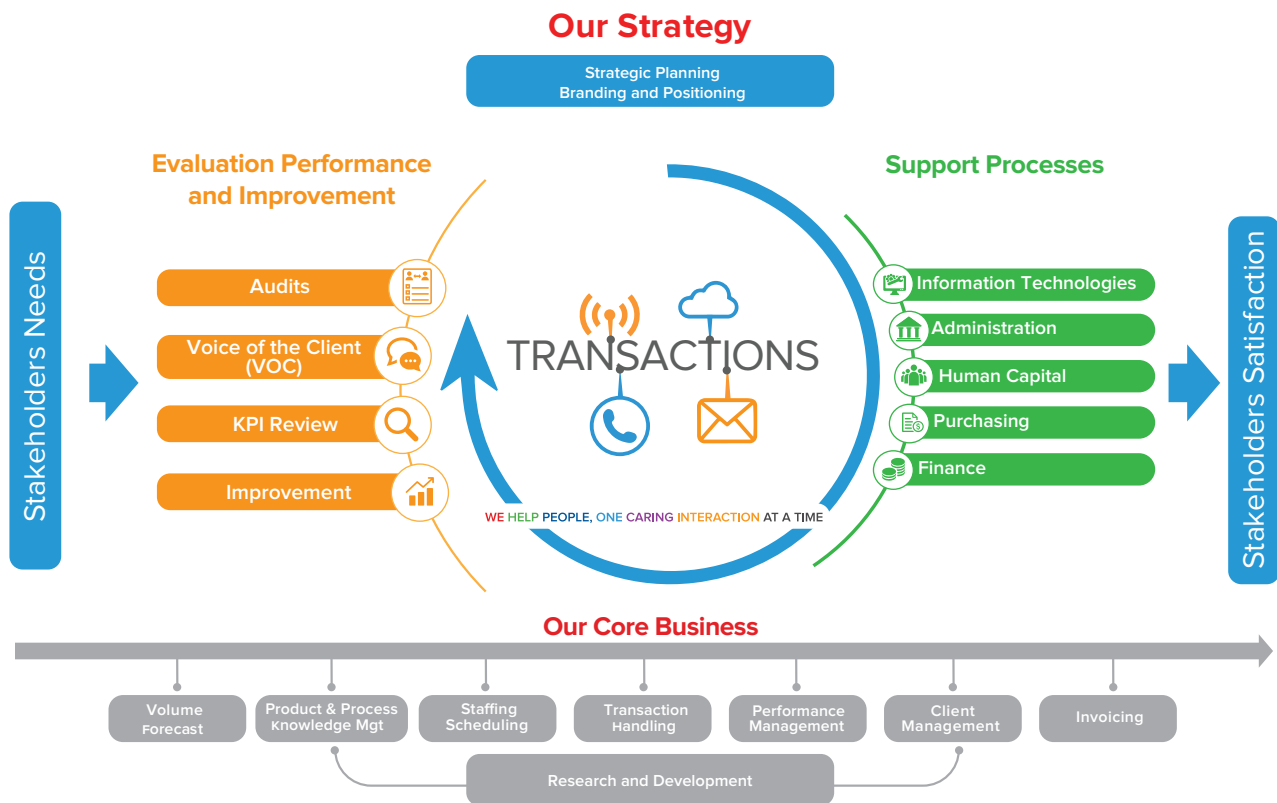
We are committed to our clients' profitability and to the value chain of their operations by delivering good practices and excellent services by our Costa Rican human capital. Our strategy is based on our material subjects and the Global Reporting Initiative (GRI) indicators: economic performance, market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

Material topics

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

Macroprocess

The macro process we currently use was built during the Costa Rican Chamber of Industries' "Ruta a la excelencia" (Path to excellence) program. There are four main elements: our strategy, support processes to implement it, methods for performance appraisal and improvement for goals and core business activities.



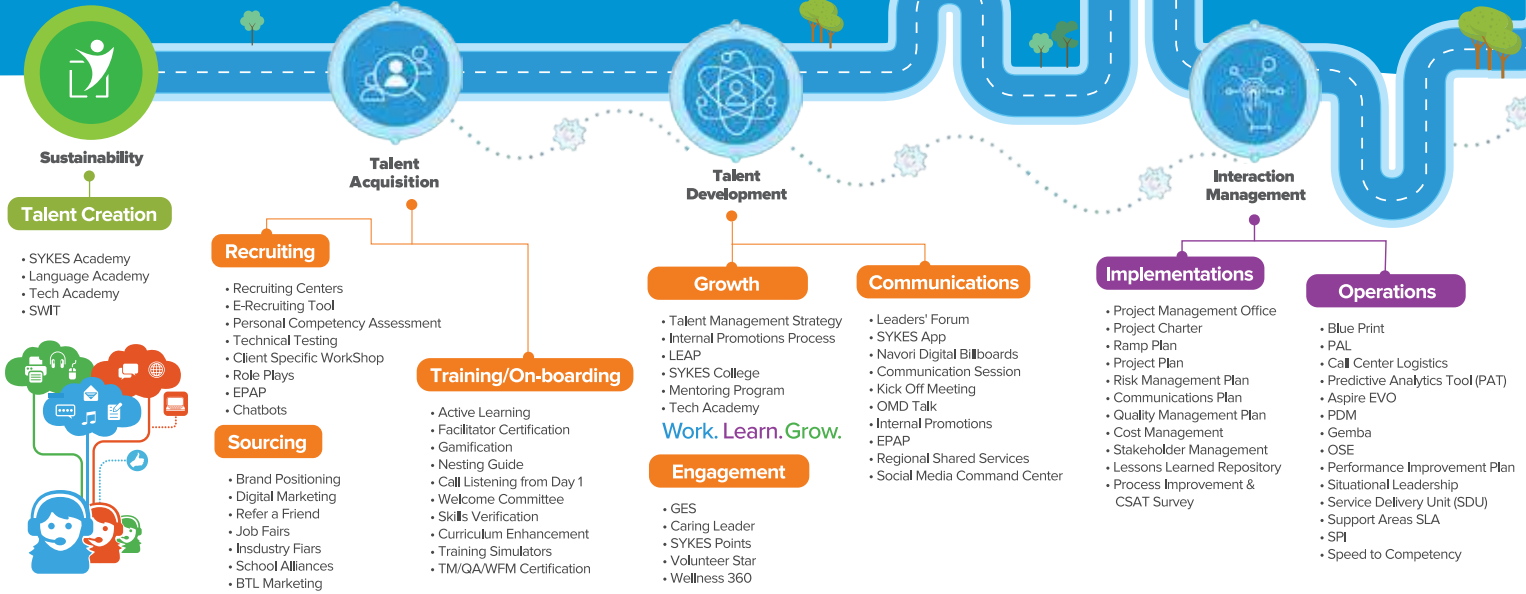
Our Goals

The following goals are proposed regionally in all the Latin American operations. These indicators were the most important ones for the economic dimension and are the result of our achievements for the reporting period. These goals remain for 2019, and we follow up on them daily in our operations and support areas.

Key indicator	Goal	SYKES Costa Rica 2018
Revenue (compliance percentage)	100% vs Plan	97.80%
Gross profit (compliance percentage)	100% vs Plan	96.50%
Net profit ((compliance percentage)	100% vs Plan	96.50%
Client satisfaction	Equal to or more than 85%	89%
Direct agent absenteeism	Equal to or less than 4%	5%

Value chain's sustainability

GRI 102-9, GRI 102-10



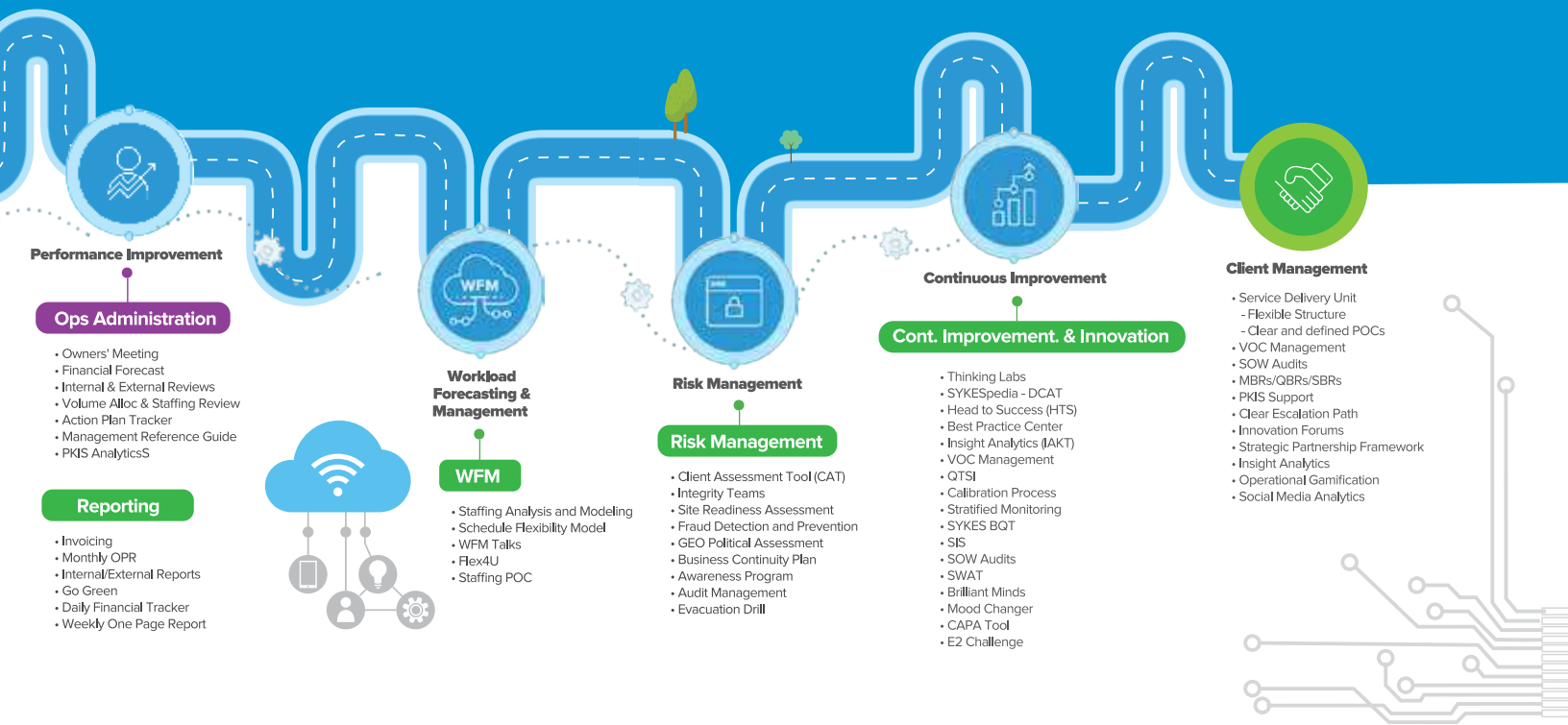
Our value chain is shown on the top part of pages 32 and 33. It is provided by our regional direction, for all of SYKES' operations in Latin America.

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

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

Impacts mapping on our Value Chain

Dimension	Impact	Value Chain							
		Client	Talent Acquisition	Talent Development	Transaction handling	Coaching & engagement	Planning	Risk management	Continuous improvement
Environmental	Waste management								
	Sewage treatment								
	Emission control								
	Water consumption								
	Energy consumption								
	Materials consumption								
	Fossil fuel consumption								
	Climate change action								
Economic	Anticorruption & Ethics								
	Value Chain's Sustainability								
	Fair marketing practices								
	Customer Service & Technical Knowledge								
	Client Data protection								
	Competitiveness & Innovation								
Social	Human rights								
	Working conditions								
	Occupational safety and security								
	Talent development								
	Social and community investment								
	Job generation								
	Wealth generation								
	Talent attraction and retention								



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

Some of our initiatives for the sustainability and value chain material topic include our work with

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

Stakeholders mapping on our Value Chain

Stakeholder		Value Chain								
Category	Stakeholder	Priority	Client	Talent Acquisition	Talent Development	Transaction handling	Coaching & engagement	Workforce Management	Risk management	Continuous improvement
Internal public	Direct agents	Very high								
Internal public	Indirect agents	Very high								
Internal public	Support areas	Very high								
Clients	Customer service accounts	Very high								
Clients	Sales accounts	Very high								
Clients	Tech support accounts	Very high								
Competitors	Other countries	Very high								
Government and regulatory entities	Audit and evaluator firms	Very high								
Internal public	Senior management	High								
Internal public	Regional team	High								
Competitors	Cost centers	High								
Government and regulatory entities	Ministries	High								
Competitors	Benefit center	High								
Government and regulatory entities	Local governments	High								
Media	Social media	Medium								
Suppliers	Services	Medium								
Media	Digital and mass media	Medium								
Community	Associations and organizations	Medium								
Suppliers	Technology	Medium								
Media	Influencers	Medium								
Community	Residential and commercial neighbors	Medium								
Clients	Potential clients	Low								
Community	Society	Low								

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

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

Our sustainable purchasing program goes one step ahead. The company requires certifications that prove that the product or service complies with all environmental standards. These are the main allies since 2015 in the sustainable purchasing program:

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

Supplier Classification

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

During 2018, we took on the task of strengthening our value chain by linking our suppliers and their risks to SYKES' core business, according to the Value Chain Analysis Tool Methodology by the Business Alliance for Development (AED, Alianza Empresarial para el Desarrollo).

First, we classified our active providers from the last three years in seven main supplier categories and related subcategories.



Next, we classified the seven categories of suppliers by purchase volume, from 1 to 5, which are the suppliers to which we most buy from. We calculated a total of annual purchases for the years 2016, 2017 and 2018 and then an average of these three years to assign the volume according to the 20, 40, 60 and 80 percentiles calculated by means of the purchase totals.

Supplier category	Assigned purchase volume
Cafeteria	3
Human Capital and Communication	4
Contractors	3
Maintenance	4
Office furniture	1
Basic services	5
Technology	3

The third step was to carry out a risk analysis of suppliers through the source *Sustainability Topics for Sectors: What do stakeholders want to know?*, published by the Global Reporting Initiative (GRI). This publication maps companies by business activities and through global studies and reports, to determine the most relevant environmental, social and economic risks for stakeholders.

These risks were rated at levels of 1 to 5, depending on the number of risks identified.

Explanation: to explain a little more, we are going to carry out the exercise with the “maintenance” provider category.

1. According to the suppliers that we have in these categories, these fit into the business activities published by GRI of: building materials and building products.

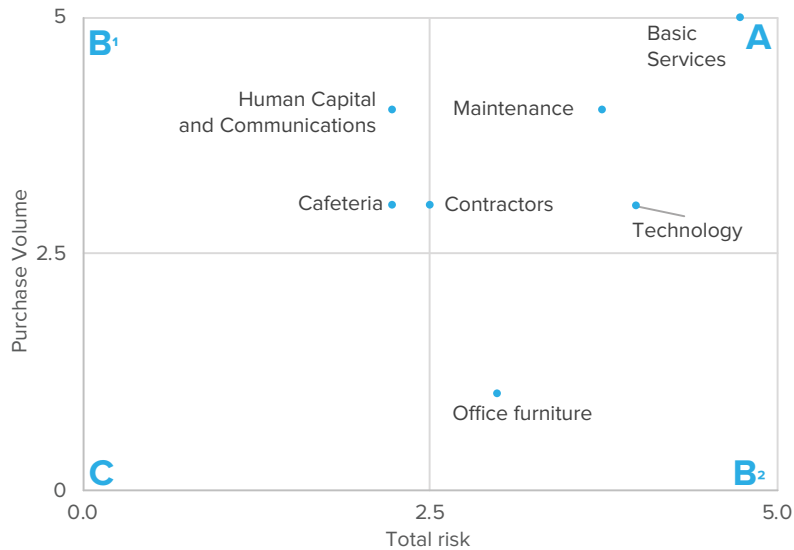
- Once the business activities are defined, we map the business risks for the three dimensions of sustainability.
- Then we determine the level of risk from 1 to 5. In this case the environmental risks have a level of 5 for having 5 or more potential risks, and the economic risks have a level 3 for the same reason.

General information		Environmental risks		Social risks		Economic risks	
Supplier category	Business Activity Group - GRI	Type of risk	Level	Type of risk	Level	Type of risk	Level
Maintenance	1. Construction materials 2. Building products	1. Materials sourcing 2. Production, recycling and reuse of by-products 3. Water and energy consumption 4. Water and energy efficiency of end products 5. Emissions to air 6. Land management and site rehabilitation	5	1. Occupational and consumer health and safety management 2. Child labor and forced labor 3. Land use rights 4. Migrant workers 5. Working conditions	5	1. Corporate governance 2. Contractual compliance 3. Innovative building processes	3

The fourth step depends entirely on the level of purchases and the sustainability risk. The following table describes the summary of the sustainability risk analysis of the suppliers, adding the operational risk, which determines the degree of influence of the suppliers towards SYKES; with 1 the provider does not affect the SYKES operations and 5 the supplier can stop the operations and cause economic losses..

General information	Operational risks	Sustainability Risks			Axis		Classification
Supplier category	Degree of influence	Environmental risks	Social risks	Economic risks	Total risk (x)	Purchase volume (y)	Quadrant
Cafeteria	1	5	2	1	2.3	3	B1
Human Capital and Communication	3	1	3	2	2.3	4	B1
Contractors	2	2	4	2	2.5	3	B1
Maintenance	2	5	5	3	3.8	4	A
Office furniture	2	4	3	3	3.0	1	B2
Basic services	5	5	5	4	4.8	5	A
Technology	3	5	4	4	4.0	3	A

In the final result, the final risk of an average degree of influence and operational risks is called the X axis, and the volume is the Y axis. This creates a supplier classification matrix according to these two axes. The suppliers located in quadrant A are the highest priority because they have higher risk and greater purchases, suppliers B are of medium importance and C are lower risk and lower volume of purchases.



Supplier evaluation

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

After classifying our suppliers, we created an evaluation tool for on-site visits to suppliers. We take the risks of previously identified suppliers and review the main international sources (GRI standards, OECD guidelines, ISO 26000,

National Social Responsibility Policy and the materiality of SYKES) to determine the criteria that we would evaluate. The following was the result:

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

IN 2018, WE VISITED 30 SUPPLIERS WITH THE NEWLY CREATED TOOL

and evaluated them according to the evidence of sustainability criteria compliance. None were found negative environmental impacts on the supply chain, negative impacts on the previously mentioned social impacts, nor negative impacts regarding ethics, child labor, discrimination or any unlawful action against international laws and agreements.

Customer Service and Technical Knowledge

GRI 102-2, GRI 102-6

Our Core Business

WE HELP PEOPLE, ONE CARING INTERACTION AT A TIME

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

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

SYKES Costa Rica has provided service for 10 clients in three industries, which are classified according to business type and rules given by the corporation:



Financial Services Industry

Two clients

Focus:

- Retail banking
- Credit card services
- Insurance / brokerage
- Consumer loans
- Loan services

The most important banks trust us to preserve their brands by providing the integrity, privacy and security that customers expect. We offer services to our clients in retail banking, credit card services, insurance/brokerage, consumer loans and loan services.

From millennials to boomers, consumers seek mobile technology. In their rush to get the best and most current devices, many of them feel frustrated with tedious instructions and inevitable technical problems. That's why SYKES hires passionate agents that love new technologies and are capable of solving their problems quickly.



Communication Industry

Two clients

Focus:

- Mobile
- Bandwidth
- Complex networks
- Sales

With digital telephone, video transmission, optical fiber internet and wireless safety home systems, customers' needs are as varied as can be. Fortunately, SYKES provides a true management of the customer's life cycle with an equally diverse range of service options and technical support designed to perfectly adapt to each client, today and tomorrow.



Technology Industry

Seven clients

Focus:

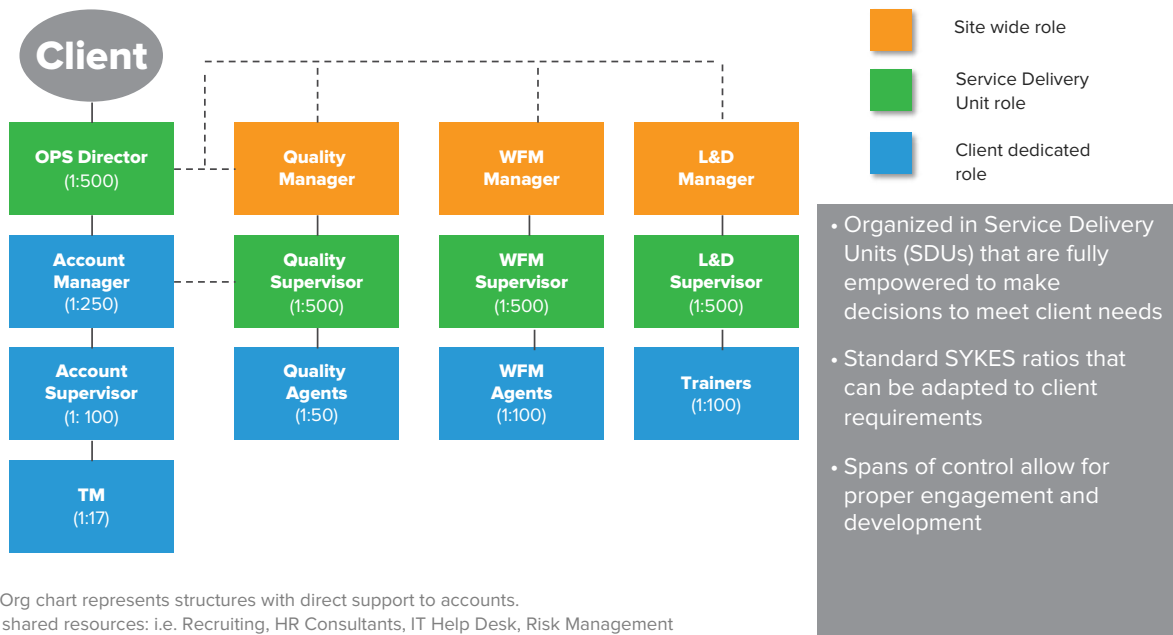
- Consumer electronics
- PC and peripherals
- Software and portals
- Business technology

Industries Served

In our business operation, clients are divided into accounts managed by Operations Directors, which are the SYKES representatives facing each client. The Account Managers, which handle the business

lines for each client, report directly to the Operations Directors.

