



Driven to go further

Corporate Responsibility Report 2022





Contents



2022 Highlights

In addition to building on the many CR programs and local initiatives already in place, we further developed our CR strategy and successfully reached the commitments from last year.

Our CR Strategy

Taking responsibility is a fundamental principle of Majorel's entrepreneurial corporate culture – for our own team members, clients, society, the economy and the environment.

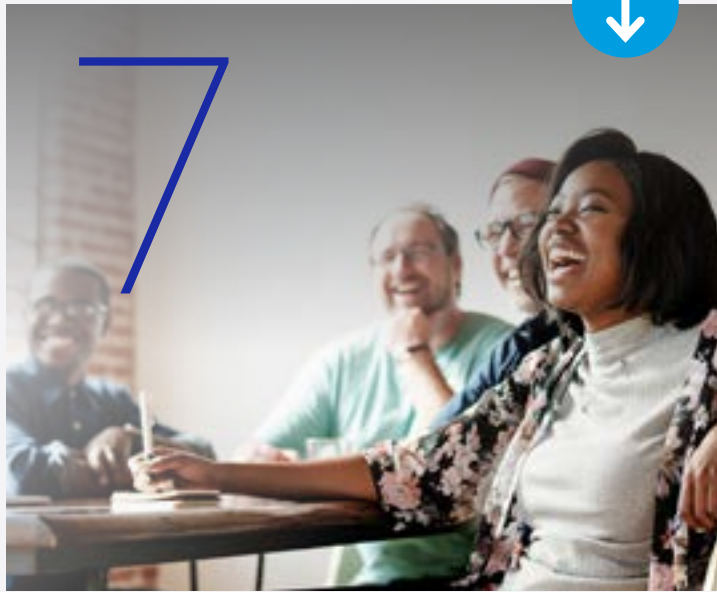


Environment & Local Communities

Majorel is focused on its impact on the environment and local communities. We strive to make our business ever-more sustainable, both socially and environmentally.

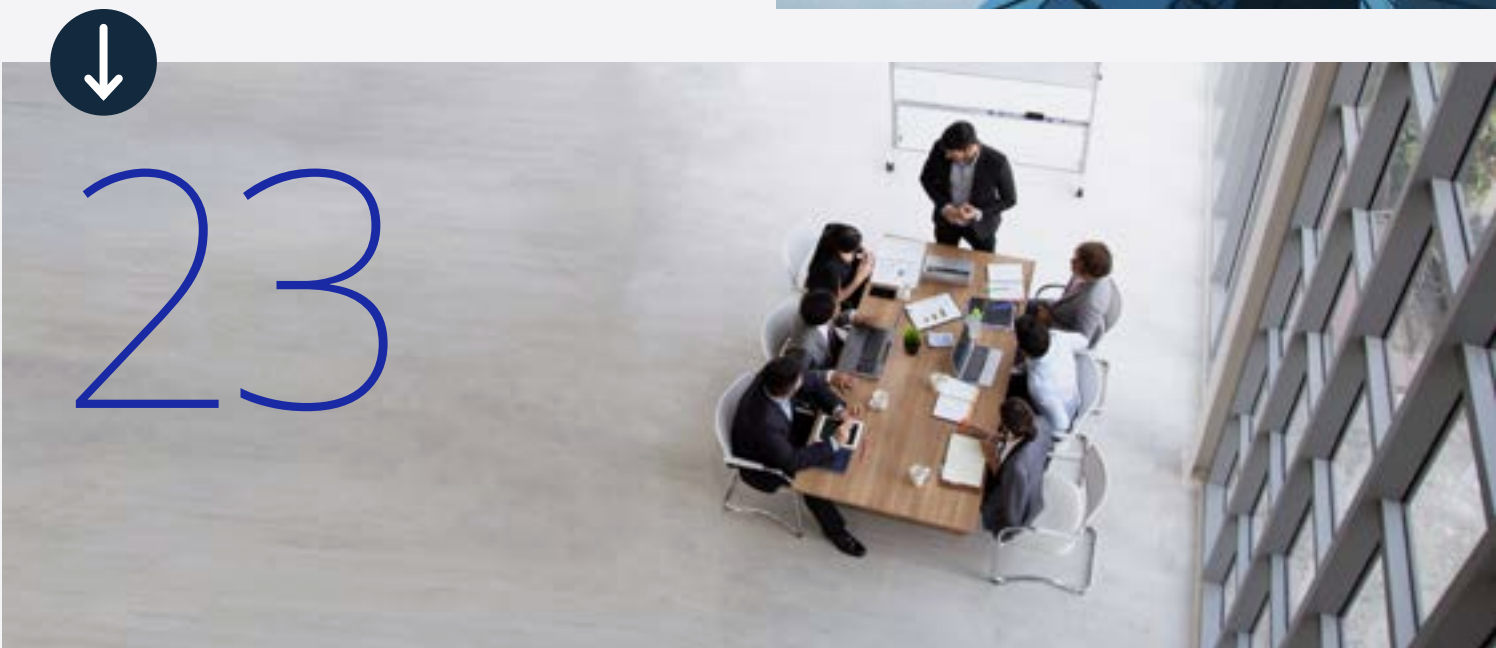
Diversity, Equity & Inclusion

We passionately believe that success comes from diversity. We celebrate our respective differences and strengths, seeing them as key ingredients of Majorel's innovation and competitive edge.



Employee Rights & Fair Working Conditions

Our approach to HR management is based on respecting and guaranteeing the rights of our team members, and on local legal frameworks.



Wellbeing & Resiliency

A People First approach is a key priority in our Wellbeing and Resiliency strategy. We want all of our team members globally to balance both their work and personal lives, supported by Majorel.

Corporate Citizenship

The work we do every day at Majorel makes a tangible and positive impact on our society. Our continuing success drives a positive societal impact and delivers value to our shareholders.



Governance, Compliance & Control

Our economic success is built on the trust of our partners and stakeholders. We value and safeguard this trust through our company-wide principles of governance, compliance and control, which underpin our CR program.



Corporate Responsibility Report 2022

Dear Stakeholders,

Our responsibility towards our people, society and the environment is a cornerstone of our business. Especially when our actions directly impact the lives of our 82,000 team members in 45 countries – and many millions of our clients’ customers – as we deliver customer experience (CX) every day or help to keep the internet safe through our Content services, Trust & Safety services.

Therefore, Corporate Responsibility (CR) is a fundamental part of Majorel’s DNA and a natural extension of our core values of Creativity, Excellence and Respect.

The value we generate for our stakeholders is of critical importance, but so is the way we operate. This translates into our approach to Environment, Social and Governance (ESG) which is an integral part of our CR program. This approach also defines our employer brand as we strive to be a good home for talent.

As a signatory to the UN Global Compact, we endorse the Sustainable Development Goals (SDGs) set up by the United Nations General Assembly, and recognize that their integration is essential for the seamless functioning of our business.

The comprehensive range of internal initiatives, policies, business endeavors, and external collaboration detailed in this report exemplify Majorel’s dedication to the realization of these objectives.

Everyone at Majorel is mandated to contribute towards our vision for CR, and this is reflected in our Code of Conduct and our commitment to the fair treatment of our people encapsulated in our “Employee Rights and Fair Working Conditions” policy. We expect all our people to comply with the standards that both documents set out to achieve and we hold our suppliers to the same expectations.

I’m very proud of the progress we have made in CR during 2022 and our positive contribution to the wellbeing and prosperity of our people, our local communities, our environment and wider society.

Thank you for your continued support and interest in our CR performance.

Olaf Steger
Executive Vice President
Corporate HR & ESG



Majorel Global Summit



2022 CR Highlights. Global reach, local impact

2022 was a very successful year for CR at Majorel. In addition to building on existing global programs and local initiatives, we further enhanced our CR strategy.

Highlights & Engagement	Our team members	Our communities	Our clients	Our investors	State institutions / society
Further strengthened the five pillars on which our CR strategy is built: Diversity, Equity & Inclusion; Environment & Local Communities; Employee Rights & Fair Working Conditions; Wellbeing & Resiliency; and Corporate Citizenship.	✓	✓	✓	✓	✓
Published Majorel's "Employee Rights & Fair Working Conditions Policy", underlining our commitment to our team members and potential candidates, as a fair and reliable employer globally and the best home for talent.	✓	✓	✓	✓	
Continued to expand Majorel's global Diversity, Equity and Inclusion (DE&I) activities with our well-received We Are One internal campaign, the Majorel Women's employee resource group (ERG) and the growth of the Majorel Impact Sourcing Standard.	✓	✓	✓	✓	
Continued multiple energy management measures, in Europe based on ISO 50001, the European energy management standard.		✓		✓	✓
Global operations switch to renewable electricity with a fast growing contribution from direct renewable electricity supply and by the use of Renewable Electricity Certificates (RECs).		✓		✓	✓
Delivered a rich program of local community projects and team member volunteering across all countries.	✓	✓	✓		✓
Invested further in our global Wellbeing & Resiliency programs with a focus on Majorel's global Feel Good framework and initiated a bundle of measures to support our team members working in Content Services, Trust & Safety services.	✓	✓	✓	✓	





Our CR Strategy: defined and focused

Our vision is to be the most client-centric company in our industry by nurturing long-term, meaningful relationships and making a positive impact on the world around us.