Adaptive standard structure of operations



The operations structure in SYKES LATAM is a standard established by the corporation, which may be adapted to the client's needs and requirements.

The direct agents are the employees that provide a direct service to each customer in English, Spanish or Portuguese by any of the contact types: inbound calls, outbound calls, chat, email or tickets.

The green roles represent the employees that work directly with the customer's needs. There is one director or supervisor for every 500 direct agents.

The blue roles are dedicated exclusively to managing the customers' transactions. In order to guarantee the

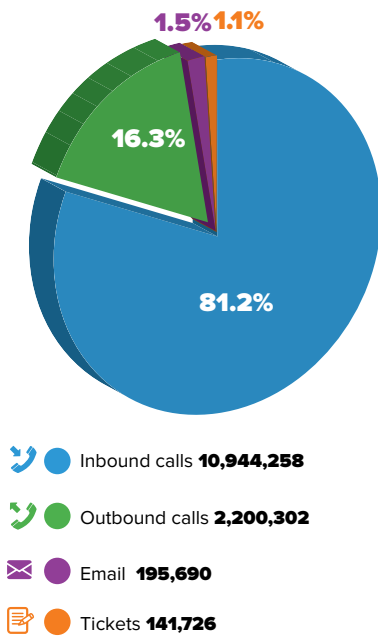
quality of our service, we make sure that there are enough direct agents to keep up with the demand (planning) and that the direct agents have the abilities to satisfy the customers needs (training). In this case, there is an account manager for every 250 agents, an account supervisor for every 100 agents, and a team manager for every 17. There is one quality, one planning and one training agent for every 100 direct agents.

The orange roles represent one single manager that is in charge of directing the roles of the Service Delivery Unit.

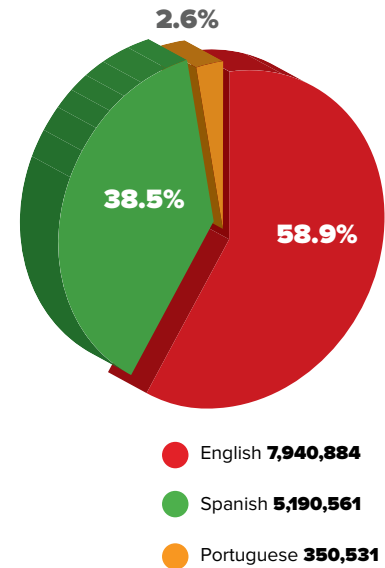
GRI 102-6

Transactions are every inbound or outbound calls, emails and tickets that our direct agents make to take care of our customer's needs. **IN 2018 WE MADE 13,481,976 TRANSACTIONS, LARGELY INBOUND CALLS.**

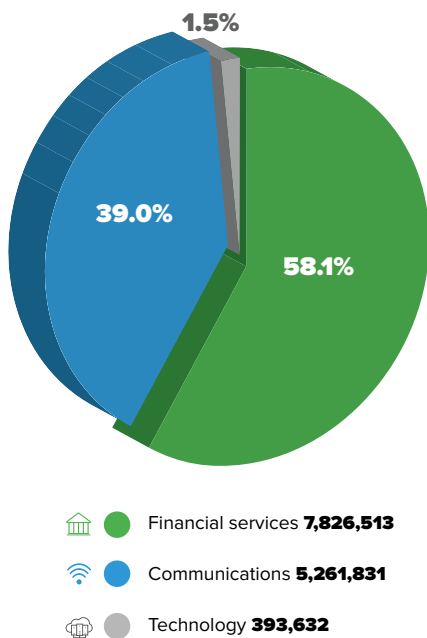
Total transactions by customer contact type



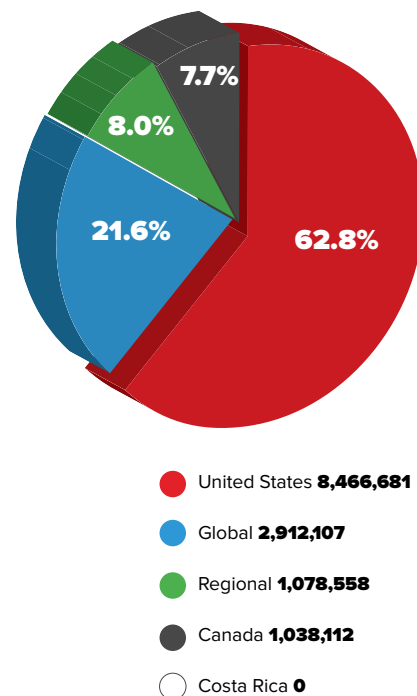
Total transactions by language offered



Total transactions by industry



Total transactions by country/region



Economic Performance

GRI 201-1, GRI 203-1

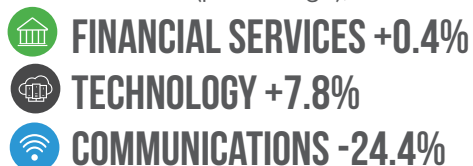
Since 2015, SYKES Costa Rica has provided services to the communications, financial services and technology industries. .

The financial **INDICATORS OF THE 13.4 MILLION TRANSACTIONS AND TWO DECADES WORK IN COSTA RICA** has made us the most significant operation in the region. In 2018, we were able to contribute with 49.9% of revenue in the region. en Costa Rica nos han convertido en la operación más significativa de la región.

REVENUE

Revenue in 2018 decreased 3.5% with regard to 2017. During the year, several sales business lines closed down in the communications industry, due to high turnover rates of direct agents.

Revenue Variation (percentage), 2018 vs 2017, in the industries served:



OPERATING COSTS

As with revenue, the total direct and indirect operating costs decreased 4.6%. These costs include mainly agent salaries, indirect agent salaries, overtime, bonuses, transportation, tuition reimbursement, medical insurance, among others. Along with an increase in revenue in technology clients, the operating costs increased. In the other industries, the costs decreased.

Operating Cost Variation (percentage), 2018 vs 2017, in the industries served:



ADMINISTRATIVE EXPENSES

We decreased the administrative expenses 1.2% below operating costs. These expenses include support area personnel wages, electricity, water, technological equipment, among others. In the financial services industry, administrative expenses increased 42.5%. These expenses are assigned to each industry according to the number of seats they have in operation.

Administrative expense Variation (percentage), 2018 vs 2017, in the industries served:



Gross Profit and Net Profit

GROSS PROFIT INCREASED 1.6% ACCORDING TO THE ABSOLUTE

value of total revenue minus operating costs 2018 vs 2017.

NET PROFIT DECREASED 2.0% ACCORDING TO THE ABSOLUTE VALUE OF GROSS PROFIT

minus administrative expenses 2018 vs 2017.

Of the total gross profit:

- Financial services industry represents 40.4%
- Technology industry represents 35.2%

- Communications industry represents 21.9%

Of the total net profit:

- Financial services industry represents 31.1%
- Technology industry represents 41.7%
- Communications industry represents 10.5%

Profitability of our industries

Despite the fact that the absolute monetary values for 2018 decreased, the relative percentage of our operations increased with

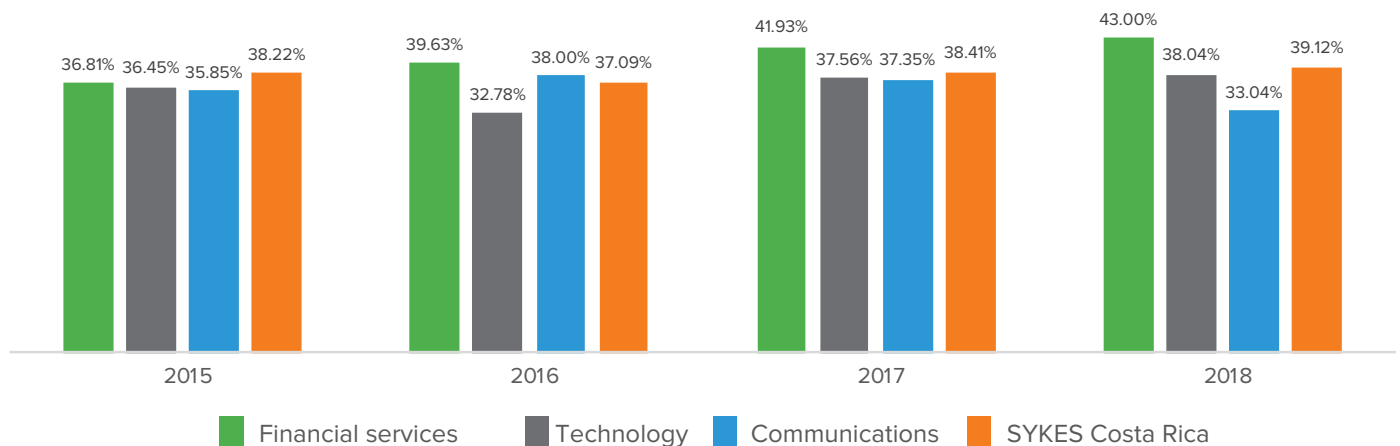
regards to 2017. Since our revenue decreased 3.5%, our focus was to save and optimize costs and expenses, achieving a total decrease of 3.86% of the operating costs and administrative expenses, which helped keep the business' profitability margins.

Gross profit: industry revenue minus industry operating costs.

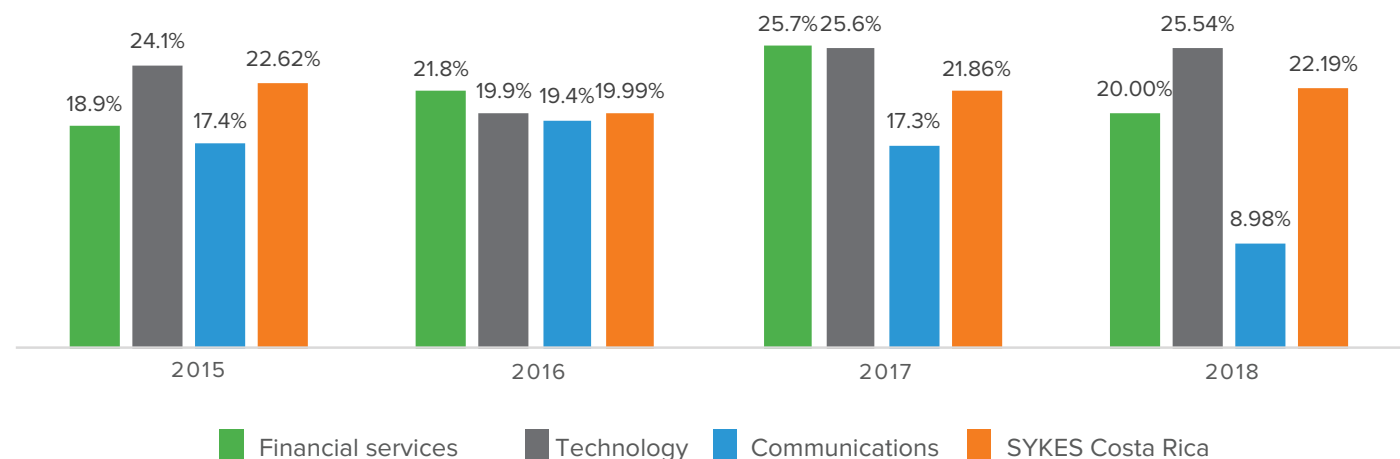
Net profit: industry gross profit minus industry administrative expenses.

OUR INDUSTRIES HAVE BEEN OVER 30% PROFITABLE IN THE LAST FOUR YEARS.

SYKES Costa Rica gross profit performance by industry



SYKES Costa Rica net profit performance by industry



Anti-corruption and Ethics

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

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

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

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

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

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

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

Labor: SYKES complies with all guidelines established by law regarding hiring, disciplinary measures, compensation and benefits. All employees are registered in the CCSS (Social Security Institution, Caja Costarricense del Seguro Social), and minimum wages and social security costs are covered. The company has

internal policies and procedures to handle tardiness, absences, workplace, and sexual or psychological harassment, among others.

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

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

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

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

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

Ethics: SYKES worldwide has a code of ethics that is implemented in every country where it operates. This code of ethics includes topics such as report of fraudulent activities, workplace harassment, promotion of a violence free atmosphere, proper handling of passwords,

confidentiality, use of the company’s assets, open door policy, among others. SYKES has a telephone line dedicated exclusively to the report of fraudulent activities. It is required that every employee during training learns about the corporate code of ethics and the procedure to report fraudulent activities. Then, a recap must be done once a year. To make sure 100% of the workforce has gone through this

training, there is an electronic signature within a digital platform. The CSR office is in charge of these procedures. .

SYKES’ standards of conduct and ethic code can be found on the website:

<https://www.sykes.com/about-us/>

STANDARDS of CONDUCT

LET’S TALK ABOUT IT

 RESPECT |  SECURITY |  SAFETY |  ETHICS

 Equal Opportunity Open Door Policy Positive Workspace	 Passwords PII, PCI Technology Assets	 Global Safety Standards Employee Safety Protocols Ergonomics	 Honesty Leadership Integrity
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To ensure compliance with the codes of conduct and with internal and operational policies, SYKES performs internal audits through the local and regional risk department (client assessments named CAT, made at least once a year). Plus, the external client audits performed by our clients.

External Audits					Internal Audits – CAT				
Industries	2015	2016	2017	2018	Industries	2015	2016	2017	2018
Communications	0	1	0	3	Communications	2	1	1	3
Financial Services	1	3	2	4	Financial Services	3	2	2	3
Technology	2	3	2	0	Technology	4	4	5	7

Overall, in 2018 there were 20 audits in our operations, seven made by our clients and thirteen made by our internal team.

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

In 2017, five cases or metric manipulation were registered and one case of false use of SSN (Social Security Number) information. The corrective measures taken were layoffs and training of the

account personnel.

Notes: The SSN (Social Security Number) is a nine-digit number issued for working US citizens, permanent residents and temporary residents.

In 2016, three cases about accounts and credit cards were registered.

In 2015, four cases about customer’s accounts and customer data manipulation were registered.

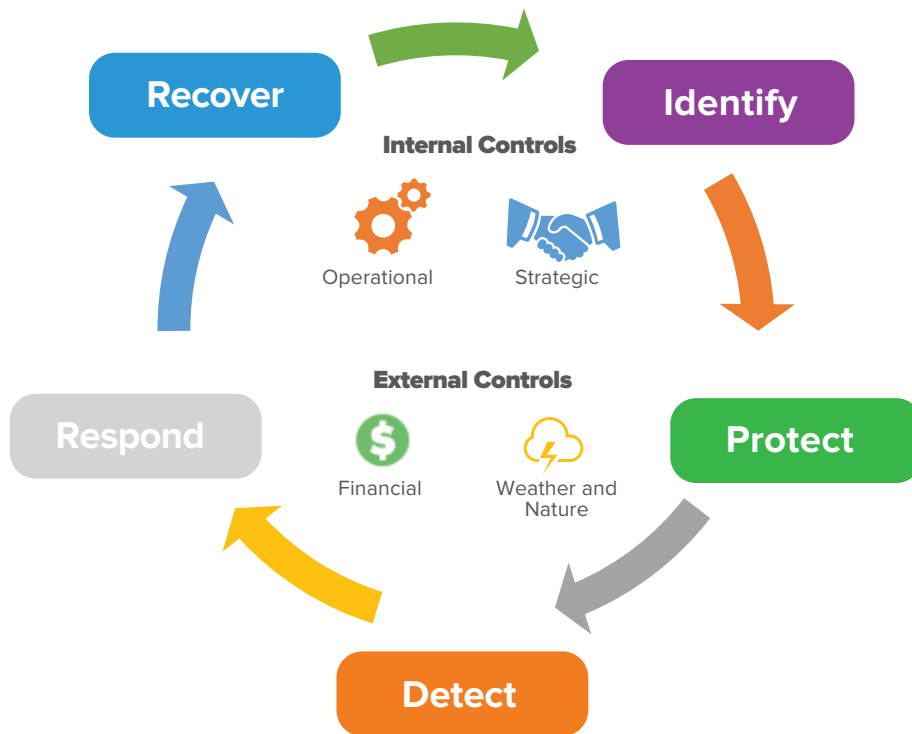
Data Protection

GRI 102-15, GRI 102-30

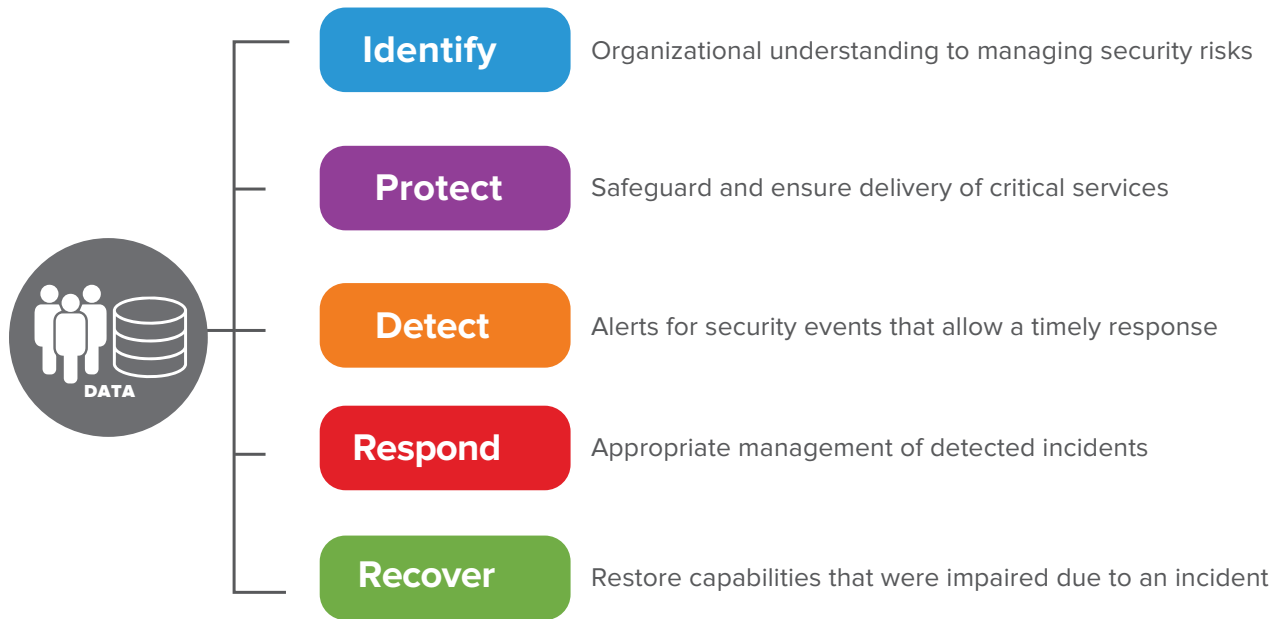
The company has a risk department that protects the data exposed in SYKES’ operations. This department is supported by the Code of Ethics, internal policies on data handling and protection and it works jointly with representatives of each client we serve and each account’s leaders.

Our Security Model

Based on the framework from the National Institute of Standards and Technology of the United States Department of Commerce.



Funciones



Internal Processes that we undertake in our operation:

Identify

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

Protect

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

Detect

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

Respond

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

Recover

- Restore capabilities that were impaired due to an incident

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

Awareness Program

What is it?

Zero tolerance against fraud, managed internally by three programs



Fraud Prevention Program

What is it?

A program that identifies key controls gaps in the client's tools and processes that could cause fraud, metric manipulation or process deviations.



Key terms:

CPR: Control Process Review

EIRFo: Employee Interactive Risk Forum

OIC: Operational Integrity Control Point

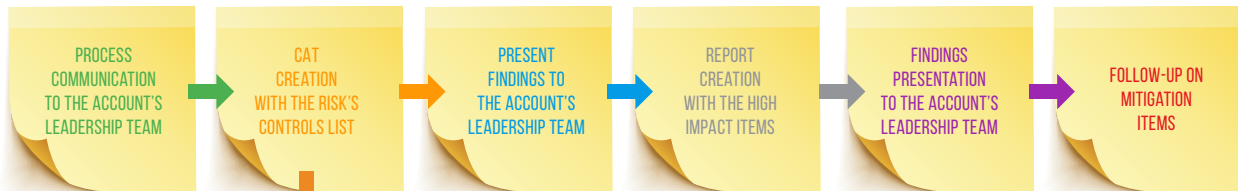
SOC: Standards of Conduct

Client Assessment Toolkit (CAT)



WHAT IS IT?