Taking responsibility is a fundamental principle of Majorel's entrepreneurial corporate culture, whether for our own team members, clients, society, the economy or the environment. Therefore, Majorel's business strategy incorporates CR management, which combines commercial goals with social and environmental concerns both inside and outside the business.

This manifests itself in our well working and unchanged five pillar approach to CR, built on the foundation of Governance, Compliance and Control. We bring a systematic approach and effective tools to the management of our CR performance, both globally and locally.

Majorel's Corporate Responsibility strategy: our five pillars



Diversity, Equity & Inclusion

Majorel's remarkable diversity is what makes us who we are and plays a crucial part in our success as a global CX business. It's a unique strength that we protect and nurture, which is why we work hard to create the right conditions that promote and celebrate DE&I through a worldwide network of local ambassadors. We also know that our broad diversity means that we are more competitive and better able to grow as a company, as #OneTeam.



Environment & Local Communities

All businesses have an impact on the environment, which is why it's important to conserve natural resources through local initiatives such as recycling and using renewable energy sources. We also have a responsibility to the local communities where we operate and our wider society – whether that's getting involved with educational programs or supporting charities and good causes.



Employee Rights & Fair Working Conditions

Respecting and ensuring the rights of our team members, while adhering to local legal environments, is the natural basis of our approach to people management. We act based on shared values such as dignity, fairness, equality, respect and independence. Fair working conditions include physical aspects and everyone's legal rights.



Wellbeing & Resiliency

Majorel has a responsibility to all our team members. To provide an environment that drives a culture of Wellbeing and Resiliency. That is accessible to all, and meets the standards set out in our roadmap. We have adapted our roadmap to create a sense of belonging that fits across many different cultures. We continue to evolve and develop our approach in an ever-changing market. We have established special support structures for our people in the demanding roles in Content Services, Trust & Safety, as they continue to help make community safer for us all.



Corporate Citizenship

Our work makes a tangible and positive impact on our society. We are a key purchaser of local products and services, and many of the CX services we deliver are essential to the day-to-day lives of millions of citizens across the world – especially during the ongoing pandemic. Therefore, Majorel's continuing economic success and geographic expansion drive a positive societal impact while, at the same time, delivering value for our shareholders.



Governance, Compliance & Control



Our CR Strategy: defined and focused continued

Our global CR network

Our global CR strategy and CR activities are led by our EVP Corporate HR & ESG and supported by a dedicated core team of more than 25 experts across the world. They are complemented by teams of motivated volunteers at every location.

The CR organization has a direct reporting line to our CEO. Global working groups provide a platform to discuss and approve CR initiatives across all five of our strategic pillars, as well as to evaluate and update the organization’s stakeholder structure on a regular basis.

Contributing to the Sustainable Development Goals (SDGs)

The Sustainable Development Goals are a set of 17 interconnected global goals that aim to create a “blueprint for a better and more sustainable future for all”.

The goals were created by the United Nations General Assembly (UNGA) in 2015, with the aim of achieving them by 2030. They were conceived as part of the post-development agenda to replace the Millennium Development Goals, which expired in 2015.

At Majorel, we not only support the SDGs but believe that aligning with them is necessary for the smooth operation of our business. The internal initiatives, policies, business activities and external engagements we describe in this report demonstrate Majorel’s commitment to the goals.

Majorel is also a signatory to the UN Global Compact.

Global Employee Survey 2022

In November 2022, we carried out our annual global employee survey. This year, we partnered with “Great Place to Work” (GPTW) for the first time and were particularly proud to have achieved GPTW certification status in 26 of the 38 participating countries in 2023.

In particular, we achieved high scores for being a very diverse and fair organization, with a high sense of community. The global participation rate was 73%.





Diversity, Equity & Inclusion

We passionately believe that success comes from diversity. We celebrate our respective differences and strengths, seeing them as key ingredients of Majorel’s innovation and competitive edge.

By nurturing a climate of mutual respect and trust we create an environment where everyone feels valued, respected and included, and is treated fairly.

We are committed to promoting and encouraging Diversity, Equity & Inclusion (DE&I) and all the different ideas, perspectives and lived experiences that our team members bring to their work. It creates a broader, richer environment that empowers our people to be their authentic selves.



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Diversity, Equity, and Inclusion Charter

At Majorel, we believe that someone's individual characteristics fuel their innovation engine. This uniqueness is valued and is part of our competitive edge. By nurturing a climate of mutual respect and trust we are able to create an environment where everyone feels valued, respected, included, and is treated fairly.

We are committed to promoting and encouraging DE&I by cherishing the range of different ideas, perspectives and experiences of all of our team members. We believe this creates a broader, richer environment that empowers our people to be their authentic selves. This Charter provides a common framework for enhancing DE&I at Majorel. There are four guiding principles:

1. Sense of belonging

Our approach shows how important it is for our company culture to enhance our identity as #OneTeam, coming from all walks of life, bringing different stories and perspectives, but bound together by our shared values of creativity, excellence and respect.

2. Equal Opportunity

Everyone at Majorel is treated equally. It's about establishing fair and equitable HR processes and criteria based on performance, merit and values-fit - regardless of race, color, ethnicity, gender, culture, sexual orientation, age, religion or other personal characteristics. As part of our approach to Equity we also proactively provide career development opportunities to people from under-represented communities.

3. Empowerment

For us, empowerment starts with empathetic managers who can enact change. It is also the responsibility of everyone to realize their unique potential and contribution to our overall DEI culture. Simply put, to lead by example.

4. Inclusive workplace

At Majorel, everyone should feel embraced and supported. This includes ensuring a safe and collaborative work environment, taking into account the needs of our people, including listening and promoting social dialogue. We also aim to equip our offices to accommodate employees and visitors with special needs.

Our DE&I Charter

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Diversity, Equity & Inclusion continued



To earn the trust of our clients, colleagues, business partners and local communities, everyone at Majorel needs to act ethically and with total integrity. Every day.

Ratio of female employees

55%

Source: Majorel Global Employee Survey, November 2022.

Sustainable Development Goals (SDGs)
The SDGs that are particularly relevant to Diversity, Equity & Inclusion are:



We want to play a crucial part in fostering an inclusive environment and society. **SDG 5** seeks to achieve gender equality and to empower all women and girls. This goal is of great importance to Majorel, putting an end to all forms of discrimination and violence against female, and creating equal opportunities. We live and promote gender equality at Majorel and beyond.

As a global company we embrace the cultural differences that make our world richer by acting as a melting pot. We see a diverse staff mix as a positive advantage in providing high-quality services, and **SDG 10** is about reducing inequalities and so opening up opportunity.

Diversity
Creativity, innovation and Majorel’s long-term business success have always depended on the diversity of its workforce. In addition, Majorel’s Management Board has committed to increasing workforce diversity still further, at all levels and in all respects.

The CR organization is implementing a refined diversity strategy with the help of a company-wide working group. Three areas have been prioritized for 2022: gender, LGBTQI+ and disability. Other targets – and in certain cases, additional areas of focus – are set by our regional teams according to local circumstances.

DE&I and compliance
To earn the trust of our clients, colleagues, business partners and local communities, everyone at Majorel needs to act ethically and with total integrity. Every day.

Majorel’s value system includes social responsibility, as well as legal compliance and integrity in dealings with team members, clients, business partners and authorities. The Majorel Integrity & Compliance Program is based on relevant compliance management system standards and helps to mitigate risk in a variety of ways.

The Majorel Code of Conduct, risk analysis, compliance guidance, communication and training are all essential components.

In addition, case management and whistleblower systems, which allow not only team members but also third parties to report malfeasance in the corporation, are protected. Complementary regulations, policies and measures are also integral parts of our system.



Different activities are carried out locally during Pride month to celebrate and raise awareness on LGBTQI+ topics.



Diversity, Equity & Inclusion continued



Our employer brand, recruitment and inclusion

The recruiting process is the starting point for DE&I at Majorel. We make the following commitments:

- the hiring process is non-discriminatory and transparent.
- when creating our job descriptions, we carefully analyze potential conflicts of interest.
- if a conflict of interest is revealed, we have policies in place to resolve it.
- we adhere to hiring policies that protect the Company from discrimination.

- Majorel is building a women’s network to support women’s careers.
- as part of our impact sourcing strategy, we will expand our diversity initiatives.
- we are committed to providing equal opportunities for professional development and advancement regardless of age, gender or any other personal characteristic.
- we define goals for investment dedicated to training and development.