It is an integral part of SYKES' risk management to ensure the correct implementation of key security controls in each client account on an annual basis.



- REVIEW PERSONNEL FILES FOR BACKGROUND CHECKS
- LOCATION WALKTHROUGH TO TEST CONTROLS

KEY TERMS

- **Control:** Management function that helps to check the errors and to take the corrective action so that deviation from standards is minimized.
- **SME:** Subject Matter Expert as the point of contact for specific information to be presented to the auditors.
- **Impact:** Impact to operations, business, site, infrastructure or other associated factor.

Geo-political Assessment



WHAT IS IT?

The Geo-Political Assessment is an integral part of SYKES' risk management. This was created with the purpose of including prioritization, categorization of recommended safeguards, feasibility of implementation, and risk-mitigation processes within the management, operational and technical environment; specifically accounting for risks inherent to a site because of its location.



Audit Management



WHAT IS IT?

It is an integral part of SYKES risk management to ensure the correct execution of the audit lifecycle in order to minimize the potential findings and make the process as efficient as possible by having a formal guide of the process.



- Review of controls list for the audit
- Work with stakeholders to gather required evidence
- Submit evidence to auditors

- Manage the logistics of the auditors visit
- Manage the controls review with the auditors
- Manage all further evidence requests from the auditors
- Lead the final meeting with the auditors to wrap-up the review and define if there are any follow-ups

- Review with the auditors the draft audit report
- Define the mitigation plans
- Follow-up on the implementation of the mitigation plans and subsequent notification to the auditors for the closure of the audit items

KEY TERMS

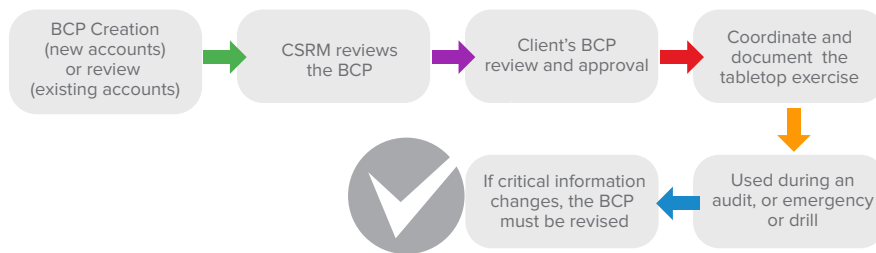
- **Evidence:** Any document or file that supports the claim that the control has been correctly implemented.
- **Stakeholder:** Any internal or external person or group that has a role within the audit. This includes the account team, business partners, corporate teams or others.

Business Continuity Plan



WHAT IS IT?

It addresses all critical and essential business activities, including the testing of the emergency plans. The BCP for each Client's Line of Business ensures their preparedness in case of a business impact.



WHAT'S IN IT FOR ME?

- A guideline to address risks in order of priority.
- Pragmatic approach that allows "quick wins" to mitigate identified risks or contractual gaps.
- Promotes objective and measurable progress indicators.

WHAT DO WE NEED?

- Account Manager or designated person to revise BCP annually.
- Client representative to approve BCP document and provide new information.
- Risk Manager or Risk Supervisor as observer/evaluator.
- Corporate Business Continuity Manager, owner of the annual tabletop exercise (test of the documented BCP).
- Business Continuity Manager as provider of safe electronic storage.
- CSRМ to coordinate the use of the document during audits.

KEY TERMS

- **Disaster Recovery (DR):** The process of rebuilding SYKES' information technology operations or infrastructure following a disaster – "restoring the systems and technology."
- **Business Continuity Plan (BCP):** Activities required to keep SYKES' business operations running during a period of displacement or interruption of normal operations.
- **Business Impact Analysis (BIA):** A means of systematically assessing the potential impacts resulting from the loss of critical business processes, the information technology systems or resources they rely on.

MILESTONES

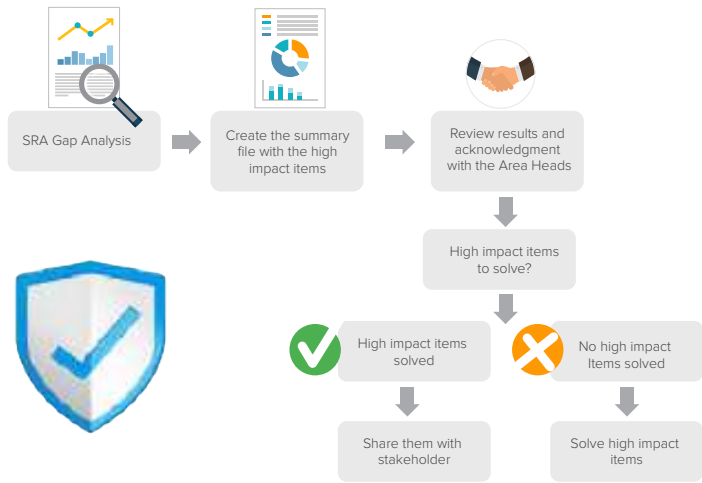
- Annual BCP revision.
- Account Manager's approval.
- Client approval.
- Tabletop testing exercise.
- Validation during audits.
- BCP Creation for new accounts.

TEAM INVOLVED

- **Account Official:** Annual revision of the BCP document. Follow BCP guidance during emergency situation.
- **Business Owner:** Approve the BCP document and share with Client. Follow BCP guidance during emergency situation.
- **Client Representative:** Approve BCP. Provide critical information updates.
- **CSRМ:** Use the BCP document during audits, coordinate tabletop exercises.

Site Readiness Assessment (SRA)

WHAT IS IT? A prioritized milestone risk assessment methodology to identify and classify the inherent risks faced by the organization in order to incorporate them into the annual planning process.



WHAT'S IN IT FOR ME?

- A guideline to address risks in order of priority.
- Pragmatic approach that allows "quick wins" to mitigate identified risks or contractual gaps.
- Supports financial and operational planning.

WHAT DO WE NEED?

- Risk Supervisor or Risk Manager as the document creator.
- Risk Manager or Regional Risk Director as the document administrator.
- Acknowledgement of the Business Owner.
- HR, IT, Operations and Facilities Managers as the information source.

KEY TERMS

- **SECOPS:** Security Operations.
- **PII:** Personally identifiable information, such as Social Security Number, name and last name, other.
- **PHI:** Private health and medical related data.
- **PCI:** Payment card data.
- **HR:** Human Resources.
- **IT:** Information Technology.

TEAM INVOLVED

- **Document creator:** Execution of SRA Gap Analysis file, creation of summary report to share with Business Owner.
- **Document administrator:** Use of the report for risk analysis and risk management framework planning. Share them with internal stakeholders (when applicable).
- **Business owner:** Take action regarding any high impact risk items.
- **HR, IT, Operation and Facilities Managers:** Provide the necessary information to complete SRA Gap Analysis file.

MILESTONES

- Complete the SRA Gap Analysis file.
- Document the Summary tab and get acknowledgment from SECOPS Management and Business owner.
- Use the report for risk analysis.
- Follow-up on risk items.
- Share the report with internal stakeholders.

Thanks to our tools and security model, in 2018 there were no complaints for misuse of customer's clients. In 2017, 2016 and 2015, there was one case per year.

We were able to keep our data protection goal in 0.

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

- **Building disaster recovery team:** in case of disaster, this team seeks to keep the company's operations through the information technology

department in the infrastructure, desktop equipment and customer service area; and through the administration department in the facilities, maintenance and security areas.

- **Emergency recovery team:** led by the risk management, the brigade team and area leaders, who guide and direct people during an emergency, and the occupational health committee

2015		2016		2017		2018	
Type of disaster or emergency	Number	Type of disaster or emergency	Number	Type of disaster or emergency	Number	Type of disaster or emergency	Number
Harmful gas	1	Natural Disaster	1	Natural Disaster	1	Harmful gas	1
Gas leakage	1	Power Failure	1	Natural Disaster	1	Threats to life	3
				National Power Outage	1	National worker's strike	1
				Threats to life	1	Critical equipment failure	1
				Telecommunications	1		


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

Fair marketing practices

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

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

	Instagram	Indicator	2016	2017	2018
	Like	1,644	9,330	6,699	
Comments	28	107	101		
Publications	86	251	111		
Followers	2,080	2,697	3,809		

	Facebook	Indicator	2015	2016	2017	2018
	Reactions	35,756	108,770	55,868	33,252	
Comments	5,177	12,771	8,096	7,035		
Shared Publications	3,651	25,155	19,973	3,945		
Publications	340	836	889	606		
Fans	36,573	57,721	69,390	76,745		

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

Job applications			
Source	2016	2017	2018
Headhunters	6,993	6,798	4,161
Referrals	12,970	13,778	9,629
Digital campaigns (social media and webpage)	24,215	16,758	15,188
Job Fairs	1,280	1,499	1,188
Walk-ins	2,481	2,733	596
Institutes, universities and academies	314	97	221
LinkedIn	-	-	469
TalkPush	-	3,229	3,045
Job bank and data bases	2,036	-	-
Direct contact (email or phone call)	3,491	1,663	278
Total applications per year	53,780	46,555	34,775

Fair marketing practices



SYKES Kick Off

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

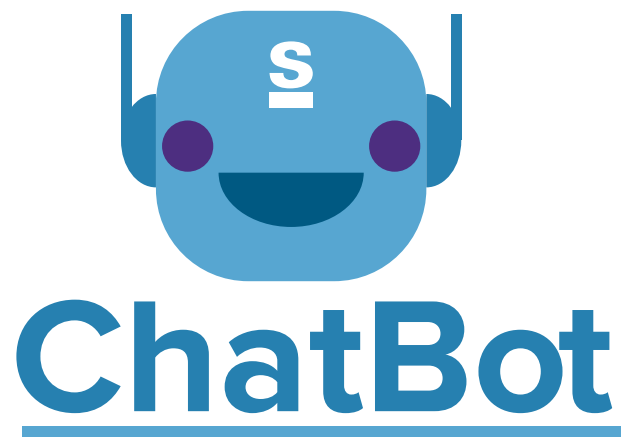
This is an on-site event, and the audience are the company's leaders and key employees. They participate as listeners and contribute to gather information about initiatives to implement the strategic plan.

SYKES Leaders Forum

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

SYKES Chatbot

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



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

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

SYKES App

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

SYKES TV

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



The background is a solid blue color with a stylized forest pattern. Vertical lines represent tree trunks, and some have leafy branches at the top. In the center, there is a white silhouette of a person's head and shoulders, facing left. The text is centered within this silhouette.

SYKES[®]
SOCIAL
Dimension



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

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

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

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

MATERIAL TOPICS

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

Talent Attraction and Retention

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

Workforce diversity

GRI 102-8

In 2018 we employed **4,599** people which makes us the private company with the largest number of employees in the BPO (outsourcing) industry, second in the services area and one of the ten employers with the largest numbers of employees in the private sector.

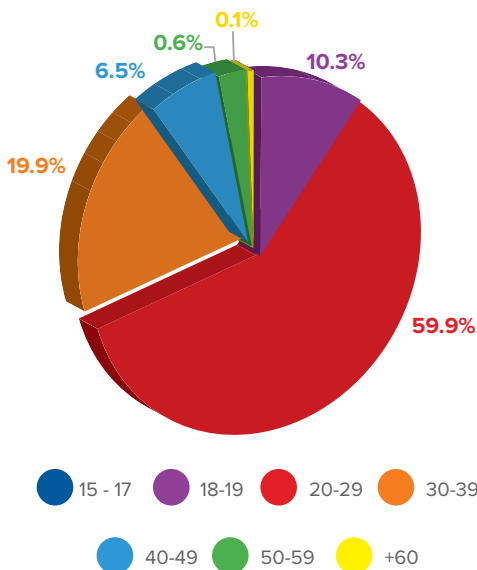
We consider our workforce to be our main asset. Thanks to the country's education level and the government's investment in education, our corporation considers us an operation with great potential and a role model for other countries.

The total number of employees has decreased in the past three years due to market variables and the competition for talent. This made us reconsider our strategy of searching for specialized talent, which is why we maintained operations in the communications industry and increased them in technology. This, in order to grow sustainably.

Our employee population is mainly millennial, with **2,756** people **AGES 20-29** and **917** people **AGES 30-39**.



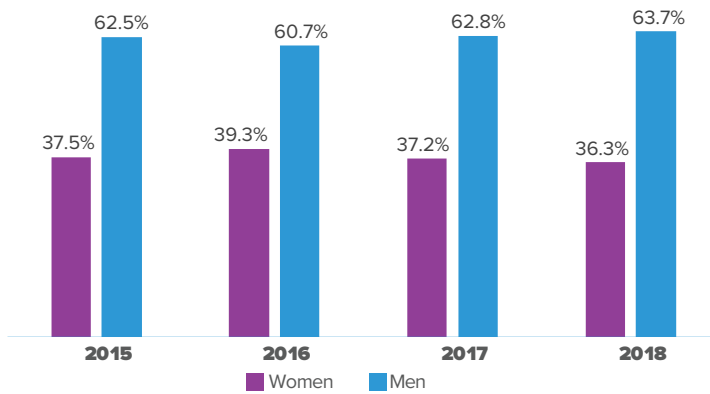
Employee percentage by age range, 2018



Number of employees by age range				
Age range	2015	2016	2017	2018
15-17			5	5
18-19	213	353	367	475
20-29	2,588	3,262	3,037	2,756
30-39	847	995	1,038	917
40-49	237	293	299	298
50-59	108	126	132	119
+ 60	20	20	20	30
Total	4,012	5,049	4,898	4,599

The percentage of men and women have stayed the same in the last four years. In 2018, our workforce was made up of **36.3% WOMEN AND 63.7% MEN**.

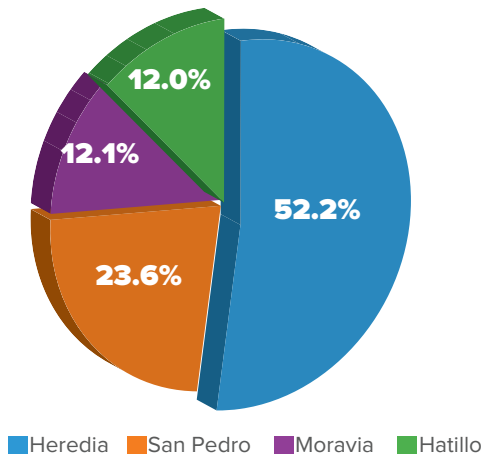
Percentage of employees by gender



Reporting year	Women	Men	Total
2015	1,504	2,508	4,012
2016	1,984	3,065	5,049
2017	1,822	3,076	4,898
2018	1,671	2,928	4,599

52.2% OF OUR EMPLOYEES worked in our two Heredia buildings
38% IN THE MAIN BUILDING AND 14.2% IN THE ANNEX.

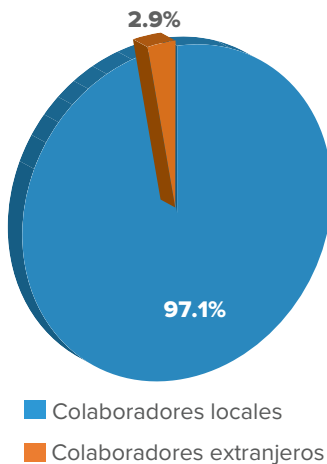
Percentage of employees by site



Number of employees by site, 2018

Site	2015	2016	2017	2018
Heredia	2,008	2,661	2,800	2,401
San Pedro	0	1,071	1,027	1,087
Moravia	1,309	602	584	557
Hatillo	695	715	487	554
Total	4,012	5,049	4,898	4,599

Porcentaje de colaboradores por nacionalidad



97.15% of our employees are Costa Rican. The other **2.9%** represent **133 PEOPLE OF 28 NATIONALITIES**. This is part of an inclusion program we work with UNHCR, by hiring refugees (this is further explained on page 104 and 105)

Leadership Positions

GRI 405-1

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

Operations area

- Account Directors
- Account Managers
- Account Supervisors
- Team managers
- Quality supervisors
- Workforce Management supervisors

Support area:

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

There were **306 ORGANIZATION LEADERS IN 2018**, represented by **180 MEN AND 126 WOMEN**, mostly ages 30-39.

Leadership positions					Leadership positions				
Gender	2015	2016	2017	2018	Gender	2015	2016	2017	2018
Men	190	193	163	180	Men	65.07%	60.88%	55.07%	58.82%
Women	102	124	133	126	Women	34.93%	39.12%	44.93%	41.18%
Total	292	317	296	306	Total	100%	100%	100%	100%

Age	2015	2016	2017	2018	Age	2015	2016	2017	2018
18-19	0	0	0	0	18-19	0.00%	0.00%	0.00%	0.00%
20-29	107	120	99	103	20-29	36.64%	37.85%	36.00%	33.66%
30-39	132	136	110	122	30-39	45.21%	42.90%	40.00%	39.87%
40-49	38	46	47	55	40-49	13.01%	14.51%	17.09%	17.97%
50-59	14	15	19	24	50-59	4.79%	4.73%	6.91%	7.84%
60+	1	0	0	2	60+	0.34%	0.00%	0.00%	0.65%
Total	292	317	275	306	Total	100%	100%	100%	100%

Hiring and Turnover

GRI 401-1

Hiring is done by fixed term contracts. In 2018, 4,045 people were hired, of which **39.13% WERE WOMEN AND 60.87% WERE MEN.**

Fixed term hires, by age, gender and province of residence

Age range	2015		2016		2017		2018		2018 total by age range
	Women	Men	Women	Men	Women	Men	Women	Men	
15-17							6	9	15
18-19	308	422	448	603	588	786	347	472	819
20-29	914	1,252	1,218	1,641	1,067	1,426	1,026	1,528	2,554
30-39	154	211	258	347	267	357	131	305	436
40-49	54	74	84	113	88	118	57	102	159
50-59	32	44	29	39	37	49	15	36	51
60+	4	6	8	11	8	11	1	10	11
Total hires by gender	1,466	2,009	2,045	2,754	2,055	2,747	1,583	2,462	4,045
Total hires per year	3,475		4,799		4,802		4,045		

Number of new hires by province of residence

Province	2018		
	Women	Men	Total by province
San José	1,087	1,678	2,765
Heredia	99	192	291
Cartago	157	225	382
Alajuela	113	217	330
Guanacaste	17	28	45
Limón	62	41	104
Puntarenas	27	53	79
Not specified	22	27	49
Total hires by gender	1,583	2,462	4,045

To hire these **4,045** people, we had **34,775** applications for the positions we were looking for (see pages 56 and 56). Since we look for people with **85%** English level, the rejection rate is high. First, the Recruitment Department made the first filter for these **34,775** applications, which is an English test made through the telephone. Only 55.8% of the applicants passed this test and were called for an interview in our San Pedro site for further testing in oral, listening and writing skills.

Indicator	2016	2017	2018
Total applications	53,780	46,555	34,775
People scheduled for interview	19,150	17,907	19,405
Success rate	35.61%	38.46%	55.80%

Indicator	2017	2018
People scheduled for interview	17,907	19,405
-People that cancel or do not show up for the interview	4,615	3,682
-People that show up but do not pass the second filter (lab and computer navigation)	1,203	3,148
Total interviews	16,704	12,575
-Candidates rejected (written test, face to face interview, profile, schedule)	5,174	6,198
-Other rejections (they were waitlisted, documents pending, among others)	1,496	1,275
Candidates hired	4,802	4,045
Conversion rate (people scheduled for interview vs people hired)	26.82%	20.85%

Turnover in **2018** was of **3,159** people, which represents 68.69% of all employees.

Employee turnover by age, gender, reason for leaving and province of residence.

Age range	2015		2016		2017		2018		2018 total by age range
	Women	Men	Women	Men	Women	Men	Women	Men	
15-17	0	0	0	0	0	0			0
18-19	33	43	51	71	99	116	175	206	381
20-29	583	774	699	977	1,150	1,348	899	1,245	2,144
30-39	139	185	174	244	189	221	148	298	446
40-49	37	48	40	55	64	74	45	93	138
50-59	17	23	12	17	23	28	8	34	42
60+	1	2	5	6	6	7		8	8
Total resignations by gender	810	1,075	981	1,370	1,531	1,794	1,275	1,884	3,159
Total resignations per year	1,885		2,351		3,325		3,159		
Total employees by gender	1,504	2,508	1,984	3,065	1,822	3,076	1,671	2,928	
Turnover by gender	53.86%	42.86%	49.44%	44.70%	84.05%	58.31%	76.30%	64.34%	
Total turnover	46.98%		46.56%		67.88%		68.69%		

Turnover by reason for leaving

Type	2018		Total by type
	Women	Men	
Voluntary	1,040	1,477	2,517
Termination with severance	147	239	386
Termination without severance	18	63	81
End of contract*	0	1	1
Death	2	2	4
Mutual agreement	2	4	6
Signed a contract but never showed up for work	34	37	71
Tacit resignation (abandonment)	31	61	92
Staffing movements	1	0	1
Total resignations by gender	1,275	1,884	3,159
Total resignations per year	3,159		

Turnover by province of residence

Province	2018		Total by province
	Women	Men	
San José	819	1,189	2,008
Heredia	129	233	362
Cartago	149	208	357
Alajuela	122	189	311
Guanacaste	8	14	22
Limón	32	28	60
Puntarenas	16	23	39
Total resignations by residence	1,275	1,884	3,159
Total resignations per year	3,159		

*In 2018 we had an intern from the Costa Rican Technological Institute on payroll for six months.

Working Conditions

Salary injection into the national economy

GRI 201-1, GRI 201-3

Thanks to SYKES Operations and the employment it generated to **4599 PEOPLE**, in 2018 our employees received **€35 BILLION** in gross salary, taking into account the gross salary plus overtime paid in this reporting period.

As part of the Worker's Protection Law¹, No 7983, SYKES Costa Rica contributed **26.33%** over gross salaries of social employer contribution, equivalent to **€8.9 BILLION** destined to public institutions, labor capitalization funds, disability pensions, state and supplementary pensions, and other duties.

SYKES Costa Rica contributes **2%** of the gross salaries to its "Asociación Solidaria". This is a legal worker's association, regulated by Law² No 6970

("Ley de Asociaciones Solidaristas"). In 2018, the employer's contribution was **€66 MILLION**.

In total, SYKES contributed a total of **€44 BILLION** corresponding to gross salaries, social duties and "Asociación Solidaria".

Additionally, Law No 7983 requires that the employees contribute a percentage of their salary to the government. In 2018, it was **10.34%**. This percentage is deducted from their gross salary and the company pays it directly to the applicable government entities

Item	2015	2016	2017	2018
Annual paid gross salaries	€ 20,143,571,976	€ 31,098,069,111	€ 33,427,270,965	€ 33,643,110,235
Overtime paid annually	€ 787,855,332	€ 1,251,257,532	€ 1,540,795,674	€ 1,365,204,214
¹ Total employer social contribution 26.33%	€ 5,511,244,810	€ 8,517,577,705	€ 9,207,091,946	€ 8,957,948,388
² Total contribution to the "Asociación Solidarista"	€ 112,519,229	€ 190,731,509	€ 144,470,107	€ 66,062,763
³ Total employee contribution to CCSS 10.34%	-€ 1,954,995,594	-€ 3,021,348,909	-€ 3,350,998,753	-€ 3,477,188,604

Standard Starting Salary vs Local Minimum Wage Ratio

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

Industry	Year	Colones	Minimum wage, Ministry of Labor categories	Starting wage at SYKES / country minimum wage
Communications	2016	Colones	Highschool Education	1.14
	2017	Colones	Bachelor's degree-Higher Education	1.12
	2018	Colones	Bachelor's degree-Higher Education	1.09
Financial Services	2016	Colones	Bachelor's degree-Higher Education	1.09
	2017	Colones	Bachelor's degree-Higher Education	1.07
	2018	Colones	Bachelor's degree-Higher Education	1.05
Technology	2016	Colones	Bachelor's University degree or Technical Career	1.09
	2017	Colones	Bachelor's University degree or Technical Career	1.15
	2018	Colones	Bachelor's University degree or Technical Career	1.41

Note: For confidentiality reasons, the company's starting wages will not be published. The minimum wages published by the Ministry of Labor (MTTS) were used as a basis. Both in this institution and

in SYKES, salaries are defined by position, not by gender. All our Senior Management was hired within the local community

Employee Compensation and Benefits

401-2

Medical insurance and educational reimbursement

	Indicator	2015	2016	2017	2018
Life and medical insurance	Employees with an INS policy	413	704	715	986
	Monetary value of all policies paid	\$248,751.49	\$340,261.31	\$316,593.00	\$404,752
Educational reimbursement	Employees that used this benefit	No data	1245	2247	1665
	Monetary value of all reimbursements \$	No data	\$201,070	\$397,775	\$288,953

Medical Insurance

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

Educational Reimbursement

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

Conditions

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

In-house Cafeteria

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

control, and quality standards. **IN 2018, 56.5%** of our employees had lunch more than three times a week at the cafeteria.

Menu	2015			2016			2017			2018		
	Market Price	SYKES Price	Savings	Market Price	SYKES Price	Menu	Market Price	SYKES Price	Savings	Market Price	SYKES Price	Savings
Combo 1	₡ 2,000	₡ 1,600	Combo 1	₡ 2,200	₡ 1,600	Vegetarian Combo	₡ 2,500	₡ 1,600	₡ 900	₡ 2,800	₡ 1,600	₡ 1,200
Combo 2	₡ 2,700	₡ 2,100	Combo 2	₡ 2,900	₡ 1,600	Protein Combo	₡ 3,000	₡ 1,600	₡ 1,400	₡ 3,000	₡ 1,600	₡ 1,400
Combo 3	₡ 2,400	₡ 1,600	Combo 3	₡ 2,600	₡ 1,600	Chef Specialty	₡ 4,500	₡ 2,500	₡ 2,000	₡ 4,800	₡ 2,500	₡ 2,300
						Fast Food Combo	₡ 3,500	₡ 2,750	₡ 750	₡ 3,500	₡ 2,750	₡ 750

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

SYKES Points

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



Performance Appraisal

SYKES Points

Range of best scoring employees	Amount earned per month
Top 5% by department or area	40 Points earned
Between 5.1% and 10% by department or area	30 Points earned
Between 10.1% and 20% by department or area	20 Points earned
Between 20.1% and 30% by department or area	10 Points earned

SYKES GIVES RECOGNITION TO THE 30% top performers through a point assignment system. These points can be traded for products by the employees. The items that can be traded include umbrellas, lunch boxes, restaurant gift coupons, cafeteria coupons, glasses, shirts, and other daily use items.

The points are assigned each month and the virtual store is set up monthly so that employees can trade their desired products. This generates a preorder and the products are delivered the month after, according to the delivery schedule for each site. SYKES Costa Rica invested **\$144 THOUSAND DOLLARS IN THIS PROGRAM**

SYKES Points

Detail	2015	2016	2017	2018
SYKES Points earned or distributed	No data	296,420	245,020	297,490
SYKES Points claimed	No data	196,246	188,730	353,290
Number of benefited employees	No data	No data	12,257	11,341
Investment in SYKES Points products	No data	\$ 119,000	\$ 156,000	\$ 144,000
Average cost of each point	No data	\$ 0.61	\$ 0.83	\$ 0.41

Note: “No data” means that the data could not be extracted from the database, because they don’t exist or due to errors

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 of time, the referring person gets the other 50% of the bonus.

In 2018, **9,629 PEOPLE** were referred, of which only 807 passed the recruitment tests and were hired. In this year, \$108 thousand dollars were paid in bonuses.



Refer a Friend

Indicator	2015	2016	2017	2018
Total candidates referred	No data	12,970	13,778	9,629
Total referred hires	No data	710	1,271	807
Success rate	No data	5.47%	9.22%	8.38%
Bonuses paid	No data	\$ 142,422	\$ 217,308	\$ 108,990

Seniority Celebrations

We celebrate with employees that achieve the milestone of **5, 10, 15 AND 20 YEARS** of working in the company. The celebration takes place in the main building and includes games, food, an appreciation speech and a gift for each one. In 2018, we celebrated 169 people.

Years of Service Celebrations

Detail	2015	2016	2017	2018
Number of people celebrated for 5 years of service	167	No data	177	96
Number of people celebrated for 10 years of service	60	No data	81	58
Number of people celebrated for 15 years of service	9	No data	7	13
Number of people celebrated for 20 years of service	5	No data	8	2
Amount of people celebrated	241	0	273	169
Total annual investment	\$ 37,000	No data	\$ 41,000	\$ 32,000
Cost per person celebrated	\$ 154	No data	\$ 150	\$ 189

Life insurance

SYKES offers all workers voluntarily, a benefit or monetary compensation in case of death, serious health issues or natural disasters, paid in case of death or accident during work or personal hours. It is required to be an active employee at time of death

and a death certificate is required. The amount is provided by the company according to its capacity and economic possibilities at the time of the event.

Life insurance

Detail	2015	2016	2017	2018
Number of annual events	No data	5	5	6
Total annual investment	No data	¢ 2,360,878	¢ 1,772,162	¢ 2,951,297
Cost per event	No data	¢ 472,176	¢ 354,432	¢ 491,883

Other benefits applicable to all employees

ATM: there are ATM machines inside all the sites. We value our employee's time and safety.

Parking: free parking paid by SYKES in all our sites is offered.

Paid leave: to be with the family when they most need it.

- **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.

Special moment celebrations: Gifts for all employees for their birthday, marriage, births, father's and mother's days and graduations.

Partnerships and discounts: We have partnerships with the main public universities, entertainment and tourism places; a total of 62 agreements for discounts and offers. See more at: sykescostarica.com/benefits.html

Employee Transportation

Our transportation department mobilized **2,402 PEOPLE IN 2018** over **488,532** trips from the sites to each employee's house. This benefit is offered to people that come in or get out of work between 10:00 pm and 5:00 am.

Site	Detail	2015	2016	2017	2018
Hatillo	Cost	₡ 158,064,000	₡ 128,451,395	₡ 98,229,996	₡ 83,069,666
	People	487	454	385	331
	Trips	79,009	63,724	50,711	84,557
Heredia	Cost	₡ 326,168,680	₡ 279,790,772	₡ 261,663,575	₡ 286,560,361
	People	2,403	1,674	1,512	1,291
	Trips	335,763	259,709	203,507	203,888
Moravia	Cost	₡ 131,093,396	₡ 133,540,880	₡ 80,275,795	₡ 67,362,282
	People	445	474	319	303
	Trips	60,124	63,991	44,330	55,266
San Pedro	Cost	₡ 0	₡ 67,446,835	₡ 133,155,004	₡ 144,002,218
	People	0	247	527	477
	Trips	0	30,965	69,070	144,821
Annual total	Cost	₡ 615,326,076	₡ 609,229,881	₡ 573,324,370	₡ 580,994,528
	People	3,335	2,849	2,743	2,402
	Trips	474,896	418,389	367,618	488,532

Parental Leave

GRI 401-3

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

IN 2018, 95 PEOPLE HAD THE RIGHT AND TOOK THE PARENTAL LEAVE BENEFIT, Of these **95** people, **33** were men and **62** were women. The return rate was 82% and **58%**, respectively.

Gender	2015	2016	2017	2018
Men	17	35	49	33
Women	53	62	49	62
Total parental leaves	70	97	98	95

Employee return after parental leave

Gender	2015	2016	2017	2018
Men	17	35	49	27
Women	40	32	13	36
Men	100%	100%	100%	82%
Women	75.50%	51.60%	26.50%	58%

Occupational Safety & Security

GRI 403-1



SYKES Brigade

- **Heredia-main building: ten** brigade members
- **Heredia-annex building: seven** brigade members
- **San Pedro: five** brigade members
- **Moravia: five** brigade members
- **Hatillo: four** brigade members

Brigade Training

- **56 HOURS** of training per brigade member in 2017
- **50 HOURS** of training per brigade member in 2016
- **40 HOURS** of training per brigade member in 2015

Accident Rate

GRI 403-2

Detail	2015	2016	2017	2018
Three most common sick leave causes	No data	No data	Upper airways infection: 824 days	Upper airways infection: 828 days
			Irritable bowel syndrome: 240 days	Gastrointestinal disorders: 560 days
			Back pain: 84 days	Musculoskeletal disorders: 165 days
Lost days rate	9.39	2.05	5.04	6.83
Sick Leave days, by gender	No data	No data	Women: 1019 days	Women: 1277 days
			Men: 821 days	Men: 1104 days
Sick Leave days, by site	Heredia: 595 days	Heredia: 336 days	Heredia: 366 days	Heredia: 1070 days
	San Pedro: N/A	San Pedro: 96 days	San Pedro: 764 days	San Pedro: 586 days
	Hatillo: 1654 days	Hatillo: 179 days	Hatillo: 359 days	Hatillo: 206 days
	Moravia: 1180 days	Moravia: 139 days	Moravia: 351 days	Moravia: 281 days
Absenteeism rate	5.23%	5.05%	5.62%	5.0%
Fatalities	No deaths reported for this period			

Note: During 2018, four employees (two men and two women) died outside of work hours due to work unrelated sickness

Health and Security Topics

GRI 403-4

Medical Services

We have a medical office in each of our five sites. Our medical staff, composed of general doctors and nurses, **SEE OVER 20 THOUSAND APPOINTMENTS ANNUALLY**. Our medical offices

are partnered with the CCSS (“Caja Costarricense de Seguro Social”, the public health system), so we provide the service and medicines internally so that they don’t have to leave the office

Medical Services Hours:

	Heredia, main	Heredia, annex	Moravia	Hatillo	San Pedro
Medical consultation	Monday - Friday: 7:00 a.m. - 6:00 p.m.	Mondays, Wednesdays: 8:00 a.m. - 12:00 m.d. Tuesdays: 2:00 p.m. - 6:00 p.m.	Tuesdays, Thursdays and Fridays: 7:00 a.m. - 3:00 p.m.	Mondays, Wednesdays: 7:00 a.m. - 3:00 p.m. Tuesdays, Thursdays and Fridays: closed	Mondays, Wednesdays and Fridays: 7:00 a.m. - 4:00 p.m. Tuesdays and Thursdays: 9:00 a.m. - 6:00 p.m.
Nursing service	Mondays- Thursdays: 9:00 a.m. - 6:00 p.m. Tuesdays, Wednesdays- Fridays: 7:00 a.m. - 4:00 p.m.	Service not available	Monday - Friday: 7:00 a.m. - 4:00 p.m.	Service not available	Mondays, Wednesdays and Fridays: 7:00 a.m. - 4:00 p.m. Tuesdays and Thursdays: 9:00 a.m. - 6:00 p.m.

Relevant facts:

- In 2018, medical services started being offered at the annex building.
- In 2018, medical control of patients with chronic disease was started
- In 2018, equipment to perform electrocardiograms was bought
- Information started to be documented at the end of 2016

Medical Services

Detail	2015	2016	2017	2018
Annual appointments requested	No data	No data	25,770	23,961
Annual appointments requested	No data	No data	21,256	20,214
Annual appointments requested	No data	No data	3,983	2,508
Annual appointments requested	No data	No data	805	1,197
Number of people benefited annually	No data	No data	4,875	4,481
Annual investment in equipment and medical office supplies	No data	No data	₡ 9,009,290	₡ 14,340,000

In 2018, **FOUR HEALTH FAIRS** were held in each of our sites. In these fairs, several health care providers are called in to offer our employees services such as: mammograms, blood tests, medical check-ups, ophthalmology, odontology and others. The compensation and benefits department arranges

discounts on the medical exams of **AROUND 50% FOR OUR EMPLOYEES**. Also, ASOSYKES offers financing at preferential interest rates.

Medical Services Health Campaigns

Detail	2018			
	Papanicolaou fair	EKG	Ultrasounds and mammograms	Lab tests
Number of employees benefited	182	72	206	169
Campaign investment	€ 381,250.00	€	€ 2,543,500.00	€ 1,867,000.00

Note: EKG=Electrocardiogram. This campaign represented no cost, since they were programmed during medical office hours and with our own equipment.

Claim rate

In 2018, **13.65% OF OUR EMPLOYEES HAVE MEDICAL INSURANCE COVERAGE**

and only 4.36% used it this year.

Detail	2015	2016	2017	2018
Use of INS medical insurance	49 11.86%	71 10.09%	53 7.41%	43 4.36%
Internal Health Prevention Fairs	2	1	3	4
Private INS Medical insurance coverage	413 9.82%	704 13.94%	715 13.65%	986 21.44%

Occupational Health and Safety Cases

Our Medical Services Department refers those cases that require an assessment of the employee's physical work space, to the Department of Occupational Health and Safety in order to

determine a diagnosis. An employee can come and express their back or hand pain and if its consistent, an adjustment of the space is considered.

Occupational Health and Safety Cases 2017

Type	Heredia, main	Heredia, annex	San Pedro	Moravia	Hatillo	Total
Hand Tendonitis	10	7	6	9	11	43
Lumbago	16	3	7	9	15	50
Disc Herniation	3	0	2	1	3	9
Scoliosis	8	0	4	2	8	22
Muscular Contraction	2	1	1	1	1	6
Total	39	11	20	22	38	130

Occupational Health and Safety Cases 2018

Type	Heredia, main	Heredia, annex	San Pedro	Moravia	Hatillo	Total
Hand Tendonitis	16	14	9	9	7	55
Lumbago	16	11	10	3	6	46
Disc Herniation	2	1	1	0	0	4
Scoliosis	5	2	3	1	0	11
Muscular Contraction	3	2	1	2	1	9
Total	42	30	24	15	14	125

IN 2018 WE HAD 125 CASES, of which the most common were hand tendonitis and lumbago. These were the action plans that were implemented on these **125 CASES** to alleviate the employees' discomfort:

- Ergonomic equipment
- Gel wrist rest
- Mouse pad
- Lumbar Support
- Foot rest
- Monitor base
- Laptop base
- Trackball Mouse
- Ergonomic Keyboard
- Donut cushion

Human Rights

GRI 406-1, GRI 412-2

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

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

Investigating Commission

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

In 2018, there were 447 cases and mainly they were about queries or information about our programs, policies, procedures and about compensation and benefits.

Categories	2015	2016	2017	2018
Compensation and benefits	185	830	701	159
Organizational climate	14	116	214	33
Queries or information	65	297	369	193
Internal procedures	12	128	220	48
Internal programs	3	42	36	14
Total	279	1,413	1,540	447

In 2018, we had two discrimination cases reported by female employees. One was for a wardrobe issue, and the other because she wasn't assigned overtime. In 2018, we had 13 cases of workplace harassment. All these cases were taken to the investigating commission to reach a decision on the corrective measures taken. In some cases, there were disciplinary actions taken and others resulted in a change in policies.

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

In 2018 we had 36 suspensions and 4,639 reprimands.

The two most common causes for suspension were:

1. Unjustified tardiness (18)
2. Unjustified absenteeism (14)

The three most common causes for reprimands were:

3. Procedure infringement (2,296)
4. Unjustified absenteeism (895)
5. Unjustified tardiness (726)

Freedom of Association

GRI 102-41, GRI 407-1

ASOSYKES is the employees' "Asociacion Solidarista". In 2018, 68.51% of our employees were affiliated. This adds an employer contribution of **€66,062,763**. SYKES contributes **2%** of the paid gross salary, which the association pays directly to employees that stop working for us.

	2015	2016	2017	2018
Number of employees affiliated	3076	3817	3459	3151
Percentage	76.70%	79.00%	74.00%	68.51%

Movement	2015	2016	2017	2018
SYKES total employer contribution	€ 112,519,229	€ 190,731,509	€ 144,470,107	€ 66,062,763
Total affiliated employees' contribution	€ 271,728,146	€ 380,964,250	€ 307,845,430	€ 46,682,444

SYKES Employee Satisfaction Survey

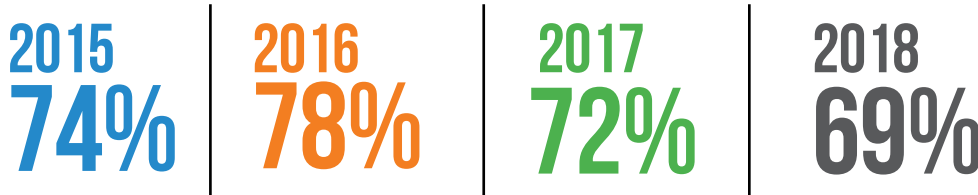
The GES, or Global Employee Survey, is the employee satisfaction and organizational climate survey that SYKES uses in all its operations globally. It is anonymous and applied to 100% of the employees at SYKES Costa Rica. This helps us understand what factors motivate and demotivate our employees in their work experience at the company

and a satisfaction percentage is obtained.

Our regional goal is 85% employee satisfaction. In Costa Rica, in 2018 we obtained 69%, which made us set employee satisfaction as one of our goals for 2021, from **69% TO 82%**.