We support and encourage all our people so that they can achieve their full potential in a welcoming and accommodating environment. We seek to attract and then retain a skilled #OneTeam, and one that reflects the different cultures of our locations around the world.

We strive to: leverage our diversity to meet the equally diverse needs of our customers; be inventive and smart to maintain our competitive advantage; and further integrate DE&I values and behaviors company-wide and see even more progress.

What it means to Majorel in the long term:

- team members perform at a higher level when they feel valued, accepted and treated with respect.
- embedding the principles of DE&I enhances our reputation.
- leveraging diverse perspectives and characteristics brings out hidden skills and empowers team members to do their best work.
- we create a larger and more diverse pool of skills, and widen our attraction among potential recruits. This will maintain and strengthen our competitive advantage globally.



We seek to attract and then retain a skilled #OneTeam, and one that reflects the different cultures of our locations around the world.



Majorel’s tech-enabled, automated and global-to-local recruitment approach ensures highly efficient hiring as well as developing, retaining and promoting the right talent.



Diversity, Equity & Inclusion continued

The Majorel Impact Sourcing Standard

Impact sourcing plays an increasingly important part in our recruitment. It refers to reaching out to people who have limited prospects of formal employment due to disadvantaged circumstances.

This gives people who are otherwise talented and committed a first step onto a career ladder that leads to economic self-sufficiency through income growth, skills development and professional advancement.

As a socially responsible organization, we believe that the Majorel Impact Sourcing Standard not only benefits our business by providing access to a talented and motivated workforce, but also creates positive social and economic impacts in the communities where we operate.

Our impact sourcing guidelines outline our organizational commitment to hiring and training individuals from marginalized communities to provide them with sustainable employment opportunities. These guidelines define five impact sourcing steps and include a framework for implementation.

By prioritizing impact sourcing in our hiring practices, we not only seek to improve the lives of individuals and their families, but also to contribute to communities. Our commitment to impact sourcing is an essential part of our CR strategy, and we will continue to work towards creating more sustainable employment opportunities through these guidelines.



Our impact sourcing project with BSR continued in 2022, as we expanded the initiative and introduced the Majorel Impact Sourcing Standard throughout the organization. Through communication campaigns and dedicated informational workshops, we were able to highlight the significance of this transformative impact to our employment strategy. We have created a reporting framework to monitor our progress on bringing sustainable employment opportunities to disadvantaged workers globally.

We target the following impacts:

- impact sourcing opens up new sources of talent.
- we discover people with high levels of engagement, and attrition rates can also be lower.
- by offering good job opportunities to people who are vulnerable or marginalized, we play a valued role in bringing social and economic benefits to our host communities.
- we differentiate ourselves among clients and stakeholders as a partner who shares their commitment to inclusive employment and to the SDG of poverty alleviation.

Detroit at Work



Creating job opportunities in Detroit, Michigan USA – as a part of the Majorel Impact Sourcing Standard we partnered with organizations including Detroit at Work, disability advocacy associations, and employment agencies specializing in placements for underrepresented populations.

Helping to build digital talent in Africa



Majorel is a founding member of Digital Skills Accelerator Africa (DSAA), which creates sustainable job opportunities for disadvantaged groups such as women and people with disabilities. Recognizing that Africa has a immense potential to deliver excellent digital services for the international market and this unique initiative is an important step forward.



Our commitment to impact sourcing gives people a first step onto a career ladder that leads to economic self-sufficiency.



Diversity, Equity & Inclusion continued

Equal opportunities

We know first-hand that a more diverse workforce creates a great place to work, makes us more competitive, and allows us to grow as #OneTeam.

Our goal is to empower people by respecting, valuing, and celebrating every type of difference, be that age, gender, ethnicity, religion, belief, physical abilities, sexual orientation, education, socioeconomic group or national origin.

For us, inclusion means giving everyone at Majorel an equal opportunity to succeed. Indeed, this is something we actively measure as part of our review of milestones achieved, we establish region-specific KPIs and indicators for meeting equality expectations and use quantitative KPIs to monitor success globally. Every leader promotes goal achievement in his or her own area, and to achieve it everyone must pull together.

Additionally, Majorel is committed to a diversity framework. This involves addressing specific diversity aspects relevant to the Company, such as nationality, age, gender, education and professional background.

In addition, we are aware of our social and societal responsibility to advance the goals of DE&I. Therefore, we:

- 1. do not tolerate sexual harassment, bullying, intimidation or abuse of power.
- 2. do not allow any type of discrimination, whether based on ethnic origin, race, nationality, gender, pregnancy or parenthood, marital status, age, disability, religion or belief, gender identity or sexual orientation.
- 3. provide an equal opportunity workplace for everyone.
- 4. take care to provide accessible workplaces and implement measures to welcome people with disabilities.
- 5. foster a work environment that values collaboration and commitment and shows appreciation for all team members.
- 6. respect every team member in accordance with our defined core values.
- 7. handle conflicts and disagreements fairly.
- 8. enable anyone to report, discreetly or anonymously, anything they feel isn't right through our "Speak Up" initiative.



Peru Feel Good Mind – DE&I development course for leaders.



For us, inclusion means giving everyone at Majorel an equal opportunity to succeed.

We Are One



In 2022, as an expansion of our We Are One internal communications campaign, we launched the We Are One DE&I Sessions. These monthly workshops focus on a different DE&I related topic each month and are open to all to attend. The sessions have featured topics such as Inclusive Communication, Cultural Competency, and Allyship in the Workplace. The series has also had local sessions with a focus on Pride Month and Mental Health Awareness activities.



Diversity, Equity & Inclusion continued



In 2022 we put a spotlight on different women leaders in Majorel through the Leadership Lean-in global sessions. Workshops held have included sessions on Effective Communication, Confronting Imposter Syndrome, Stress and Energy Management, and a special session for International Women’s Day.

Women at Majorel

At the close of 2022, more than 55% of our total workforce were women. Women also accounted for 49% of our management positions¹.

To help us achieve it, we have accelerated the Majorel Women’s Leadership Program. This began as a regional initiative and has since spread globally.

The aim now is to expand the program to serve as a global Employee Resource Group (ERG) which provides coaching, mentoring, networking and professional development opportunities for all women at Majorel.

LGBTQI+

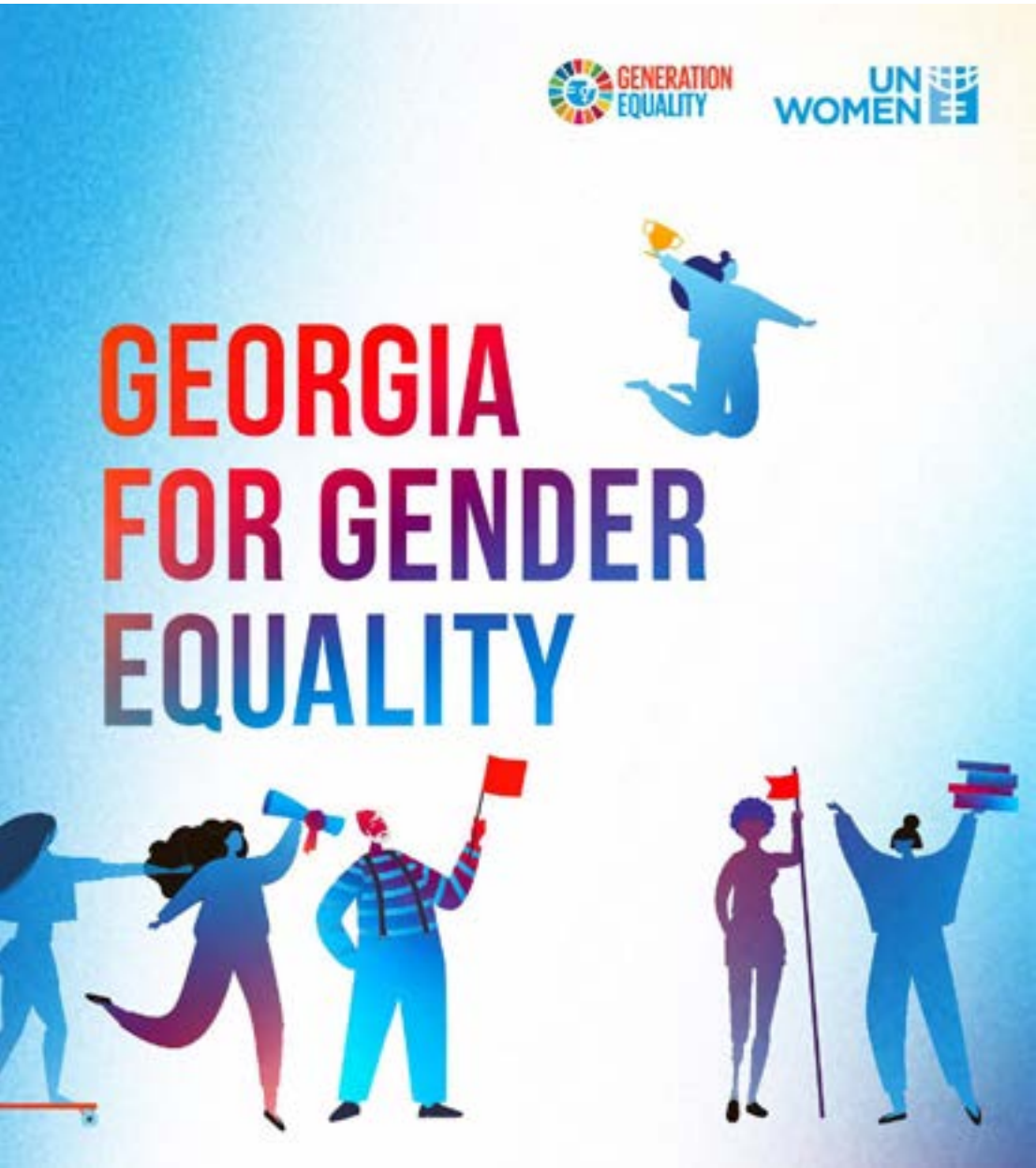
Majorel has a thriving LGBTQI+ community, with local groups at many of its locations worldwide. To build on their success, we will continue to support these local groups and offer more global workshops and training on inclusivity to further promote an open and creative work environment for all of our team members, regardless of their actual or perceived sexual orientation, gender identity or expression (SOGIE).