Overall satisfaction percentage



Job Generation

Financial Assistance from the Government

GRI 201-4

“Mi Primer Empleo” (“My First Job”)

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

2016:
15 YOUNG PERSONS
HIRED AND
€22,000,000
IN INCENTIVES

2017:
12 YOUNG PERSONS
HIRED AND
€17,000,000
IN INCENTIVES

2018:
13 YOUNG PERSONS
HIRED AND
€19,400,000
IN INCENTIVES



SYKES Tech Academy

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

SYKES works along with Cisco Associated y CompTIA Partner. Since 2004, SYKES has partnered with the

- Current Curriculum
- CompTIA A+
- CompTIA Server+
- CCNA Module 1: Introduction to Networking
- CCNA Module 2: Routing and Switching Essentials
- CCNA Module 3: Scaling Networks
- CCNA Module 4: Connecting Networks
- CCNA Security, Wireless

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

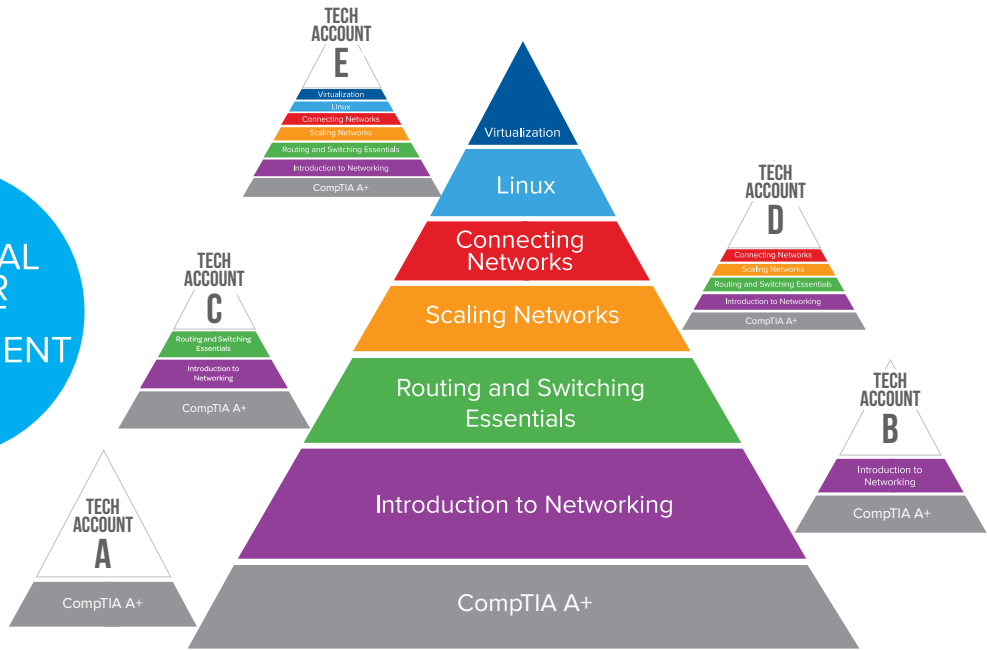
SYKES and FOD work together with programs targeted at employees that depend on knowledge and experience to use network technology, thus achieving new levels of understanding and productivity.

- CCNP R&S, Collaboration, Security
- Linux Essentials, II and III
- ITIL (Information Technology Infrastructure Library)
- Virtualization (VMware)
- Introduction to programming: Python, C++
- Database: SQL
- Amazon Web Services (AWS)

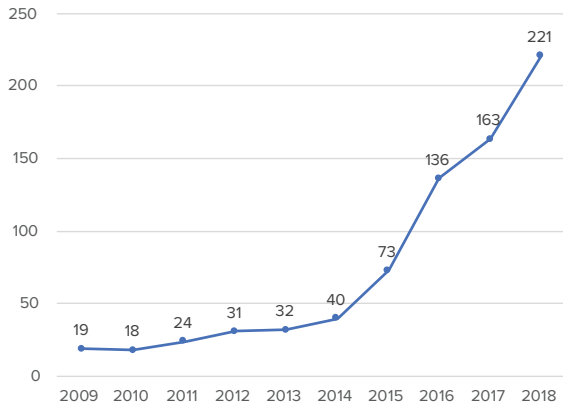
Technical Training Strategy

TECHNICAL CAREER TALENT DEVELOPMENT

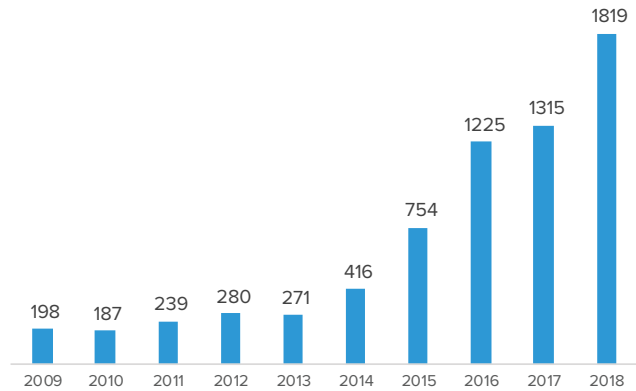
Each completed level in the pyramid allows the student to opt for a job opportunity in different technical Accounts



Total groups completed per year



Total students per year

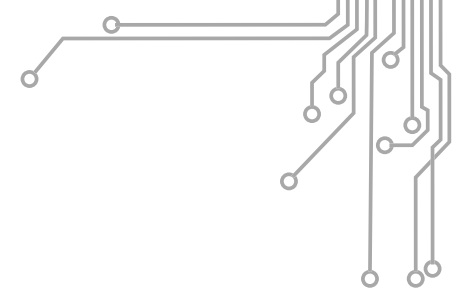


Contribution in technical hires

Year	External students hired	Employees that entered the academy and were then promoted to technical accounts	Internal vs External	Total hires per year
2015	67	55	45.08%	122
2016	188	95	33.57%	283
2017	140	113	44.66%	253
2018	225	99	30.56%	324
Total	620	362	36.86%	982

Indicator	2015	2016	2017	2018
Number of groups	73	136	163	221
Number of students	754	1225	1315	1819
Number of graduated students		969	1049	1417
Success rate		79.1%	79.8%	77.9%

SYKES Women in Technology



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

Strategic goals

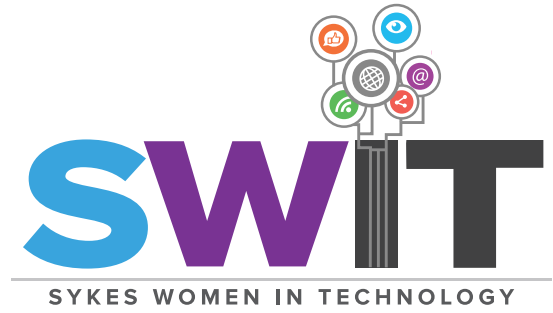
Equality: promote and facilitate gender equality in technical accounts, where female participation is traditionally low, and empower them to learn more about the possibilities of high technology.

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

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

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

We promote women's enrollment in the technical academy, and in 2018 we achieved a women's participation rate of 40.1%.



SWIT	2016	2017	2018
Total academy students	1,225	1,315	1,819
Total women students	196	490	729
Percentage of women students	16.0%	37.3%	40.1%

SWIT	2015	2016	2017	2018
Women promotions to Tech Accounts	7	8	27	25

Apart from the internal SWIT, SYKES signed a partnership with the Ministry of Public Education and the Omar Dengo Foundation, with the objective of taking this seminary to professional technical high schools. The strategy seeks to motivate eight grade young girls to choose a technology specialization starting the ninth grade, when they typically choose secretarial and handicraft specializations.

Thanks to this we have achieved:

- **1st SWIT** event with the Ministry of Education on July 2017, with 130 high school girls.
- **2nd event** in August 2017, with 80 participants. It is planned to make one event per quarter during high school periods.
- **3rd event** in November 2017 with 450 students from the Colegio Superior de Señoritas (all women high school).
- **2017:** 660 women students from 30 highschools reached between July and November 2017.
- **4to event** on June 12 & 13, with 200 students from public high schools.
- **October 2018:** tours outside the Metro Area, reaching more than 200 students.
- **2018:** 400+ women students from 50 highschools were reached between June and October 2018.

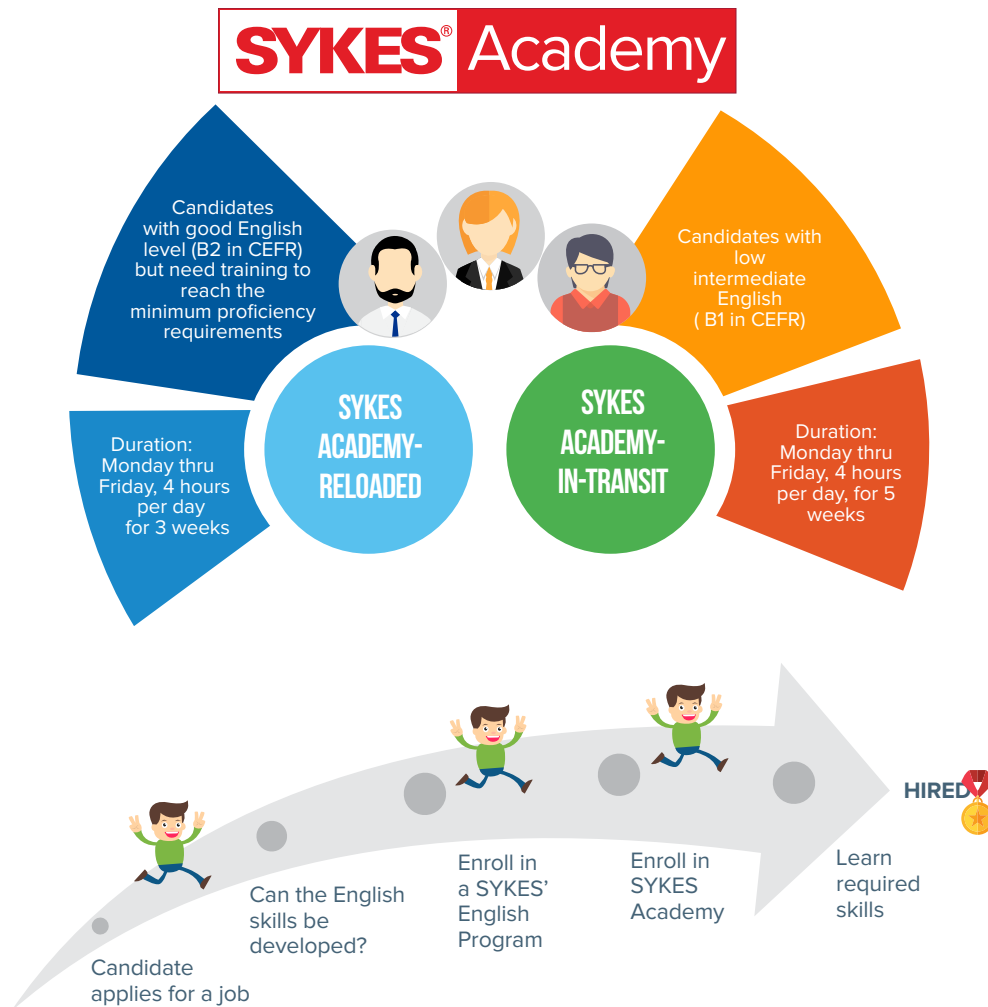
SYKES Academy

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

THIS ACADEMY HELPS STUDENTS ACHIEVE AN 85% (or C1 according to CEFR), the minimum grade required to get a job offer at SYKES. Classes are held Monday through Friday, 4 hours per day for 3 to 5 weeks, depending on the student's level.

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

IN 2018, THE HIRING CONTRIBUTION WAS 24%. We had a total of 1,535 students hired and 1,296 students graduated in our two programs.



Notes: Candidates can enter directly to "Reloaded". If they enter to "In-Transit", they must first graduate and then continue to "Reloaded" in order to become eligible to be hired.

SYKES[®] Academy InTransit

Indicator	2015	2016	2017	2018
Number of groups completed	36	45	62	31
Number of students enrolled	573	709	981	437
Number of graduated students	424	521	582	347
Success rate	74.00%	73.48%	59.33%	79.41%

SYKES[®] Academy RELOADED

Indicator	2015	2016	2017	2018
Number of groups completed	100	138	181	111
Number of students enrolled	968	1288	1,686	1,098
Number of graduated students	720	981	1,346	949
Number of students hired	973	724	1,201	955
Success rate	74.38%	76.16%	79.83%	86.43%
Contribution to total hires	28.00%	29.00%	26.00%	24.00%
Investment	No datos	\$ 386,578.61	\$ 589,300.89	\$ 242,610.81

SYKES[®] Academy HISTORICAL

Indicator	2007-2018
Groups completed	1,057
Students enrolled	10,110
Graduated students	7,356
Success rate	72.76%

We've improved the English skills of 7,356 Costa Rican citizens to an acceptable level to work in any multinational company operating in the country through our academy and its methodology. More than \$2 million have been invested since its beginnings.

- Academy Recognitions
- Winner of the 2009 Community Contribution Award
- Winner of the 2017 Cadexco Social Responsibility Award

Talent Development

GRI 404-1, GRI 404-2

Employee Training

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

Training lasts from six to twelve weeks and they are fully paid.

Training in Financial Services and Communications Industries

In 2018 we trained a total of 4,225 employees that graduated as direct customer service and sales agents through 239 classes and 64,700 hours of training.

Indicator	2015	2016	2017	2018
Training classes finished	109	167	231	239
Total training hours	29,960	47,040	60,556	64,700
Trained employees ¹	2,038	3,089	4,095	4,225
Graduated employees	1,671	2,543	3,357	3,373
Graduation rate	82.0%	82.3%	82.0%	79.8%

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

Training in the Technology Industry

In 2018 we trained 305 employees that graduated as technical direct agents through 107 classes and 70,383 hours of training.

Indicator	2015	2016	2017	2018
Training classes finished	54	81	154	107
Total training hours	68,469	71,777	63,531	70,383
Trained employees	200	283	273	305
Graduated employees	190	277	270	304
Graduation rate	95.0%	97.9%	98.9%	99.7%

We've trained our employees for personal and professional growth through **18,165 HOURS IN 2018**. We do this through two major commitments we have as an organization:

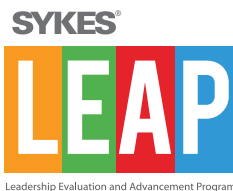
1.IDP- Individual Development Program: all our employees, from agents to directors have within their job performance objectives, an IDP, which means they must take at least one training course for their personal and professional growth.

Number of hours training, 2018

Employee classification	Hours Women	Hours Men	Total hours per category	Average hours per category
Directors	70	183	253	127
Managers	219	926	1,145	572
Supervisors	628	1,304	1,931	966
Individual Contributors	3,159	4,191	7,350	3,675
Direct Agents	36	728	764	382
Indirect Agents	1,422	1,550	2,972	1,486
Total hours by gender	5,533	8,882	14,415	7,207
Percentage by gender	38.4%	61.6%		
Average per gender	922	1,480		
Total Investment	\$ 94,326.00			
Total number of courses	247			

Through the IDP, **14,415 HOURS OF TRAINING WERE ACHIEVED, OF WHICH 38.4% WERE WOMEN'S AND 61.4% WERE MEN'S.**

IN 2018 THROUGH THE IDP, 1,957 EMPLOYEES WERE TRAINED, OF WHICH 47% WERE WOMEN AND 53% WERE MEN



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

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

Indicator	2015		2016		2017		2017	
	Women	Men	Women	Men	Women	Men	Women	Men
Number of LEAP trained employees	72	103	238	234	80	85	106	160
LEAP training hours	1,746	2,724	3,619	4,600	1,310	977	1,614	2,136
Total employees trained in LEAP	175		472		165		266	
Total LEAP training hours	4,470		8,219		2,287		3,750	
Employee percentage by gender	41.1%	58.9%	50.4%	49.6%	48.5%	51.5%	39.8%	60.2%
Hour percentage by gender	39.1%	60.9%	44.0%	56.0%	57.3%	42.7%	43.0%	57.0%

Through LEAP **266 EMPLOYEES,** of which **39.8%** were women and **60.2%** were men.

Through LEAP, **3,750 HOURS OF TRAINING** were achieved, of which **43%** were women's and **57%** were men's.



Extracurricular courses

These courses are offered to all employees in order to improve their language skills in English, Portuguese and Japanese. Enrolled employees get three weekly hours during each quarter. In 2018, we opened 58 groups: 25 in English, 30 in Portuguese and 3 in Japanese. Compared to 2017, there were 31, 26 and 6 respectively.

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

698 employee students in 2017: 217 in English, 375 in Portuguese and 57 in Japanese.

433 employee students in 2016.

306 employee students in 2015.

Dedicated Resources

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

Assignments	Description	Amount 2018
Coaching sessions	Nesting: side to side supervision (1h sessions). Operations: group sessions (1h or 1h and 30 min).	1,338
Validations	The agent's calls are listened to, in order to improve the language used.	904
Training group visits	The groups that are in training to become customer service and sales agents are visited in order to detect improvement opportunities in time, before they move on to operations.	117
Projections	Agents are reevaluated applying to internal promotions, LEAP, account requirements or others, to measure the English level.	198

Performance Appraisal

GRI 404-3

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

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

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

Each objective has compliance levels in the four scales mentioned. It's worth mentioning that the objectives and results are established by the

employees and discussed and agreed upon with the direct manager. The employees evaluate their own objectives, showing the results achieved.

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

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

Employee: Person who will be evaluated by the Manager.

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

3.49 WOMEN'S AVERAGE PERFORMANCE 2018.

3.41 MEN'S AVERAGE PERFORMANCE 2018.

Performance Appraisal

Detail	2015	2016	2017	2018
Average women's performance	3.34	3.38	3.33	3.49
Average men's performance	3.28	3.25	3.25	3.41

Leader Satisfaction Survey

All leaders in the company (shown on page 55) 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.

This survey is made at the end of each semester. In the first semester of 2018, there was a response rate of **86%** and in the second semester of **79%**. Our leaders were evaluated as follows (the closer to **100%**, the happier our employees are with the organization's leadership): :

First semester 2018:

91.6% satisfaction of our women leaders .

90.3% satisfaction of our men leaders.

Second semester 2018:

91.7% satisfaction of our women leaders.

88.5% satisfaction of our men leaders.



Internal Promotions

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

In 2018, there were **951** openings to opt for a promotion internally, of which **632 EMPLOYEES** completed the process and were promoted to a

better position. The rest 319 were hired externally because the needed profile was not found in-house.

These indicators tell us that **66.46%** of promotions are filled with active employees that comply with the requirements, while **33.54%** had to be looked for outside the company.

Indicator	2015		2016		2017		2018		Total
	Women	Men	Women	Men	Women	Men	Women	Men	
Internal promotions	146	299	238	372	173	308	188	444	632
External hires	No data	No data	3	3	15	9	58	261	319
Internal promotions vs external hires rate	N/A	N/A	98.76%	99.20%	92.02%	97.16%	76.42%	62.98%	66.46%

Of the **632** internal promotions, **29.75%** were women and **70.25%** were men. In 2018, **13,74%** of our employees were promoted.

Indicator	2015	2016	2017	2018
Women promoted per year	146	238	173	188
Men promoted per year	299	372	308	444
Total internal promotions per year	445	610	481	632
Annual percentage of promoted women vs total women	9.71%	12.00%	9.50%	11.25%
Annual percentage of promoted men vs total men	11.92%	12.14%	10.01%	15.16%
Total Promotion rate	11.09%	12.08%	9.82%	13.74%

Social Investment and Active Community Involvement

GRI 413-1, GRI 413-2

Results of the Public-Private partnership with the Ministry of Public Education

At the beginning of each year SYKES presents the results of the partnerships with the Ministry of Education. These are some of our contributions to technical education and improvement of English skills:

Objectives of the partnership, work plan or educational initiative	Actions executed in 2018	Beneficiaries	Results
Evaluation of professional technical high school students in order to assign internships	We accompanied and coordinated with English and computing consultants from DETCE	More than 20 technical professional high schools in the Metropolitan area	160+ students of the executives for service centers specialization were evaluated 219 students of the technical specializations: networks, computing and software development were evaluated
Admission of evaluated students to SYKES academies	Students admitted to the English or Tech Academy to improve their English or technical level and compete for a spot for an internship	92 Students	40 students of the executives for service centers specialization were admitted, plus 52 students of the technical specializations: networks, computing and software development were admitted in the 5th module of CCNA.
Admit, graduate and hire students that made their internship at SYKES	3, 5 or 8 weeks in the English Academy, combined with several weeks of training in client products	52 Students	20 students of the executives for service centers specialization were hired. 32 students of the technical specializations: networks, computing and software development were hired.
Improve the teachers' knowledge in technical specializations	Linux Seminar/Workshop. 4 days, 32 hours.	Professional technical high school teachers of technical specializations: networks, computing, software development	90 teachers
Improve the English level of students of the networks specialization	Take a 3-week course during vacation time	87 students evaluated	26 of them moved on to the next round when evaluated
Introduce students to the workplace reality in high technology areas and customer service activities.	One-week internships	Students of the "Executives for service centers" specialization and the technical specializations: networks, computing and software development	Eleventh grade students: 213
Establish the first Cisco Academy in a non-technical high school	Train and certify technology teachers in Cisco's Mod3-4 CCNA.	Liceo de Costa Rica	1 teacher
Promote the inclusion of women in technology	Conferences, seminars, workshops	3rd cycle female students in academic high schools, and 4th cycle female students in professional technical high schools	1 teacher
Promote the importance and development of solutions to common problems with the use of the Internet of things, basic programming	Second national hackathon for technical professional high schools (in the Expo-engineering)	Technical professional high schools	10 regions throughout the country 10 finalist high schools
Volunteering to follow up on the use of the interactive English software	Logistics and visits to single-teacher high schools, selected by the corresponding adviser	Students in single-teacher schools	-88 schools visited -11 regions -1115 students reached -291 corporate volunteers -3140 volunteering hours
Assessment of English level in ninth, tenth, eleventh and twelfth grade students in bilingual experimental public high schools.	Pilot test using BELT tests from "Idioma Internacional" for 4 public high schools, selected for their location and characteristics.	Liceo Bilingüe de La Trinidad, 200 students Liceo Bilingüe de Belén, 200 students Liceo Bilingüe de Turrialba, 120 students Liceo (Bilingüe) de Costa Rica. 30 students	550 students of 4 academic levels. Due to the national strike we weren't able to finish. There are 600 students still to be evaluated this year.

Budget and investment 2018

Annual executed budget:

Summer Camp \$5,000	Candidate evaluation and professional practices : \$15,000	Interactive English Volunteering \$20,000
Internships \$4,000	Highschool girls SWIT forum \$3,000	Hackaton \$8,000
	Linux Seminar \$3,000	
Subsidies for interns \$30,000	Belt English tests \$10,000	

Budget source:

Social responsibility funds 35%	Tech Academy budget 55%
--	--------------------------------

Other budgets : **10%**

We did not include the value of the courses. If they were to be considered, just for technical program interns, the value of this training would be over **\$300,000.**



“Vivir la integración” Program (Live Integration)






Since the end of 2013, SYKES actively contributes with “Vivir la integración” program, of the United Nations High Commissioner for Refugees (UNHCR, or ACNUR in Spanish), which promotes training and employability to refugees. Thanks to this effort, we have evaluated over 250 candidates and achieved 50 new hires. On 2017 and 2018, with honor we received the seal “Vivir la Integración” from the Costa Rican Presidency.

Social Involvement

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

On 2018, we achieved 7,087 hours with 1,421 participating corporate volunteers. This represents a 31.18% participation rate from the total employee population.

SOCIAL DIMENSION

-  **1,248** Volunteers
-  **5,539** volunteer hours
-  **33** volunteering activities
-  **11** educational tours to single-teacher schools
-  **88** single-teacher schools and **1,115** students benefited.

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



ENVIRONMENTAL DIMENSION

 **173** Volunteers

 **1,548** volunteer hours

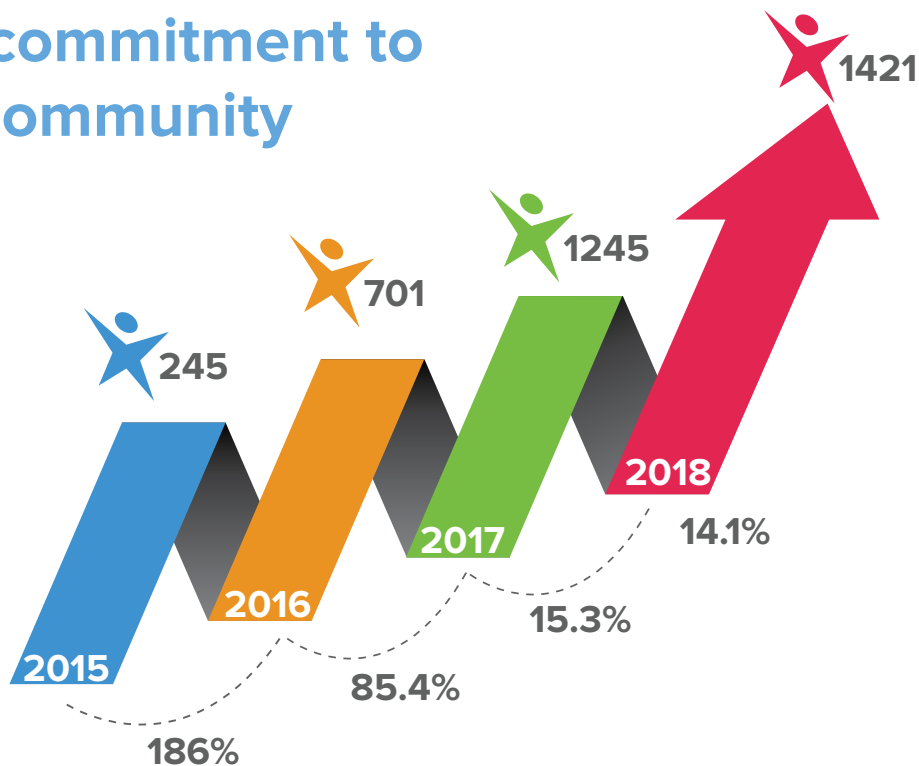
 **4** volunteering activities.

 **400** trees planted.

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



Our commitment to the community



Wellness 360

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



Wealth and income generation

Local Provider Expenditure Ratio

GRI 204-1

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

This resulted in 96.3% of supplier expenses spent in national suppliers, thus supporting local trade. We contributed with a total of **\$27.4 MILLION OR ₡15,807 MILLION COLONES TO THESE SUPPLIERS.**

Contribution	2015	2016	2017	2018
Local purchases amount in colones	₡ 7,579,042,725.15	₡ 8,608,592,601.31	₡ 10,108,502,902.74	₡ 9,629,309,684.46
Local purchases amount in dollars	\$ 8,167,709.24	\$ 6,207,697.36	\$ 4,992,817.86	\$ 9,699,035.55
Foreign purchases amount in dollars	\$ 1,150,108.67	\$ 8,409,507.45	\$ 1,064,663.12	\$ 1,014,961.24
Percentage of local purchases	97.02%	91.38%	93.68%	96.30%

Average dollar exchange rate, 2018: ₡578.56

Infrastructure investments

GRI 203-1, GRI 203-2

Buildings rented to local suppliers

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

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

Expenses in buildings rented to local providers

	Main building and annex	Hatillo	Moravia	San Pedro
2015	\$ 1,966,722.96	\$ 792,413.08	\$ 266,957.56	\$ 145,680.00
2016	\$ 1,982,308.20	\$ 832,347.72	\$ 274,966.28	\$ 1,165,440.00
2017	\$ 2,000,685.24	\$ 840,671.16	\$ 288,823.44	\$ 1,175,921.00
2018	\$ 2,023,049.24	\$ 845,379.16	\$ 291,645.44	\$ 1,185,768.00

Expenses in buildings rented to local providers

2018		
Site	Infrastructure Improvements	Amount invested
Annex	Potable water pump replacement	Lo asume el propietario
Annex	Third floor remodeling	\$200,000
Hatillo & Heredia	Fire suppression system replacement in cafeteria	\$14,000
Main Building	New leisure room was created	\$18,000
Moravia	Administrative area remodeling	\$50,000
Moravia	Rooftop walkways	\$5,000
Main Building	Monitoring room maintenance	\$3,000
Annex	Lab optimization improves HVAC and UPS	\$30,000
Main Building	Integration of the chiller to the BMS	\$5,000
Moravia	A/C replacement for VRV in administration and TRs	\$115,000
San Pedro	Movement of account switches	\$1,000
Total		\$441,000

Note: Infrastructure improvements and investment of 2015, 2016 and 2017 can be found on the 2017 Sustainability Report, pages 50 and 51.

Buildings rented to local suppliers

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

The background is a solid green color with a stylized forest scene. Several vertical lines represent tree trunks, and some have leafy branches at the top. A large, dark green silhouette of a tree trunk and its canopy is positioned in the center, serving as a backdrop for the text.

SYKES[®]

ENVIRONMENTAL

Dimension



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

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

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

MATERIAL TOPICS

9. Emission Control
10. Waste Management
11. Sewage Treatment
12. Energy Consumption
13. Water Consumption
14. Materials Consumption
15. Fossil Fuels Consumption
16. Climate Change Action



For 2021, we commit to:

1. Generate 20% of the main building energy consumption through our solar plant.
2. 90% of our supplies will be environmentally friendly.
3. Reduce water consumption by 60% vs base year 2014.
4. Reduce paper consumption by 75% vs base year 2008.
5. Reduce LP gas consumption vs base year 2014.
6. Reduce energy consumption by 34% vs base year 2014

Our current certifications:



Greenhouse gases



Environmental Management System



Energy Management System

85% implemented in 2018
 Certification is foreseen in 2019
 What's missing: final implementation adjustments, internal audit, findings action plan and certification process: document revisions and certification audit.



Carbon Neutrality



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), plastic bags (renewable material) and cafeteria supplies (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
2012	2,376	1,508
2013	2,281	1,505
2014	2,195	1,647
2015	2,183	1,415
2016	2,075	1,800
2017	1,658	1,692
2018	1,476	1,370

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 2018, **14,157** kilos of plastic bags were used.

Plastic bags	
Year	Consumption in kg.
2016	13,887
2017	15,951
2018	14,157

Cafeteria supplies: we will not report cafeteria supplies by unit measure, though on generated waste everything is taken into account. Cafeteria supplies in-

clude candy, fruit, comestibles, ice cream, juice, dairy products, pastry, snacks and soda.

Summary of materials used in 2018

The total amount of renewable materials used in 2018 were:

1,370 PAPER REAMS
14,157 KILOS OF PLASTIC BAGS.

Recycled Materials Used

GRI 301-2, GRI 301-3

Our waste control improved in 2018 due to the environmental management system and a new waste classification method. This made us considerably increase the amount compared to previous years. Our waste is composed of cardboard, white paper, colored paper, newsprint, plastic, plastic bottles, plastic galon

containers, aluminum cans, wood pallets, tetra Brik, glass, donations, organics and sale. For 2018, the total amount of residue was **249.9 TONS**, of which **83.4** were recoverable and **166.5** were not recoverable.

Recycled materials used– Recoverable waste in kilograms (kg)

Building	Year			
	2015	2016	2017	2018
Main and annex	10,910.59	8,225.07	6,228.10	59,688.06
Moravia	2,668.47	3,638.63	1,343.90	10,011.13
San Pedro	0	3,862.51	3,512.80	4,799.69
Hatillo	2,915.31	6,499	5,053.40	8,934.77
Total anual	16,494.37	22,225.21	16,138.20	83,433.65

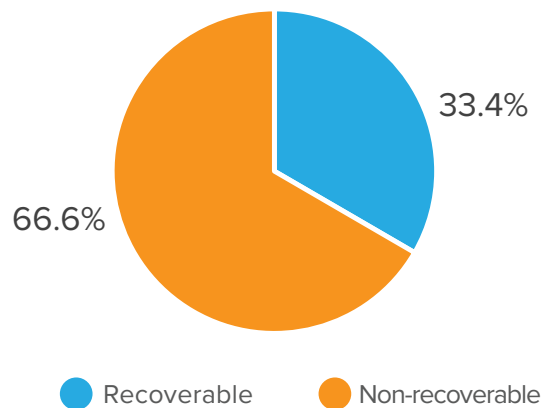
Non-recycled materials used– Non-recoverable waste in kilograms (kg)

Building	Year			
	2015	2016	2017	2018
Main and annex	53,995.23	51,433.11	46,012.25	88,800.06
Moravia	9,795.69	20,851.85	3,110.22	17,109.71
San Pedro	0	10,478.27	45,728.99	49,302.10
Hatillo	16,165.12	21,462.47	14,046.70	11,347.59
Total anual	79,956.04	104,225.7	108,898.16	166,559.46

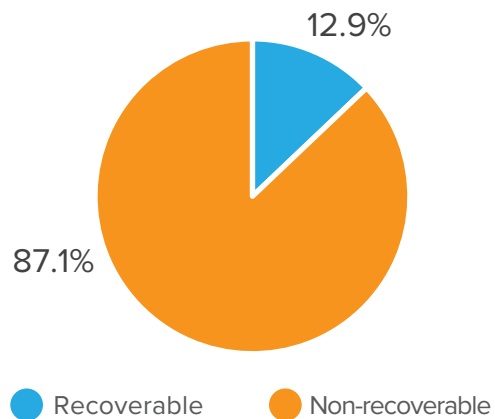
Total materials used in kilograms (kg)

Type	Year			
	2015	2016	2017	2018
Recoverable	16,494.37	22,225.21	16,138.20	83,433.65
Non-recoverable	79,956.04	104,225.70	108,898.16	166,559.46
Total anual	96,450.41	126,450.91	125,036.36	249,993.11
% Recoverable	17.10%	17.58%	12.91%	33.37%
% Non-recoverable	82.90%	82.42%	87.09%	66.63%

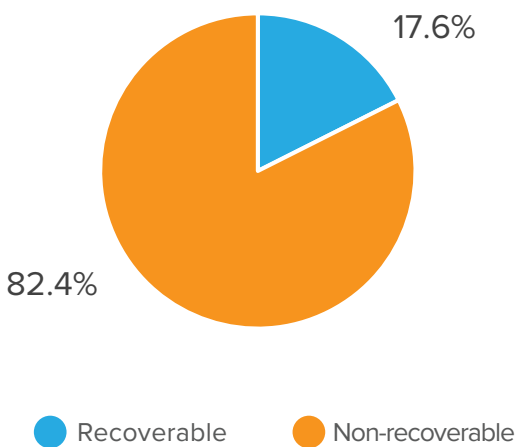
Comparison between recoverable and non-recoverable waste **2018**



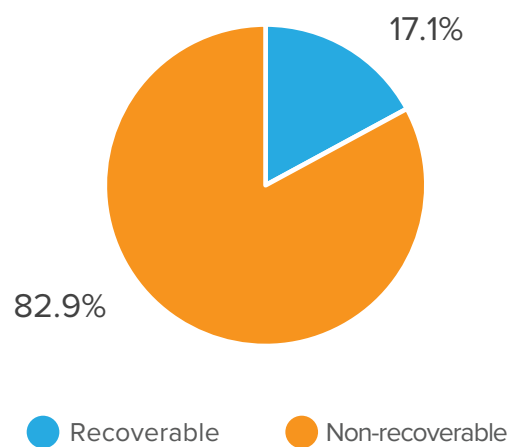
Comparison between recoverable and non-recoverable waste **2017**



Comparison between recoverable and non-recoverable waste **2016**



Comparison between recoverable and non-recoverable waste **2015**



Energy Consumption

GRI 302-1

The following sources of energy consumption were identified:

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

tion within the company

Energy Consumption from Non-renewable Sources

Our non-renewable energy sources include diesel, gasoline and LP gas. We were able to decrease total consumption by **0.2264** Terajoule. LP gas was the most important decrease, which was achieved through operational controls and work done with the cafeteria employees.

Non-renewable sources	Consumption (Terajoule [TJ])				Reduction 2018 vs 2017
	2015	2016	2017	2018	
Diesel for generators	0.1760	0.2342	0.1934	0.1195	- 0.0739
Diesel for vehicles	0.1139	0.1591	0.1217	0.1825	+0.0608
Gasoline for vehicles	0.0635	0.0286	0.0445	0.0279	- 0.0166
LPG Gas	1.8295	1.6348	1.5825	1.3858	- 0.1967
Total	2.1829	2.0567	1.9421	1.7157	-0.2264

Energy Consumption from Renewable Sources

Our renewable energy sources are the most important ones as they keep our buildings in operation. They are solar energy, specifically in the main building and the electricity provided by the

country's public company. In these two sources we saw great progress; our solar plant production increased, and electricity consumption decreased, for a total reduction of **3.0073 TERAJOULE** in 2018.

Renewable sources	Renewable sources (Terajoule [TJ])				Reduction 2018 vs 2017
	2015	2016	2017	2018	
Solar Energy	0.2987	0.7070	0.9841	1.0037	+0.0195
Electricity	30.0067	29.7301	28.0829	25.0560	-3.0268
Total	30.3054	30.4371	29.0670	26.0597	-3.0073

Total Energy Consumption

Through the above mentioned sources, our total energy consumption in 2018 was **27.7754** Terajoule. This represents a reduction of **3.2336**

Terajoule, or 10.4% less than 2017. This was achieved thanks to six energy improvement projects that were implemented in 2018 (mentioned in page 98).

Sources	Consumption (Terajoule [TJ])				
	2015	2016	2017	2018	Reduction 2018 vs 2017
	Non renewable	2.1829	2.0567	1.9421	1.7157
Renewable	30.3054	30.4371	29.0670	26.0597	-3.0073
Total	32.4883	32.4938	31.0091	27.7754	-3.2337

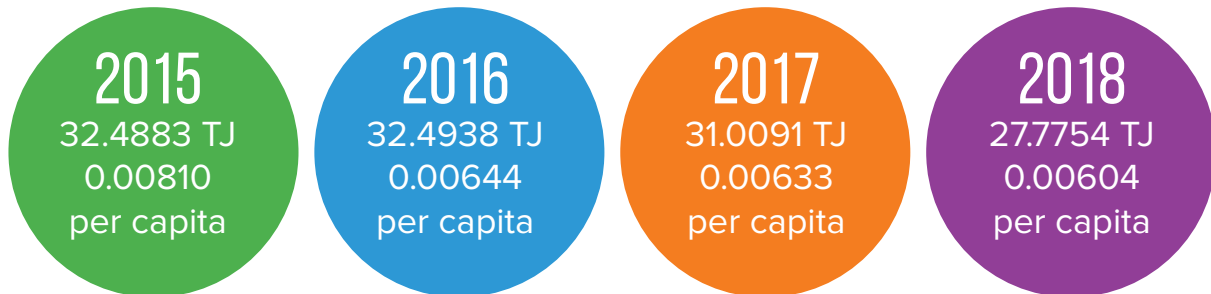
Energy Intensity

GRI 302-3

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

at SYKES is measured depending on the number of employees in the year, so we know how much is consumed per employee per year.

Energy consumption per employee



Energy consumption reduction

GRI 302-4

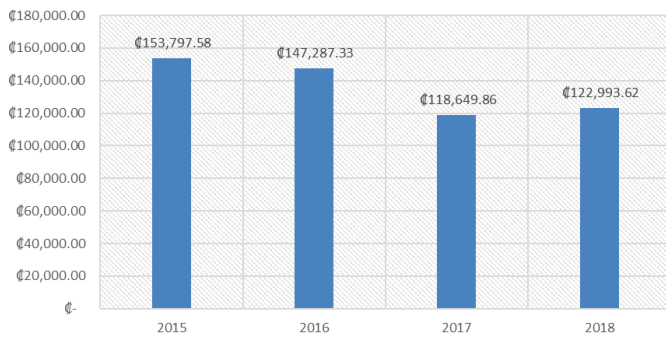
SYKES had an overall reduction in energy consumption in 2018 versus 2017. Also, there was

a reduction in energy intensity of 0.00029TJ per employee.

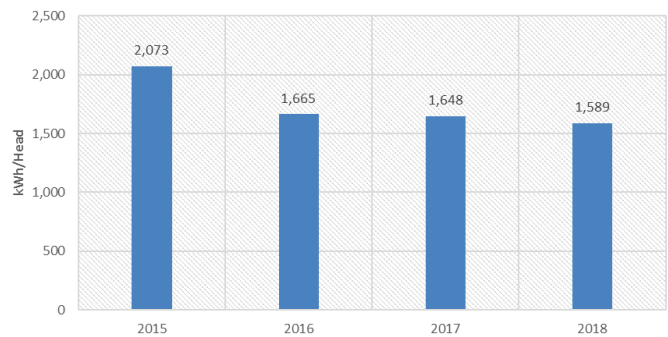
Energy intensity according to the number of employees

	2015	2016	2017	2018
Energy Consumption	32.4883	32.4938	31.0091	27.7754
Total employees	4,012	5,049	4,898	4,599
Per capita consumption	0.00810	0.00644	0.00633	0.00604
Reduction, 2018 vs 2017	-0.00029TJ per cápita			

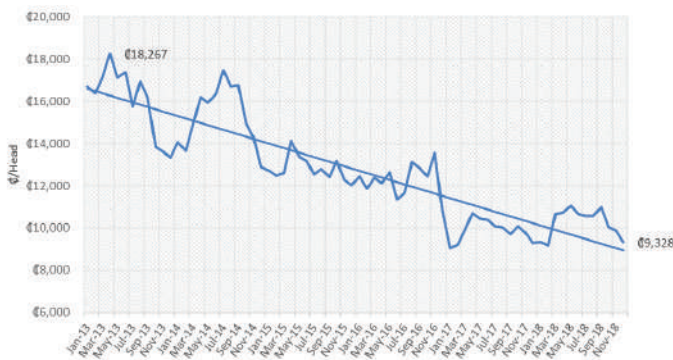
SYKES Latin America S.A.
Annual electricity paid per capita



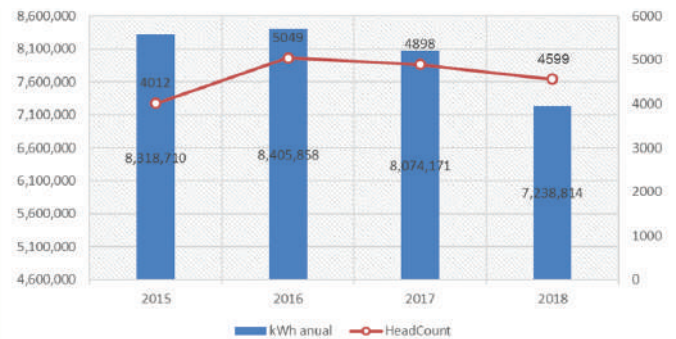
SYKES Latin America S.A.
Electric energy consumed per capita



SYKES Latin America S.A.
Monthly electricity paid per capita



SYKES Latin America S.A.
Electric energy consumed vs headcount



Water consumption

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

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

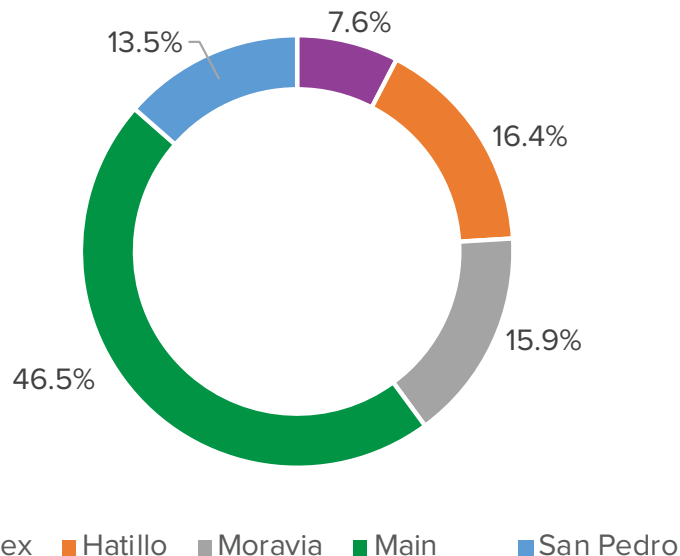
The consumption ratio in 2018 vs 2017 according to water consumption billing records had a large decrease of 17 thousand cubic meters in total and of 3.08 cubic meters per person in 2018:

Water consumption, according to municipal billings (m3)

Year	Annex	Hatillo	Moravia	Main	San Pedro	Total
2015	14,980	10,605	8,219	20,334	0	54,138
2016	14,996	8,582	10,486	17,196	2,608	53,868
2017	13,553	9,216	7,254	19,272	4,955	54,250
2018	2,797	6,043	5,842	17,114	4,977	36,773
Reduction 2018 vs 2017	-10,756	-3,173	-1,412	-2,158	+22	17,477

Year	m ³ Annual	Employees at the end of year	Water consumption /number of employees
2015	54,138	4,012	13.49
2016	53,868	5,049	10.67
2017	54,250	4,898	11.08
2018	36,773	4,599	8.00
Reduction per capita 2018 vs 2017		-3.08	m ³ per cápita

Water consumption by building 2018



Rain Water Harvesting System

Harvested Water Project

Indicator	2015	2016	2017	2018
Harvested rain water	2419m ³	2376m ³	2460m ³	2297m ³

Note: The harvested rainwater is already included in the total water consumption.