We have made a very clear commitment to promote and celebrate diversity globally, which means we are always there to support them.

People with disabilities

Our team members globally include a meaningful representation of individuals with disabilities, and we’ve taken strides by implementing equity programs to extend an even warmer welcome to more people within this community. This is an important part of our global impact sourcing approach.

The increase in working from home, using Majorel Anywhere, is an important driver in attracting talent from this community, which offers a huge pool of untapped potential.



In 2022, Majorel Georgia partnered up with UN Women and Generation Equality to stand for women and equality of opportunities.

¹ All managers from team lead to leadership team according to Global Employees Survey 2022



Environment & Local Communities

01. Environment

Majorel continues to focus on its impact on the environment and local communities. We strive to make our business evermore sustainable, both socially and environmentally. We see environmental risks, climate risks, and inadequate social standards as wrongs we want to make right. Majorel is committed to reducing environmental impacts due to emissions from its commercial activities.

Environmental responsibility and compliance

Like all businesses, we cause emissions to the environment, both directly and indirectly. Majorel's main environmental impact is Greenhouse Gas (GHG) emissions due to the energy and resources we consume, the IT technology we procure, the distances our team members commute to work, and our business travel.

Recording and evaluating impacts along the value chain is an important part of Majorel's environmental monitoring. By continuing to gain greater visibility, in cooperation with our business partners, we become more effective in identifying and minimizing negative impacts.

As a listed company, Majorel also aims to meet the increasing information requirements of its clients, partners, and stakeholders.

We meet local environmental standards as a company and encourage every team member to regard protecting the environment as their individual responsibility. Naturally, Majorel has active programs to recycle, to switch off, or power down anything electrical when it isn't being used, and to structure our systems to work digitally, rather than on paper.

CSRD

In January 2023 the EU Corporate Sustainability Directive (CSRD¹) came into force. The CSRD requires companies to report on how their activities impact people and the environment.

The CSRD will apply for the first time for Financial Year 2024 (reporting in 2025) and at Majorel we are currently reviewing and assessing all elements of the Directive and preparing for the 2024 financial year.



1 https://finance.ec.europa.eu/capital-markets-union-and-financial-markets/company-reporting-and-auditing/company-reporting/corporate-sustainability-reporting_en



Environment & Local Communities continued

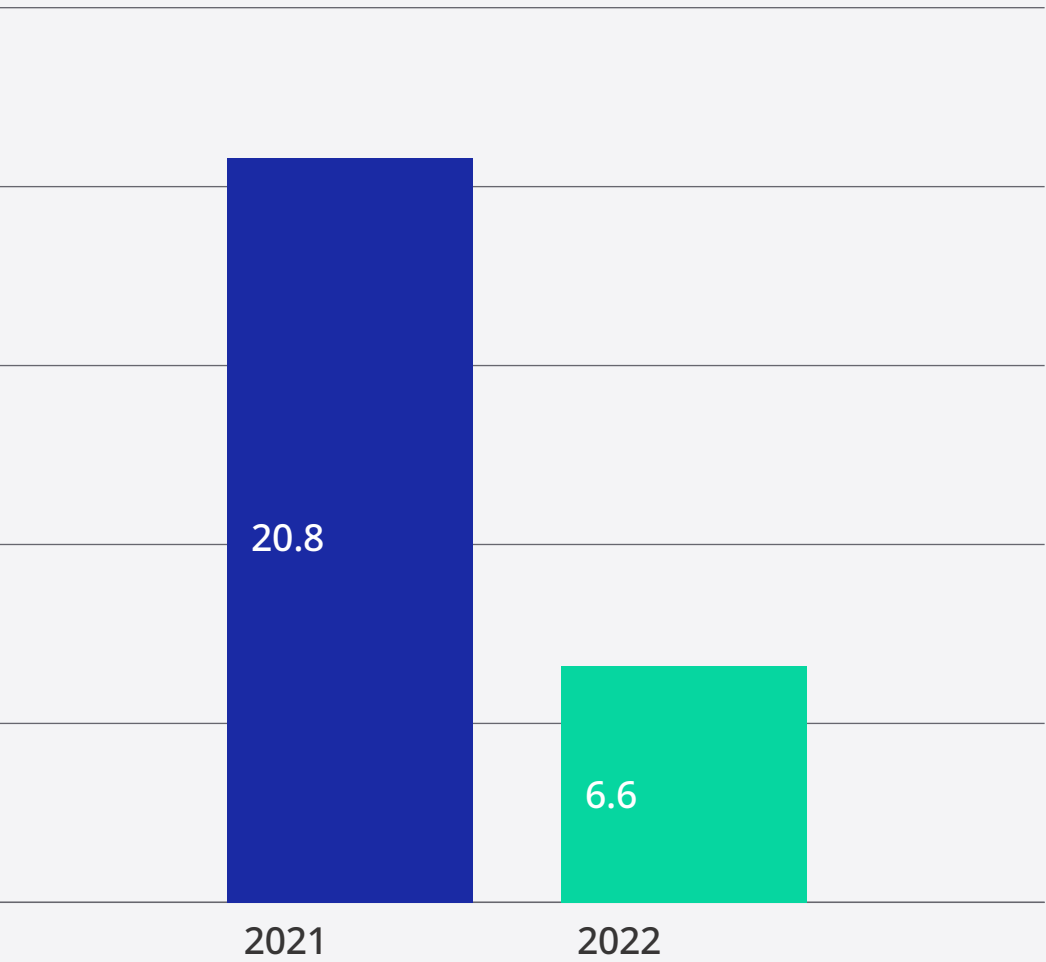
Reducing emissions

Majorel has stated goals for reducing direct and indirect emissions from its business activities in the short, medium, and long term, always in compliance with the relevant international requirements (for example: the GHG Protocol, GRI and ISO 50001).

We have divided our action plan into three steps:

First step target

Reduction of Scope 1 & 2 GHG
ktCO₂



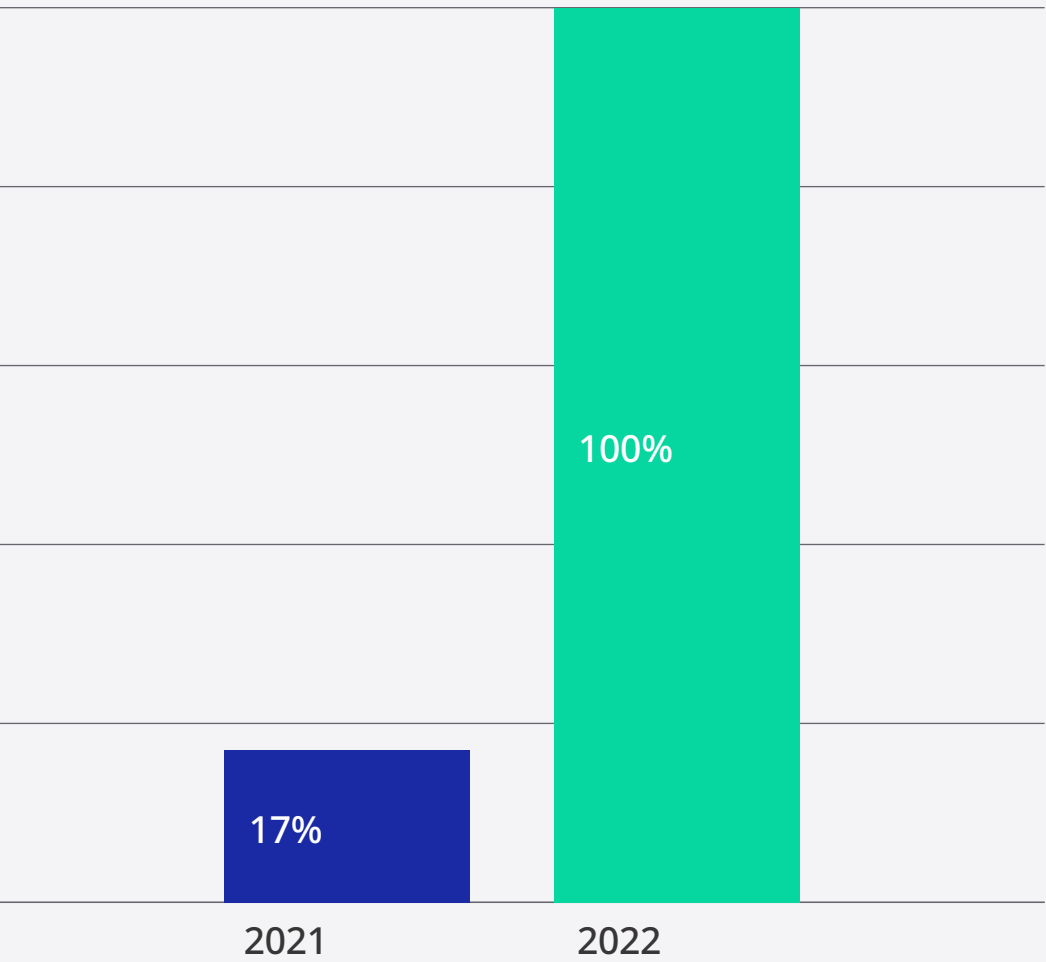
Majorel’s **first step target** was to reduce Scope 1 and 2 greenhouse gas (GHG) emissions by 50% by the end of 2022. This reduction equates to 17,022 tCO₂e annually, using 2019 as our baseline year.

We are pleased to say this target has been achieved and our Scope 1 and 2 GHG emissions for 2022 total 6.6 ktCO₂e, a reduction of 80% (27.4 ktCO₂e) from our baseline 2019 figures.

Majorel has met this target by fully transitioning all its electricity consumption to a renewable source in 2022. This was achieved with a combination of direct renewable electricity supply and by purchasing indirect supply using Energy Attribute Certificates (EACs). These EACs are internationally recognized, tradable and market based and include; Guarantees of Origin (GO), International Renewable Energy Certificates (I-RECs), J-Credits (Japan), and Renewable Energy Certificates (RECs).

Second step target

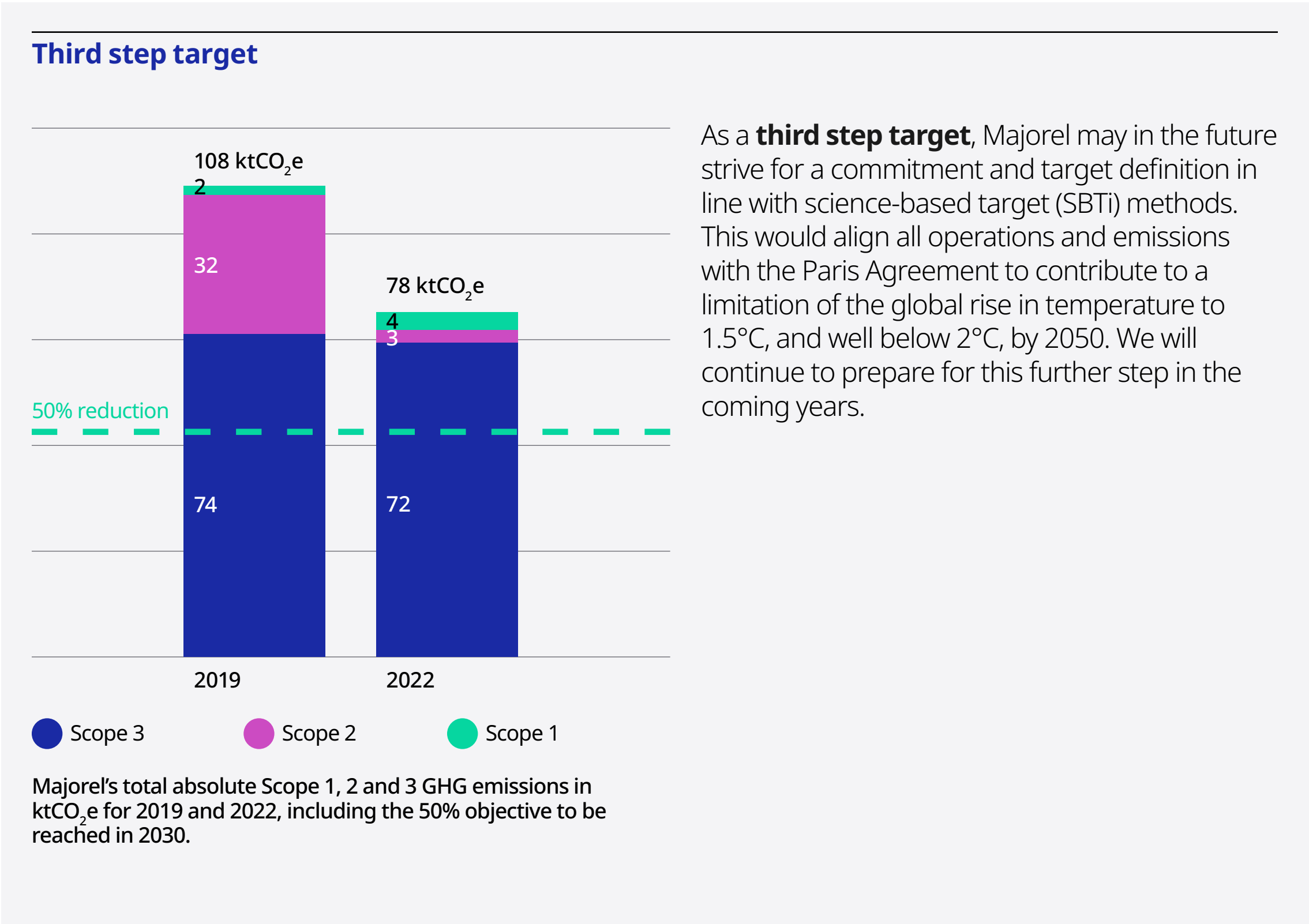
Share of renewable electricity (incl. EACs)
%



Majorel’s **second step target** is to further increase the use of direct renewable electricity supply at its locations. As the market for renewable tariffs matures, Majorel will encourage all sites to switch to a direct renewable electricity supply, reducing the necessity for EACs. In 2022, 22% of our direct electricity consumption was from a direct renewable supply, up from 1% in 2019. This includes 28 locations in Germany, Spain, Ireland, Italy and Poland (18 in 2021). Including EACs, the share of renewable electricity supply globally was 100% in the year 2022.



Environment & Local Communities continued



In order to more accurately show Majorel's continued efforts to reduce emissions while expanding our business, our data is presented both in absolute terms (i.e. ktCO₂e), and relative terms in relation to the number of employees (i.e. ktCO₂e per team member/TM). To put this in perspective, we have reduced our absolute GHGs by 27%, while our employee numbers have risen by 61%.



Recording and evaluating impacts along the value chain is an important part of Majorel's environmental monitoring. By continuing to gain greater visibility, in cooperation with our business partners, we become more effective in identifying and minimizing negative impacts.