Water consumption at SYKES is related to three main uses:

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

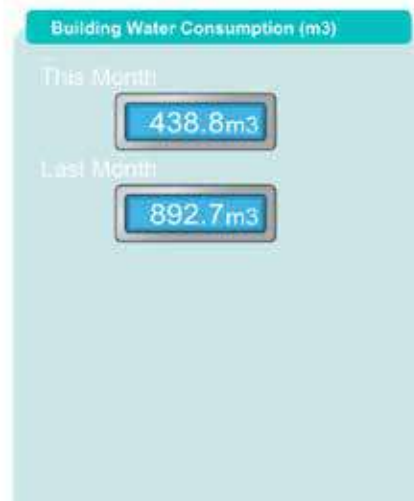
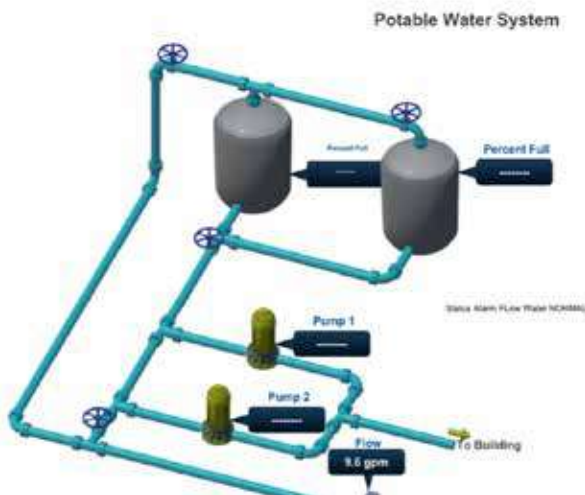
Over time, we've implemented water optimization tools that help reuse, control and follow up on its use, helping us determine the best possible use of this resource.

Water leakages and automatic control

We've found that leakages are a key part in water losses, since they are normally discovered a few days after they happen, if there are no controls. For

this reason, weekly controls were implemented in order to better monitor its use, nonetheless, it was decided that effective water control lies in constant and automatic monitoring.

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



Sewage treatment

Water discharge, according to quality and destination

GRI 306-1

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

Detail	Annex	Main	Hatillo	Moravia	San Pedro
Supplier	Empresa de Servicios Públicos de Heredia	Empresa de Servicios Públicos de Heredia	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados	Instituto Costarricense de Acueductos y Alcantarillados
Origin	Pozo Malinches Water Treatment Plant	Pozo Malinches Water Treatment Plant	Tres Rios and Puente Mulas Water Treatment Plant	Los Sitios de Moravia and Guadalupe Treatment Plants	Tres Rios Water Treatment Plant
Type of water	Ordinary	Ordinary	Ordinary	Ordinary	Ordinary
Treatment method	Grease traps and treatment by means of plant provided by the tenant.	Grease traps and treatment by means of plant provided by the tenant.	Grease traps and a provider gives you treatment.	Traps of grease and wastewater is not given treatment	Grease traps and treatment by bacteria.
Destination	Treatment Plant	Treatment Plant	Municipal Sewer System	Municipal Sewer System	Municipal Sewer System
Destination River	Burío River	Burío River	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers	Virilla and María Aguilar Rivers
Quality	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water	Treated, non-potable water

Emissions Control

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

The path towards carbon neutrality has helped SYKES restate its initiatives and execute projects focused on reduction and compensation in order mitigate the CO2 footprint. There is a sustained commitment to include and motivate more employees to contribute with ideas obtained in courses and training programs. The En-

vironmental Committee is in charge of monitoring the GHG (Green House Gas) inventory and of implementing the yearly environmental management plans.

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

GHG Emissions by scope and intensity 2018 vs 2017

Site	Scope I					Scope II					Scope III				
	2015	2016	2017	2018	Increase 2018 vs 2017	2015	2016	2017	2018	Increase 2018 vs 2017	2015	2016	2017	2018	Increase 2018 vs 2017
Main	445.63	108.3	88.18	85.98	-2.20	484.76	181.62	159.18	198.12	38.94	130.89	117.38	74.42	95.88	21.46
Annex	131.79	28.53	9.61	37.16	27.55	232.41	124.94	104.08	121.39	17.31		0	0	0.00	0.00
Moravia	39.54	49.94	31.05	52.41	21.36	114.44	54.85	51.16	60.74	9.58		0	0	0.00	0.00
Hatillo	36.84	31.25	29.71	49.22	19.51	143.61	66.49	59.73	65.60	5.87		0	0	0.00	0.00
San Pedro		0	14.06	0.01	-14.05		32.09	60.35	78.93	18.58		0	0	0.00	0.00
Total	653.8	218.02	172.61	224.78	52.17	975.22	459.99	434.5	524.78	90.28	130.89	117.38	74.42	95.88	21.46

Site	Total Co ² tons					Emission intensity (ton CO ² /per capita)			
	2015	2016	2017	2018	Increase 2018 vs 2017	2015	2016	2017	2018
Main	1061.28	407.3	321.78	379.98	58.20	0.52	0.21	0.07	0.22
Annex	364.2	153.47	113.69	158.55	44.86	0.74	0.26	0.02	0.24
Moravia	153.98	104.79	82.22	113.15	30.93	0.16	0.15	0.02	0.20
Hatillo	180.45	97.74	89.44	114.82	25.38	0.43	0.13	0.02	0.21
San Pedro	0	32.09	74.41	78.94	4.53		0.03	0.02	0.07
Total	1759.91	795.39	681.54	845.44	166.90	1.85	0.78	0.15	0.24

GHG Emission Increase, 2018 vs 2017

Total Emissions	
2018	2017
845.44 ton CO ₂ e	681.54 ton CO ₂ e
Increase of +163.90 ton CO ₂ e – Increase of +24.05%	

GHG Emissions by gas type and scope

Scope	2015 Absolut GHG Emissions (tCO ₂ e)					
	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Total
Scope I	142.27	0.25	0.48	352.08	158.72	653.80
Scope II	975.22	0	0	0	0	975.22
Scope III	130.22	0.01	0.66	0	0	130.89
Total	1248	0.26	1.14	352.1	158.7	1759.91
Annual Total	1759.91					

Scope	2016 Absolut GHG Emissions (tCO ₂ e)					
	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Total
Scope I	134.7	0.24	0.38	82.7		218.02
Scope II	459.99	0	0	0	0	459.99
Scope III	116.63	0.14	0.61	0	0	117.38
Total	711.3	0.38	0.99	82.7	0	795.39
Annual Total	795.39					

Scope	2017 Absolut GHG Emissions (tCO ₂ e)					
	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Total
Scope I	134.09	0.24	0.38	37.92		172.62
Scope II	434.5	0	0	0	0	434.50
Scope III	73.95	0.1	0.37	0	0	74.42
Total	642.5	0.341	0.744	37.92	0	681.54
Annual Total	681.54					

Scope	2018 Absolut GHG Emissions (tCO ₂ e)					
	CO ₂	CH ₄	N ₂ O	HFCs	HCFCs	Total
Scope I	113.06	0.2019	0.3863	110.86	0	224.51
Scope II	524.78	0	0	0	0	524.78
Scope III	94.401	0.0059	0.4747	0	0	95.88
Total	733.5	0.208	0.861	110.9	0	845.44
Annual Total	845.44					

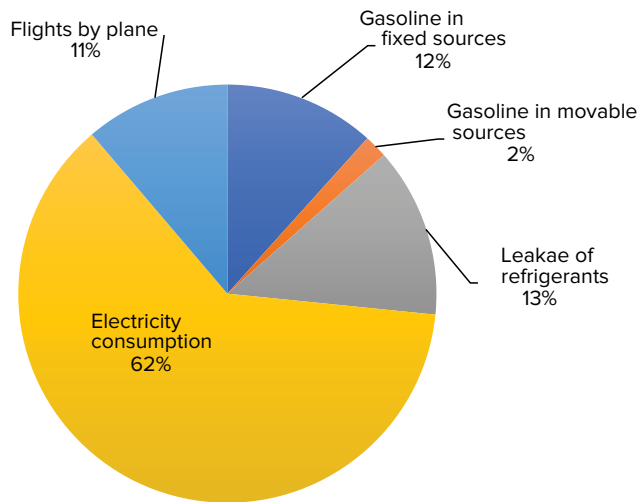
Increase : +163.90 ton CO₂e

Direct GHG Emissions

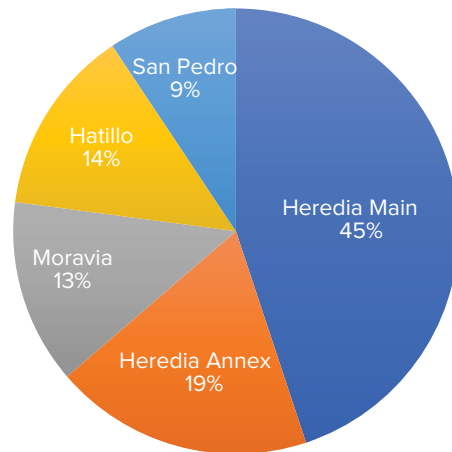
Electricity is the main source of emissions, which is why SYKES' focus is to reduce its energy consumption. The company decided to generate clean energy and installed 253 solar panels, which equates to 650m² and enough monthly energy to supply 1100 houses. Other

measures that were implemented to reduce GHG emissions were: replacement of old lights to LED lights, efficient air conditioning equipment, programmed shut down of computer equipment and movement sensors, considering that in March 2016, new operations were started in San Pedro with around 1000 new employees.

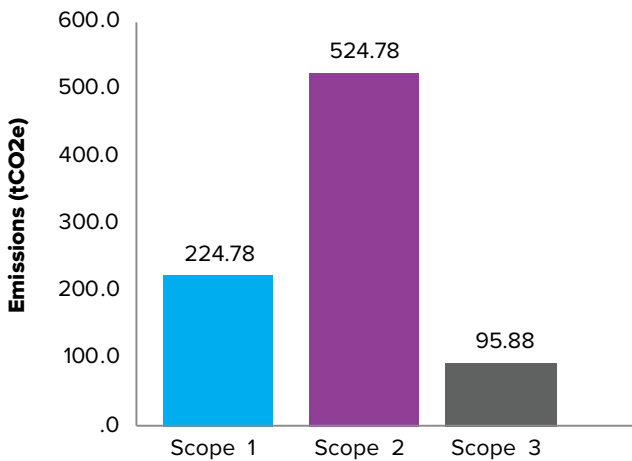
Distribution of CO₂e emissions in SYKES Costa Rica, by emission source (year 2018)



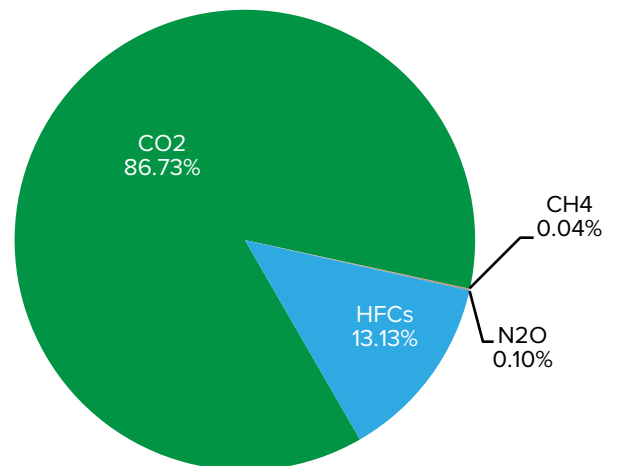
Distribution of CO₂e emissions in SYKES Costa Rica, by building (year 2018)



Distribution of CO₂ emissions in SYKES Costa Rica, according to scope (year 2018)

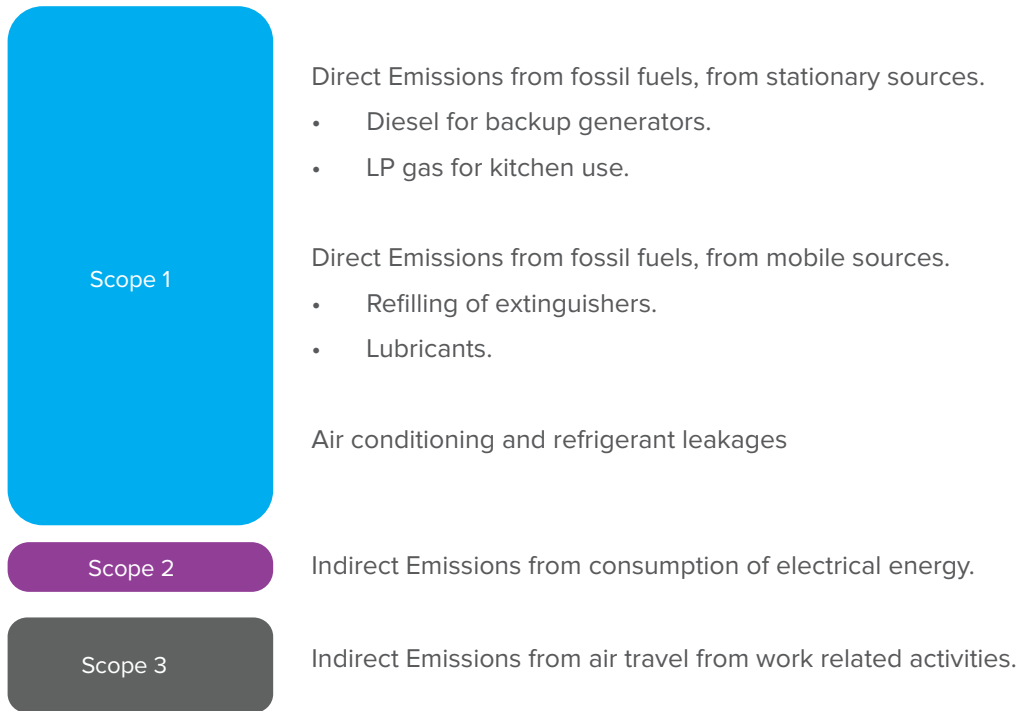


Distribution of emissions in SYKES Costa Rica, according to type of GHG (year 2018)



The main sources of GHG emissions at SYKES Costa Rica are detailed in the following chart. The methodology used to quantify emissions and reductions were the ones proposed by INTE/ISO 14064-1:2006 and INTE 12-01-06:2011. Direct and indirect GHG emissions were cal-

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



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 com-

pensation credits, which cost \$7.5 per ton of carbon. In our case, we needed to offset 844.01 credits. Yet, bought 850 credits in order to certify as a carbon neutral company

FONAFIFO Credits	2015	2016	2017	2018
Number of credits required to achieve certification	1,759.91	795.39	681.54	844.01
Number of credits purchased	1,760	800	700	850
Cost of credits purchased	\$ 13,200	\$ 6,000	\$ 5,250	\$ 6,375

Waste Management

GRI 306-2

SYKES Costa Rica has daily waste control. All waste data is registered in a log and in the internal SharePoint. The only hazardous waste is generated by the doctor's office, so we have partnered with companies such as MEDICLEAN to treat this type of waste. We have also

partnered with other recycling providers to treat other kinds of materials. These companies are authorized to treat these materials and emit certifications to prove that waste is processed appropriately.

Waste by type and disposal method in 2018, in kilograms and cubic meters

Site	Global Park	Hatillo	Moravia	San Pedro	Total
Reuse (kg)	24,348.00	960.00	846.00		26,154.00
Recycling (kg)	17,143.16	3,070.89	4,550.43	4,506.57	29,271.05
Non recoverable (kg)	88,800.06	11,347.59	17,109.71	49,302.10	166,559.46
Composting (kg)	18,196.90	4,903.88	4,614.70	293.13	28,008.61
Recovery					-
Incineration (burning)					-
Deep Well Injection (m ³)	19,911.00	6,043.00	5,842.00	4,977.00	36,773.00
Landfill					-
On-site storage					-
Others (infirmary*) kg	80.41	17.80	15.80	23.90	137.91
Total kilograms	148,568.53	20,300.16	27,136.64	54,125.70	250,131.03
Total cubic meters (m ³)	19,911.00	6,043.00	5,842.00	4,977.00	36,773.00

Recoverable waste

- Organic **28 tons**
- Sale of assets and donation **24.4 tons**
- Cardboard **12.1 tons**
- Plastic **9.3 tons**
- Paper **2.3 tons**
- Aluminum cans **3.3 tons**
- Tetrabrik **2.3 tons**
- Oil **1.8 tons**
- Glass **15.29 kg**
- Wood **14.8 kg**

*Only type of hazardous waste that SYKES handles

In all our sites we have a total of 67 recycling stations identified according to the type of material to be recycled. The cleaning managers collect and identify the waste to be transferred to the recycling center, where they are weighed, recorded in a binacle and placed in the containers designed for storage. This material is collected at least twice a week by the company "Servicios Ecologicos", and every month we receive a report on the quantity recycled.

The waste that goes to the injection in deep wells is collected by the local municipality or in the case of Global Park, it is WPP Recycling and Collection of Commercial Waste.