Environment & Local Communities continued

GHG protocol CO₂ emissions of Scope1, 2, and 3 in 2019-2022

	Absolute GHG Emissions (ktCO ₂ e)				% change	
	2019	2020	2021	2022	2022 vs 2021	2022 vs 2019
Scope 1						
Stationary fuels	0.9	0.8	0.8	0.7	-7%	-16%
Company vehicles	1.1	0.8	1.0	1.0	0%	-9%
Refrigerant leakage	0.5	0.5	1.2	2.0	76%	298%
Total Scope 1	2.4	2.1	2.9	3.7	28%	52%
Scope 2						
Electricity	27.4	24.8	16.0	0.0	-100%	-100%
Heat	4.2	2.3	2.0	2.9	44%	-31%
Total Scope 1	31.6	27.0	18.0	2.9	-83%	-90%
TOTAL SCOPES 1+2	34.0	29.1	20.8	6.6	-68%	-80%
Scope 3						
Employee commuting	45.7	32.3	20.6	40.4	95%	-11%
Business travel	16.1	2.2	1.7	6.3	280%	-60%
IT Devices	5.1	5.7	12.6	23.4	84%	361%
Office Paper	0.13	0.10	0.10	0.13	30%	0%
Other (Waste and energy related)	5.2	4.0	5.2	1.3	-75%	-75%
Products	1.6	1.4	0.0	0.0	-	-100%
Total Scope 1	73.8	45.7	40.2	71.5	77%	-3%
TOTAL SCOPES 1+2+3	107.8	74.8	61.1	78.1	27%	-27%

Relative GHG Emissions (ktCO ₂ e per thousand TM)				% change	
2019	2020	2021	2022	2022 vs 2021	2022 vs 2019
0.017	0.014	0.012	0.009	-25%	-47%
0.022	0.015	0.015	0.012	-20%	-45%
0.010	0.009	0.018	0.026	44%	160%
0.050	0.039	0.045	0.047	4%	-6%
0.571	0.462	0.250	0	-100%	-100%
0.087	0.042	0.031	0.037	19%	-57%
0.658	0.504	0.281	0.037	-86%	-94%
0.708	0.543	0.326	0.085	-73%	-87%
0.951	0.602	0.323	0.522	61%	-45%
0.334	0.041	0.026	0.081	211%	-75%
0.105	0.107	0.198	0.302	52%	187%
0.002	0.001	0.001	0.001	0%	-50%
0.108	0.073	0.081	0.016	-80%	-85%
0.033	0.026	0.000	0.000	-	-100%
1.536	0.853	0.631	0.925	46%	-39%
2.245	1.396	0.957	1.010	5%	-55%

Notes:

Refrigerant losses: The earthquake in Türkiye in 2022 meant that there were some minor reporting variances regarding refrigerant losses. The absolute value in ktCO₂e continues to be low; we fully expect this figure to reduce in 2023.

IT Devices: Majorel continues to expand its business, onboarding new team members, as well as providing its workforce with up-to-date equipment to facilitate the hybrid working model.

Team Members (TM) are defined as people employed full-time/part-time directly by Majorel, excluding temporary workers and contractors, calculated on the monthly average from December 2022 to November 2023.

For a detailed breakdown of our CO₂ emission tracking, recycling, waste and water performance for 2019-22, please contact corporate.responsibility@majorel.com



Environment & Local Communities continued

CO₂ emission tracking

Since 2019, Majorel has been using a global reporting and energy data management solution to track CO₂e emissions. These emissions are the basis for environmental reporting, and all significant GHG emissions under the GHG protocol headings of Scope 1, 2, and 3 are collected annually worldwide.

In 2022 Majorel's Scope 1 and 2 emissions, which include electricity, heat, and mobile and stationary fuels, totaled 6.6 ktCO₂e, a decrease of 80% (27.4 ktCO₂e) compared to 2019. This was driven by our transition to 100% renewable electricity in 2022. In relative terms, ktCO₂e per thousand TM reduced by 87% from 0.708 to 0.085.

Majorel's electricity consumption in 2022 was 59.4 thousand MWh, which is a decrease in absolute terms of 13% (9.5 thousand MWh) compared to 2019. However, the relative decrease in thousands MWh per thousand TM is 46% since 2019. The largest part of this decrease can be explained by the move to work from home and hybrid working at many of Majorel's sites since 2019.

Majorel's Scope 3 emissions, which includes business travel and commuting, totaled 71.5 ktCO₂e in 2022, a 3% (2.3 ktCO₂e) decrease on 2019. In relative terms, due to the expansion of Majorel and the increase in our workforce since 2019, the ktCO₂e per thousand employees for Scope 3 emissions has reduced by 39% from 1.536 to 0.925 in 2022.

Now that Majorel has decreased our Scope 1 and 2 emissions significantly and moved to 100% renewable electricity, our focus moves to behavioral measures and initiatives that will further reduce our CO₂e emissions. In 2022 we have seen an increase in absolute and relative terms for both business travel and employee commuting compared to 2021, however we remain below our 2019 levels. This is in large part due to previous worldwide restrictions on travel being lifted and the partial return of the workforce to the office. Majorel will continue to employ a hybrid working model for its employees, with a mix of remote working and working from the office as business needs allow, including the opening of fully remote Majorel hubs (for example in Greece) and the further development of the Majorel Anywhere program.

We will also continue to build on the lessons learnt in the last three years regarding the frequency of in-person meetings, the increased use of video-conferencing facilities and greener travel options for intra-continental trips.

Figure 1
Electricity
MWh per TM

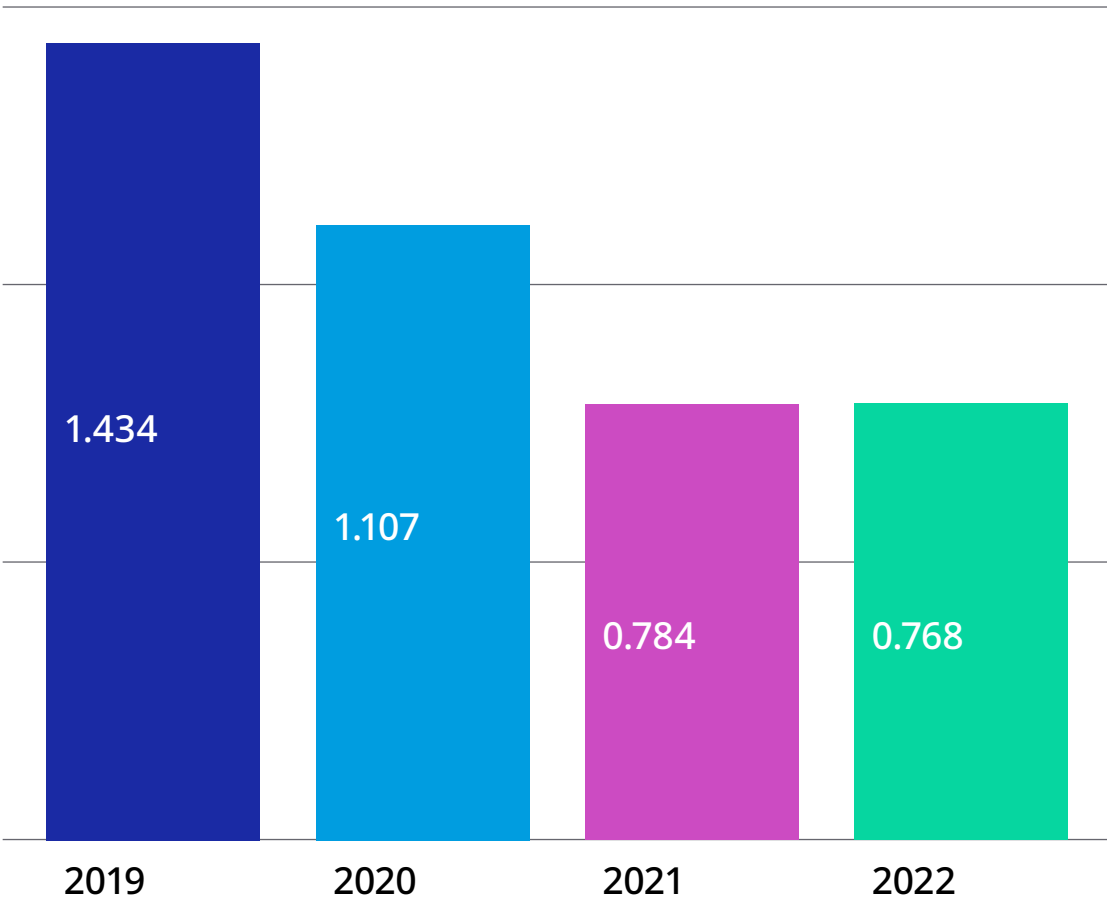


Figure 1 shows the relative electricity consumption in MWh per thousand TM from 2019 to 2022.