Climate Change Action

GRI 201-2

Economic Performance

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

Solar Panel Plant at SYKES Main Building

Renewable Energy Investment – Solar Panel Plant

Detail	Stage 1: 2015	Stage 2: 2016	2017	2018
Investment	\$135,962	\$132,455	There wasn't	There wasn't
Power	76kWp	100kWp	Not applicable	Not applicable
Amount	4 investments, 256 panels	5 investments, 320 panels	Not applicable	Not applicable
ROI	8.5 years	6 years	Not applicable	Not applicable

Renewable Energy Generation – Solar Panel Plant

Detail	2015	2016	2017	2018
Total Power	76kWp	176kWp	176Kwp	176Kwp
Solar Energy Generation	82,967kWh	196,386kWh	273,373kWh	278,801kWh
Monetary Savings	\$16,978	\$22,707	\$36,406	\$37,595

LED Luminary installation in SYKES Costa Rica's five sites

Investment on efficient energies- LED Luminaries

Detail	2017
Investment	\$ 19,280
Scope	Five sites' interiors
Amount	100% of LED lighting
ROI	1.3 años
Monetary Savings	\$ 14,465

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

Investment in Building Management System

Detail	Stage 1: 2016	Stage 2: 2017	Stage 3: 2018
Investment	\$45,188	\$19,021	\$32,288
Estimated Savings	\$17,389	\$19,104	\$16,098

Contribución de SYKES en el uso eficiente de energías

Efficient Energy Initiatives Savings

Detail	2015	2016	2017	2018
Energy savings	No data	465,602 kWh	565,273 kWh	458,573 kWh
Monetary savings	No data	\$52,342	\$82,293	\$46,383

Other improvements and investments we made in 2018 to optimize the use of energy

Year	Site	Energy Conservation Opportunity (ECO)	Investment \$	Annual Savings kWh	Monetary Annual Savings	ROI (years)
2018	Annex	Lab optimization improves HVAC and UPS	\$30,000	198,432	\$ 17,662.99	2
2018	Main	Integration of the chiller to the BMS	\$5,000	48,681	\$ 4,257	1
2018	Moravia	A/C replacement for VRV in administration and TRs	\$115,000	78,192	Improvement in technology and comfort achieving savings in energy	
2018	Annex	A/C replacement for VRV in third floor remodeling	\$68,000	18,741	Improvement in technology and comfort achieving savings in energy	
2018	San Pedro	Movement of account switches	\$1,000	18,922	\$ 2,388	0.4
2018	Annex	Schedule adjustment and set point for BMS	\$7,000	95,606	\$ 11,840.84	1

Other indicators

GRI 102-8

Number of employees by age range, 2015-2018

Age range	2015	2016	2017	2018
15-17			5	5
18-19	213	353	367	475
20-29	2588	3262	3037	2756
30-39	847	995	1038	917
40-49	237	293	299	298
50-59	108	126	132	119
+ 60	20	20	20	30
Total	4012	5049	4898	4599

Employees by country of origin

GRI 102-8

Country	Total number
National employees	4466
Foreign employees	133
National vs foreign employees	2.9%
Nicaragua	92
United States	14
Other countries	27

Other countries

- Germany
- Brazil
- United Kingdom
- Chile
- Colombia
- Congo
- Cuba
- Spain
- India
- Honduras
- Laos
- Ivory Coast
- Mexico
- The Netherlands
- Peru
- El Salvador
- Venezuela

GRI 401-1

Percentage of hires by age range and gender

Age range	2015		2016		2017		2018	
	Women	Men	Women	Men	Women	Men	Women	Men
15-17	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.38%	0.37%
18-19	21.01%	21.01%	21.91%	21.90%	28.61%	28.61%	21.92%	19.17%
20-29	62.35%	62.32%	59.56%	59.59%	51.92%	51.91%	64.81%	62.06%
30-39	10.50%	10.50%	12.62%	12.60%	12.99%	13.00%	8.28%	12.39%
40-49	3.68%	3.68%	4.11%	4.10%	4.28%	4.30%	3.60%	4.14%
50-59	2.18%	2.19%	1.42%	1.42%	1.80%	1.78%	0.95%	1.46%
60+	0.27%	0.30%	0.39%	0.40%	0.39%	0.40%	0.06%	0.41%
Total hires women vs men	42.19%	57.81%	42.61%	57.39%	42.79%	57.21%	39.13%	60.87%
Total hires per year	100%		100%		100%		100%	

GRI 401-1

Employee turnover percentage by gender and age range

Age range	2015		2016		2017		2018		Total 2018 by age range
	Women	Men	Women	Men	Women	Men	Women	Men	
15-17	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
18-19	4.07%	4.00%	5.20%	5.18%	6.47%	6.47%	13.73%	10.93%	12.06%
20-29	71.98%	72.00%	71.25%	71.31%	75.11%	75.14%	70.51%	66.08%	67.87%
30-39	17.16%	17.21%	17.74%	17.81%	12.34%	12.32%	11.61%	15.82%	14.12%
40-49	4.57%	4.47%	4.08%	4.01%	4.18%	4.12%	3.53%	4.94%	4.37%
50-59	2.10%	2.14%	1.22%	1.24%	1.50%	1.56%	0.63%	1.80%	1.33%
60+	0.12%	0.19%	0.51%	0.44%	0.39%	0.39%	0.00%	0.42%	0.25%
Total resignations women vs men	42.97%	57.03%	41.73%	58.27%	46.05%	53.95%	40.36%	59.64%	100.00%
Total resignations per year	100.0%		100.0%		100.0%		100.0%		

GRI 401-1

Employee turnover percentage by reason for leaving and gender

Reason for leaving	2018		
	Women	Men	Total by type
Voluntary	81.57%	78.40%	79.68%
Termination with severance	11.53%	12.69%	12.22%
Termination without severance	1.41%	3.34%	2.56%
End of contract	0.00%	0.05%	0.03%
Death	0.16%	0.11%	0.13%
Mutual agreement	0.16%	0.21%	0.19%
No show	2.67%	1.96%	2.25%
Tacit resignation (abandonment)	2.43%	3.24%	2.91%
Others- Staffing movements	0.08%	0.00%	0.03%
Total resignations	100%	100%	100%
Total resignations per year	3159		

GRI 401-1

Employee turnover percentage by province of residence and gender

Province	2018		
	Women	Men	Total per province
San José	64.15%	63.17%	63.56%
Heredia	10.14%	12.35%	11.46%
Cartago	11.71%	11.02%	11.30%
Alajuela	9.59%	10.02%	9.84%
Guanacaste	0.63%	0.74%	0.70%
Limón	2.52%	1.48%	1.90%
Puntarenas	1.26%	1.22%	1.23%
Total resignations per province of residence	100%	100%	100%
Total resignations per year	3159		

GRI 403-1

Number of brigade members per site

Site	2017	2018
Heredia-main building	9	10
Heredia-annex	6	7
San Pedro	6	5
Moravia	1	5
Hatillo	5	4
Total	27	31

Hours of training of brigade members per site

Site	2017	2018
Heredia-main building	435	560
Heredia-annex	305	392
San Pedro	218	280
Moravia	218	280
Hatillo	174	224
Total	1350	1736



SYKES[®]
MANAGEMENT
APPROACH

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



MANAGEMENT APPROACH

MANAGEMENT APPROACH

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

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

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

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



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

Explanation of why the topic is material

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

The Boundary for the material topic, which includes a description of:

Materiality		The Boundary for the material topic, which includes a description of:			The approach to management and its components	
Dimension	Material Topic	Where is the impact produced	The organization's implication in the impact	Any particular limitation regarding coverage of the topic	Goals and Objectives	Areas responsible for the commitment and resources they have
Environmental	Waste management	In the five sites of SYKES Costa Rica, where we have operations, all people, activities, operation and support areas, according to the current environmental declaration. See: sykescostarica.com/sustainability	Caused - Internal / External	Awareness and culture of our stakeholders about recycling and waste collection and separation	Reduce 7% of waste per hour worked in 2019 vs 2018. Reduce 20% of single-use plastic in the cafeteria (in colones) by the end of 2019.	The Environmental Committee is in charge of all the environmental issues at SYKES. It is led by the Administration Director and composed by one or more representatives of these areas: Maintenance, Cafeteria, Finance, Social Responsibility, Site Coordination, Purchasing and Security.
	Wastewater treatment		Caused - Internal Related - External	Internal: equipment for control and treatment of wastewater. External: some of our building's landlords are in charge of the final treatment of wastewater.	Grease traps implemented in all our sites to reduce the negative impact of wastewater.	
	Emission control		Caused - Internal / External	Changes in the proposed indicators for the management of the defined scope, pages 99-101	Keep the carbon neutral certification. Reduce 10% in comparison to base year without affecting the emission factor in 2019.	
	Water consumption		Caused - Internal	Follow up and control of the indicators	Achieve \$50,000 in savings in electricity and water in 2019 vs 2018. Reduce 5% of water consumption per hour worked in 2019 vs 2018. Reduce 60% of water consumption by 2021 in comparison to base year 2014.	
	Energy consumption		Caused - Internal	Follow up and control of the indicators	Reduce 3% in energy per hour worked in 2019 vs 2018. Achieve \$50,000 in savings in electricity and water in 2019 vs 2018. Get the ISO 50001 energy management system certification in 2019. Generate 20% of the energy requirement of our main site through our solar plant by 2021. Reduce 35% of energy consumption by 2021, in comparison to base year 2014.	
	Material consumption		Caused - Internal	Follow up and control of the indicators	90% eco friendly supplies by 2021. Reduce 75% of paper consumption by 2021, in comparison to 2008 base year. +83% of eco friendly purchases in colones in 2019.	
	Fossil fuel consumption		Caused - Internal	Follow up and control of the indicators	Reduce consumption of LP gas by 11% in 2019 vs 2018. Reduce gas and diesel consumption by 5% in 2019 vs 2018. Reduce LP gas consumption by 20% by 2021 in comparison to base year 2014	
	Climate change action		Caused - Internal / External	Internal: results of our environmental management, budget External: generated impacts that could not be compensated or eliminated	Implement the third phase of the solar plant by the end of 2019. Install 100% of the BMS modules in all sites by the end of 2019.	

Materiality		The Boundary for the material topic, which includes a description of:			The approach to management and its components	
Dimension	Material Topic	Where is the impact produced	The organization's implication in the impact	Any particular limitation regarding coverage of the topic	Goals and Objectives	Areas responsible for the commitment and resources they have
Economic	Anti-corruption and Ethics	All of our stakeholders are involved in this material topic.	Contributed - Internal Related - External	Internal: if any of our employees violates our Standards of Conduct. External: if any of our strategic partners causes an event and indirectly impacts us	Communication and training of the Code of Conduct to 100% of new hires. Keep the free zone benefit in the country. Compliance with all labor topics, especially the CCSS.	Senior Management, Agent Training, Commercial
	Value chain sustainability	Clients Suppliers Employees	Contributed - Internal	Assessment of our value chain's sustainability performance and their impacts.	Evaluate 10% of active suppliers in 2019. Implement the purchasing analysis (based on the three dimensions, not just commercial/financial) to 100% of purchase orders in 2019.	Purchasing and Social Responsibility
	Fair marketing prices	Employees Media Competitors	Contributed - Internal Related - External	Internal: use of the SYKES brand and trend follow up External: people's and organization's perception of the brand	Candidate applications through social media campaigns >=96%	Communications, Recruitment
	Technical knowledge and customer service	Employees Clients	Caused - Internal	Quality of the service offered to our customers through our employees	Increase revenue in \$17.8M by 2021 through the existing service portfolio. Increase the net profit percentage from 22 to 24% by 2021. Improve customer satisfaction from 89% to 95% by 2021.	Operations Directors, Vice-president of Operations in Costa Rica, all direct and indirect agents in the company, Quality and Productivity, Finance.
	Data protection	Employees Clients	Caused - Internal	Risk management for data protection and fraud mitigation.	Make at least one internal audit in all our accounts. Zero data protection incidents in the year. Implement 100% of the Security Model tools.	Risk and Security, Operation Directors.
	Competitiveness and innovation	Employees Clients	Caused - Internal	Training of our employees	Implement business solutions based on new technologies for operations accounts and support areas by 2021. Create innovation, investigation and development through an Excellence Center by 2021.	Quality and Productivity

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

Note:

1. Stakeholder engagement and their identification of material topics is on pages 18 to 21, and the mapping of material topics in our value chain on page 32.
2. The 2018 results are shown throughout the report, which is divided by dimension and material topic.
3. For all material topics we have policies, procedures and manuals, which are available in our tool SYKESPEDIA, accessible to all our employees. If any external stakeholder is interested, we can send them through any of the mechanisms specified below.
4. The formal grievance and/or complaint mechanisms for any material topic are the following:

Internal

- **Email:** ComprometeRSE@sykes.com
- Employee Services Office
- Ask Alejandro

External

- **Social media:** @sykescostarica
- **Email:** ComprometeRSE@sykes.com
- Any reception of our 5 sites
- **Telephone:** 800 SYKES CR
- **Webpage:** sykescostarica.com

Certifications



The background is a solid red color. Overlaid on this are several vertical, dark red tree trunks of varying heights and widths. At the top, there are some dark red leafy branches. In the center, a large, dark red silhouette of a tree's canopy is positioned. Inside this canopy, the text is written in white.

SYKES[®]

GRI

content index

GRI 102-55

GRI STANDARDS

GENERAL DISCLOSURES 2016

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
	102-1	Name of the organization	8	
	102-2	Activities, brands, products, and services	8, 12 & 38	
	102-3	Location of headquarters	3 & 8	
	102-4	Location of operations	3	
	102-5	Ownership and legal form	8	
	102-6	Markets served	12, 38 & 41	
	102-7	Scale of the organization	3	
	102-8	Information on employees and other workers	56-57	
	102-9	Supply chain	32-37	
	102-10	Significant changes to the organization and its supply chain	32-37	
	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	24-27	
	102-13	Membership of associations	24-27	
	102-14	Statement from senior decision-maker	4-7	
	102-15	Key impacts, risks, and opportunities	45-50	
	102-16	Values, principles, standards, and norms of behavior	43-44	
	102-17	Mechanisms for advice and concerns about ethics	28	
	102-18	Governance structure	14	
	102-19	Delegating authority	22-23	
	102-20	Executive-level responsibility for economic, environmental, and social topics	15	
	102-21	Consulting stakeholders on economic, environmental, and social topics	18-20 & 26	
	102-22	Composition of the highest governance body and its committees	15	
	102-23	Chair of the highest governance body	13-14	
	102-24	Nominating and selecting the highest governance body	13-14	
	102-25	Conflicts of interest	43-44	
	102-26	Role of highest governance body in setting purpose, values, and strategy	22-23	
	102-27	Collective knowledge of highest governance body	4-7	
	102-28	Evaluating the highest governance body's performance	22-23	
	102-29	Identifying and managing economic, environmental, and social impacts	21	
	102-30	Effectiveness of risk management processes	45-50	
	102-31	Review of economic, environmental, and social topics	21	
	102-32	Highest governance body's role in sustainability reporting		The social responsibility department hands over the final draft of the sustainability report to the Vice-president of Operations in SYKES Costa Rica in order to get final comments and approval prior to the report's publication.
	102-33	Communicating critical concerns	28	
	102-34	Nature and total number of critical concerns	28	
	102-35	Remuneration policies		Compensation and Benefits Policy, approved by the director of Human Capital and Communications. Last revision: September 13, 2018. 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.
	102-38	Annual total compensation ratio		2018: Ratio of total annual compensation of the highest paid person in SYKES Costa Rica: 30% of annual salary. 2018: Median of the total annual compensation of all employees (excluding the highest paid person) in SYKES Costa Rica: 7.85% of the annual salary.
	102-39	Percentage increase in annual total compensation ratio		Highest paid person: 2018 = 30% and 2017 = 20%, therefore there was 50% growth Median all employees excluding the highest paid: 2018 = 7.85% and 2017 = 3.03%, therefore there was 159.16% growth.
	102-40	List of stakeholder groups	16 & 17	
	102-41	Collective bargaining agreements	70	Currently SYKES Costa Rica does not have a workers' union, but it does have an "asociacion solidarista"
	102-42	Identifying and selecting stakeholders	16 & 17	
	102-43	Approach to stakeholder engagement	18-20 & 26	
	102-44	Key topics and concerns raised	18-20 & 26	
	102-45	Entities included in the consolidated financial statements	2	
	102-46	Defining report content and topic Boundaries	2	
	102-47	List of material topics	21	
	102-48	Restatements of information	22-23	
	102-49	Changes in reporting	2	
	102-50	Reporting period	2	
	102-51	Date of most recent report	2	
	102-52	Reporting cycle	2	
	102-53	Contact point for questions regarding the report	2	
	102-54	Claims of reporting in accordance with the GRI Standards	2	
	102-55	GRI content index	114-116	
	102-56	External assurance		Currently we do not have the budget to hire an outside verifier. We summoned several independent experts in sustainability and reports to review the contents, though.

GRI 102: General Disclosures

THEMATIC STANDARDS

ECONOMIC STANDARDS

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	30 & 107-112	
	103-2	The management approach and its components	30 & 107-112	
	103-3	Evaluation of the management approach	30 y 107-112	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	201-1	Direct economic value generated and distributed	41-42 & 60	
	201-2	Financial implications and other risks and opportunities due to climate change	102-104	
	201-3	Defined benefit plan obligations and other retirement plans	60	
	201-4	Financial assistance received from government	71	
GRI 202: Market Presence	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	61	
	202-2	Proportion of senior management hired from the local community	61	
GRI 203: Indirect Economic Impacts	203-1	Infrastructure investments and services supported	85-86	
	203-2	Significant indirect economic impacts	85-86	
GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	85	
GRI 205: Anti-corruption	205-1	Operations assessed for risks related to corruption	43-44	
	205-2	Communication and training about anti-corruption policies and procedures	43-44	
	205-3	Confirmed incidents of corruption and actions taken	43-44	
GRI 206: Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	There were no legal actions in this reporting period

ENVIRONMENTAL STANDARDS

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	88 & 107-112	
	103-2	The management approach and its components	88 & 107-112	
	103-3	Evaluation of the management approach	88 & 107-112	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	301-1	Materials used by weight or volume	90	
	301-2	Recycled input materials used	91-92	
	301-3	Reclaimed products and their packaging materials	91-92	SYKES does not have any packaging processes
GRI 302: Energy	302-1	Energy consumption within the organization	93	
	302-2	Energy consumption outside of the organization	93	
	302-3	Energy intensity	94-95	
	302-4	Reduction of energy consumption	94-95	
	302-5	Reductions in energy requirements of products and services	-	No cases were reported in this period
GRI 303: Water	303-1	Water withdrawal by source	96-97	
	303-2	Water sources significantly affected by withdrawal of water	96-97	
	303-3	Water recycled and reused	96-97	
GRI 304: Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		SYKES does not own, rent or manage any operation centers located next or in protected areas or in high diversity areas outside of protected areas
	304-2	Significant impacts of activities, products, and services on biodiversity		SYKES does not report any significant impact in 2018
	304-3	Habitats protected or restored	Omission	Omission: not applicable, SYKES does not have a direct impact on protected or restored habitats
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omission	Omission: not applicable, SYKES does not have operations in the habit of species of the IUCN Red List
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	98-101	
	305-2	Energy indirect (Scope 2) GHG emissions	98-101	
	305-3	Other indirect (Scope 3) GHG emissions	98-101	
	305-4	GHG emissions intensity	98-101	
	305-5	Reduction of GHG emissions	98-101	
	305-6	Emissions of ozone-depleting substances (ODS)		SYKES did not have emissions of this kind
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		SYKES did not have emissions of this kind
GRI 306: Effluents and Waste	306-1	Water discharge by quality and destination	98	
	306-2	Waste by type and disposal method	102	
	306-3	Significant spills		SYKES did not have any significant spills
	306-4	Transport of hazardous waste		SYKES did not transport any hazardous waste
	306-5	Water bodies affected by water discharges and/or runoff		SYKES did not affect any water body by discharge or runoff
GRI 307: Environmental Compliance	307-1	Non-compliance with environmental laws and regulations		SYKES did not have any non-compliance with environmental laws and regulations
GRI 308: Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	34-37	
	308-2	Negative environmental impacts in the supply chain and actions taken	34-37	

SOCIAL STANDARDS

GRI STANDARD	STANDARD NUMBER	DISCLOSURE	PAGE	OMISSION/COMMENT
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	55 & 107-112	
	103-2	The management approach and its components	55 & 107-112	
	103-3	Evaluation of the management approach	55 & 107-112	Social goals are updated each week in management team meetings and each quarter they are thoroughly reviewed to find opportunities or problems
GRI 401: Employment	401-1	New employee hires and employee turnover	58	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	61-65	
	401-3	Parental leave	65	
GRI 402: Labor/Management Relations	402-1	Minimum notice periods regarding operational changes		Company policies establish a 4 week minimum
GRI 403: Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees	66	
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	66	
	403-3	Workers with high incidence or high risk of diseases related to their occupation		None of the job descriptions of our workers have a high incidence or risk of disease according to accident and claim rates.
	403-4	Health and safety topics covered in formal agreements with trade unions	66-69	
GRI 404: Training and Education	404-1	Average hours of training per year per employee	76-78	
	404-2	Programs for upgrading employee skills and transition assistance programs	76-78	
	404-3	Percentage of employees receiving regular performance and career development reviews	78-79	
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	58	
	405-2	Ratio of basic salary and remuneration of women to men	61	
GRI 406: Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	69	There were no discrimination incidents in this period
GRI 407: Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	70	
GRI 408: Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor	34-37	No cases of child labor were recorded in operations or suppliers
GRI 409: Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	34-37	No cases of forced labor were recorded in operations or suppliers
GRI 410: Security Practices	410-1	Security personnel trained in human rights policies or procedures		No security personnel trained
GRI 411: Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples		No cases of human rights violations involving indigenous people were recorded
GRI 412: Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments		No site has been subject of human rights reviews
	412-2	Employee training on human rights policies or procedures	69	
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		No contracts or investment agreements were reported on this period
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	80-84	
	413-2	Operations with significant actual and potential negative impacts on local communities	80-84	
GRI 414: Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	34-37	
	414-2	Negative social impacts in the supply chain and actions taken	34-37	
GRI 415: Public Policy	415-1	Political contributions		There was no support to political parties or representatives on this period
GRI 416: Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories		
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		There were no cases of non-compliance on these subjects on the reporting period
GRI 417: Marketing and Labeling	417-1	Requirements for product and service information and labeling	Omission	Omission: not applicable, SYKES does not have packaging processes
	417-2	Incidents of non-compliance concerning product and service information and labeling	Omission	Omission: not applicable, SYKES does not have packaging processes
	417-3	Incidents of non-compliance concerning marketing communications	Omission	Omission: not applicable, SYKES does not have packaging processes
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	43-44	
GRI 419: Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area		No penalty for non-compliance in 2018

The background features stylized white trees with intricate leaf patterns. A single green leaf is positioned on the left tree, and a single orange flower is on the right tree. The SYKES logo is centered in the middle of the page.

SYKES[®]

WE HELP PEOPLE, ONE CARING INTERACTION AT A TIME