Figure 2
Scope 3 Emissions
ktCO₂e per thousand TM

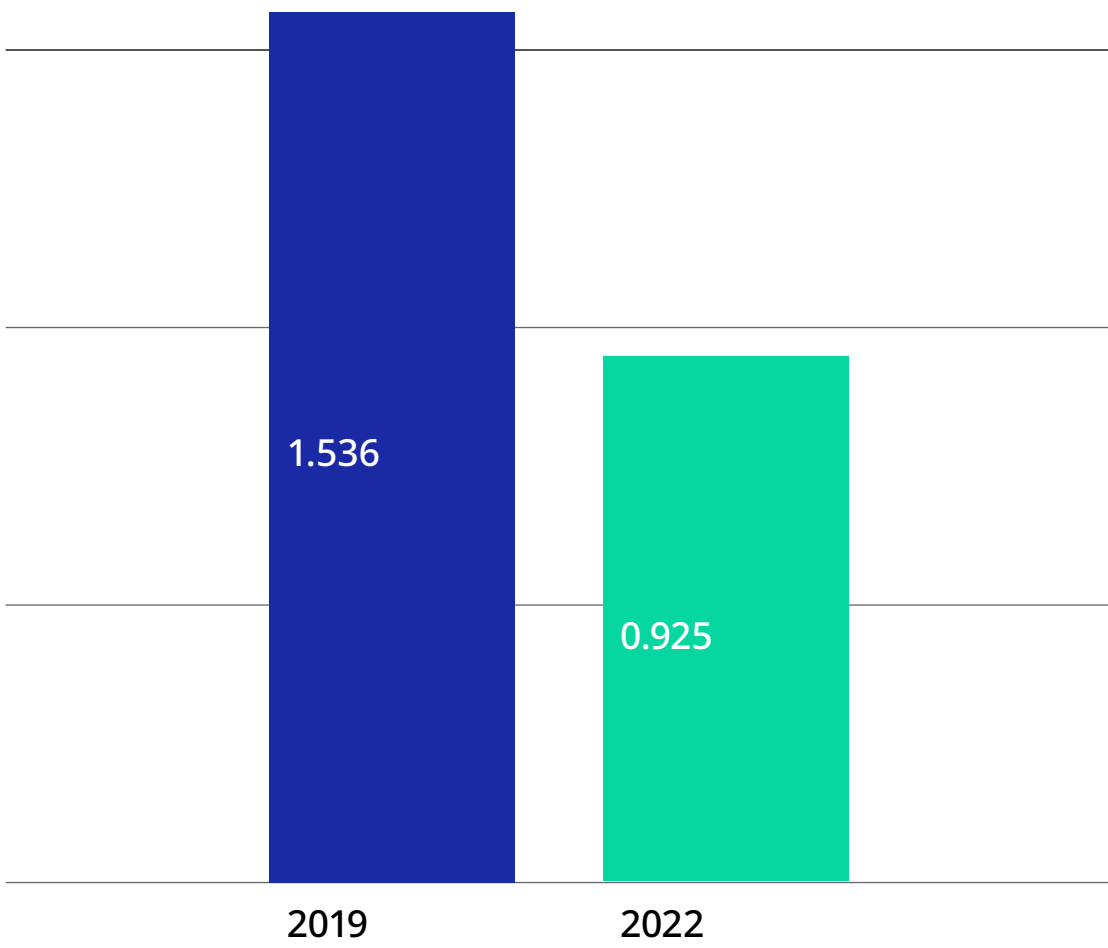


Figure 2 shows the relative ktCO₂e per thousand TM for Scope 3 in 2019 and 2022.



Environment & Local Communities continued

Recycling, waste and water

At Majorel we try to minimize our use of materials, but where waste is unavoidable, we encourage our team members to take every opportunity to use the recycling facilities we provide. We encourage our locations to think of the three “R’s” – Reduce, Reuse, Recycle.

Reducing waste is the first step; one example of this is a 40% reduction in kgs of paper per TM (2.6 kgs/TM in 2019 to 1.6 kgs/TM in 2022). This has been achieved through our digital working strategy, including the use of online contract management platforms for intercompany and employee contracts.

Another example of reducing waste is through the reduction in our reliance on single use plastics and cardboard by removing them from some locations and providing employees with “keep cups” and water bottles.

Waste sent to landfill reduced by 45% per TM from 2019 to 2022. The percentage of all waste sent to be recycled in 2022 was 28% (43% in 2019) – however this figure does not take into account the efforts made to reduce the generation of waste at our locations.

There was a reduction of 32% in the volume of water used per TM since 2019, largely driven by the move to hybrid working. We encourage our employees not to be wasteful with water and ask that sites keep their plumbing systems well maintained to reduce leaks.

Increasing awareness and changing behavior

We are establishing goals to become a front runner in saving energy, reducing emissions by limiting consumption, and generally becoming a more environmentally conscious company.

In addition to our successful transition to 100% renewable electricity, we will focus on behavioral measures that will further reduce our CO₂e emissions:

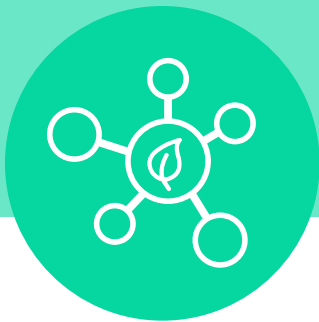
- 1. Ongoing focus on our ISO 50001 energy management system at our EU locations, to help drive down energy demand and develop good practices.
- 2. Updating the Majorel Energy Policy and implement sustainable procurement guidelines regarding energy efficient IT equipment and LED lighting.
- 3. Providing assistance and training to local and global contact partners, in support of Majorel’s continuous data collection process and assessment of progress towards our internal and external KPIs.
- 4. Increase awareness around environment conscious behaviors of employees worldwide by developing regular campaigns and communications. Recognize and promote local “Green” initiatives.



We run many local sustainability initiatives worldwide. In 2022, Our Green Patrol Club in Georgia had a special focus on recycling – collecting more than 10,000 plastic bottles. In partnership with a local environmental solutions provider, the plastic was recycled into phone chargers which were given as gifts to our team members.



We are establishing goals to become a front runner in saving energy, reducing emissions by limiting consumption, and generally becoming a more environmentally conscious company.



Environment & Local Communities continued

Some highlights of “Green” initiatives in 2022 include:



Majorel China switched, where possible, to LED lights in the office, which can save up to 40% of electricity consumption compared with regular lights.



We continue to promote a waste sorting and recycling culture and increase employee awareness through locally targeted campaigns and initiatives.



Team members from different locations planted more than 1,500 trees in 2022 through Majorel CR initiatives.



Teams in Majorel Egypt, Morocco and Georgia volunteered to clean different outdoor locations, such as forests or beaches.

Energy management system – ISO 50001

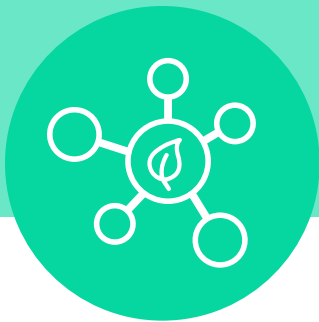
Our long-term goal is to minimize our energy usage and CO₂e emissions in a sustainable manner, while adhering to all relevant energy-related legal obligations.

To this end, we have implemented a comprehensive energy management system to embed our energy policy across our EU locations. This has been certified to the internationally recognized ISO 50001, a voluntary standard that specifies what a company must do to design, implement and maintain an effective energy management system. It enables an organization to follow a systematic approach for achieving continuous improvement in energy performance.

In 2022 we successfully completed a maintenance audit for ISO 50001, onboarding 7 new locations, increasing the total to 61. The certificate remains in place for these sites until December 2024.

Just as the standard requires the continuous focus of team members, it also requires Majorel's management to lead and support those teams to achieve the standard and create an ever-improving environment for energy efficiency.





Environment & Local Communities continued

02. Local communities

Our sites across the world are deeply rooted in their local communities, and our team members are passionate about making a positive contribution whenever and wherever they can.

Their proactive support often goes hand-in-hand with our global impact sourcing programs, our DE&I or Feel Good activities and includes volunteering, fundraising and donations.

We encourage our local teams to give back through various forms or programs varying from education to animal warfare or heath, but also to have a flexible set up to allow us to offer support and have a positive impact also in unexpected situations.

Supporting our Ukrainian team members in neighboring countries

In the face of the ongoing war in Ukraine, our teams are stepping up efforts to support the people of Ukraine. In addition to helping our team members affected by the crisis, Majorel made donations to humanitarian non-profit organizations. Our teams took immediate actions to provide financial and humanitarian resources to the people affected by the war.

To effectively coordinate our support, we have established a Ukraine Support Group, which involves our regional HR and operational managers.



The Majorel teams raised funds, and donated food, clothes, and first aid necessities.





Environment & Local Communities continued

We take the same tailored approach to our CR initiatives targeting the local communities and try to have a community-by-community approach to ensure that our impact truly addresses a local challenge, and the support is given on current needs. In 2022 our local social initiatives were in a big percentage dedicated to supporting education and developing talent, especially in the locations where we operate, but not limited to. Other programs included initiatives about the environment, animal warfare, and different sponsorships or donations to a variety of local NGO's. Here are some highlights on educational activities carried out in 2022 to support education and talent development:

- 1. **Project PEARLS' and project CHLEK**, at Majorel Philippines: scholarship grants and educational resources such as school materials, transportation, clothing and meals. In 2022 we supported 219 students.
- 2. **The Majorel Armenia** team visited the small border village of Vahan and sponsored the schoolchildren affected by the recent military conflict in the area with necessary school supplies.
- 3. **Majorel Georgia** funded a local charity organization, 'Supergmiri', with the necessary inventory and learning courses for 10 beneficiaries. In the same year, Majorel Georgia launched **Majorel Academy**, where local young people can learn German free of charge. Academy has a quota for women, mainly single mothers, and socially vulnerable individuals. The local team has also provided support to the International German School for their Digitalization Project.
- 4. **Majorel Poland** raised money to buy the equipment needed to conduct workshops for people with disabilities for The Great Orchestra of Christmas Charity associations in Poznan.
- 5. **Majorel Egypt** team members volunteered to visit and offer help for a day the Ahl Masr hospital. They also brought donations, such as school bags, to 200 of the most impoverished families.



1. Majorel Philippines



2. Majorel Armenia



3. Majorel Georgia



4. Majorel Poland



Environment & Local Communities continued



Phonedation – for a better tomorrow

Raising awareness around environmental issues and encouraging team members to take action, at Phonedation we organized a tree planting day in a farm near the Casablanca region in Morocco (in partnership with Bahri). The action mobilized more than forty volunteers, who planted over 1000 trees in that day only and that will hopefully generate around 3,000 kg of sequestered CO₂. This action was also the opportunity for volunteers to see the result of their previous plantations back in 2021.



Sustainable Development Goals (SDGs)

Two SDGs are particularly relevant to our activities regarding the environment and local communities:



SDG 7 aims to ensure access to affordable, reliable, sustainable and modern energy for all. Majorel addresses this goal by significantly boosting our use of renewable energy, as well as driving up energy efficiency.

SDG 13 highlights the need to take urgent action to tackle climate change and its impacts. This includes improving resilience, and being able to adapt to climate-related threats and natural disasters, by defining climate change measures and raising environmental awareness internally.



Employee Rights and Fair Working Conditions

Our approach to HR management is based on respecting and guaranteeing the rights of our team members, and on local legal frameworks. We work according to common principles of dignity, justice, equality, respect and autonomy. Creating fair working conditions must include the legal rights of our team members, our respect for human rights and a non-discriminatory environment.



“ Our team members’ talent and passion for delivering amazing CX is the key to our continuing success. One of our primary goals is to nurture and take care of them, and Majorel’s Employee Rights & Fair Working Conditions Policy is an expression of our strong commitment to that important responsibility.

Olaf Steger
Executive Vice President Corporate HR & ESG

Given our global scope, the task of implementing strategy and operational business responsibilities are generally devolved to our local business entities.

Our approach is captured in the Majorel Employee Rights & Fair Working Conditions Policy.

The eight principles below consolidate Majorel's ethical standards on working conditions. They reflect the company's core values, and lay the groundwork for the Policy.

We are aware of our social and societal responsibility to advance the goals of DE&I. Therefore, we focus on eight areas:

- | | |
|----|---|
| 1. | Conditions of employment |
| 2. | Wages and salaries |
| 3. | Health and safety |
| 4. | Cooperative partnership |
| 5. | DE&I |
| 6. | Employee rights, employee voices & dialogue |
| 7. | W&R |
| 8. | Equal opportunities |

a. Fair working conditions
Majorel is responsible for providing fair working conditions and a healthy and safe working environment. We also expect the same across the whole value chain: our Supplier Code of Conduct specifies that Majorel's business partners must comply with legislative rules for fair working conditions and develop a structure that allows their team members to raise concerns freely and without fear of retaliation.

Compensation is an important aspect of Majorel's commitment to fair working conditions. We seek to ensure equal and fair pay for our team members.

Working with Majorel is also characterized by open and continuous dialogue between team members and management. On the one hand, we ensure that our team members at all levels get the feedback they need, through dedicated sessions and more formal reviews (such as a yearly performance appraisal, performance and development discussion, and bonus agreements). And, on the other hand, through mechanisms such as team forums and our Global Employee Survey, where team members can help to influence their working circumstances.

Furthermore, all team members have access to a variety of channels for sharing ideas and promoting shared causes, and they can express concerns through our compliance Speak Up Channel.



Employee Rights and Fair Working Conditions continued

b. Non-discrimination

At Majorel we regard a person's individual characteristics and differences as the fuel for innovation, and their uniqueness should be valued. We work hard to embed this principle in our management practices, and our fight against discrimination takes many forms. It is present when we ensure fairness in performance evaluations and recognition, and when we work on gender equality through career development support and the access to decision-making positions. Recognizing the importance of the generations to come, we are also committed to supporting the professional placement of young people by providing pre-employment internships and by recruiting new graduates.

To ensure non-discriminatory behavior among staff and towards third parties, we define discrimination and harassment, and how to address it. This includes:

- 1. promoting a work environment characterized by integrity, tolerance, and mutual respect that recognizes the value and dignity of every individual. Sexual harassment, bullying, intimidation and abuse of power have no place at Majorel.
- 2. forbidding any discriminatory behavior on the basis of ethnic origin, race, nationality, gender, pregnancy or parenthood, marital status, age, disability, religion or belief, gender identity or sexual orientation. This approach ensures that all leadership-related decisions, for example recruitment, promotion, and disciplinary measures, are made without discrimination.

- 3. developing measures and activities to address the inclusion of people with disabilities and the creation of solutions for barrier-free workplaces.
- 4. creating a work environment based on collaboration, engagement and appreciation for everyone in the company.

c. Creating the best home for talent

We want to be a responsible and attractive employer to both current and potential team members across all our locations. Simply put, we work to create the best home for talent. As a services company, it is our team members who make successful customer experience possible. We invest in their training and further education; maintain a cooperative, results-oriented dynamic; and inspire a positive corporate culture and a healthy and safe work environment.

In essence, an attractive place to work is founded on four core principles:

- Respect and dignity
- Equal opportunities and competitive rewards
- A safe and healthy workplace
- Employee data protection

Our outstanding working environment is well-recognized among our team members, and this motivates them achieve high levels of performance and engagement. And we continuously build on these strong foundations: for example, by enhancing Majorel Anywhere (our working from home technology), and our focus on DE&I, wellbeing and personal development. These and other factors are key assets

in ensuring that Majorel continues to attract the very best talent.

d. Key HR management aspects

- Key principles for our human resources management are:
- guaranteed equal opportunities.
 - implementation of local labor legislation standards in all countries.
 - implementation of a global recruitment strategy to provide equitable hiring opportunities.
 - creating plans for global learning and development.

e. Respect for Human Rights

Majorel is committed to respecting and defending human rights and our goal is to eradicate abuse.

This also means recognizing that our responsibilities extend internally and externally. The Majorel Code of Conduct and the Supplier Code of Conduct both specifically state that human rights must be respected throughout the value chain. These rights include a ban on child and forced labor, and confirmation of the right to freedom of organization and collective bargaining. No prohibited activity is tolerated.

Employees and third parties can report violations to Majorel through our compliance management system.

Majorel complies with the Universal Declaration of Human Rights, the United Nations Global Compact,

the United Nations Guiding Principles on Business and Human Rights, and the International Labor Organization's core labor standards.

Sustainable Development Goals (SDGs)

The SDGs of particular relevance to Employee Rights & Fair Working Conditions are:



Majorel is committed to contribute to reducing poverty as outlined in **SDG 1**. We recognize that poverty is a multi-faceted and complicated issue, rooted in a violation of basic human rights. As a result, respecting human rights, complying with the law and “doing no harm” are principles we ensure across our value chain.

With **SDG 4** we promote lifelong learning opportunities to our diverse workforce and ensure inclusive training to all our team members. By enforcing zero-tolerance child labor policies, both within our own operations and across the value chain, we are contributing to the 2030 target of ensuring that all girls and boys can complete free, equitable and high-quality primary and secondary education.



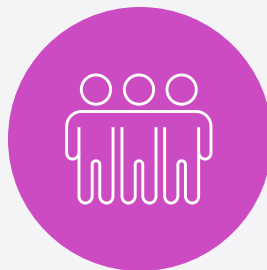
Wellbeing & Resiliency

Our team members’ wellbeing and resiliency (W&R) is a priority of our people strategy. We want them to feel comfortable and to be able to balance their work and personal lives.

Their physical and mental health is also an important part of our responsibility as an employer and our comprehensive W&R program ensures they receive appropriate care throughout their employment and, if needed, beyond.

This is especially true for our team members working in Content Services, Trust & Safety. Our W&R framework includes specialist training to help manage stress and build resilience, and our empathetic work environment includes psychological support on-site.

There are four building blocks to wellbeing and resiliency:



Community

The Majorel Feel Good program accompanies employees from hiring to leaving, and sometimes even afterwards. Professional onboarding training, and both one-on-one and team coaching, are integral parts. This global initiative empowers managers and teams to create custom wellbeing and engagement activities for their local team members. On-the-job tutoring and in-depth training ensure constant support and development of personal skills. We share our experiences internally, and indeed with our clients, to make wellbeing a priority at all locations and for all accounts.



Science

Our actions to improve W&R are based on current scientific research. We constantly keep abreast of scientific developments and refine our approaches accordingly. We also review and evaluate our programs together with our clients to ensure the excellence of our support for all team members.



Sharing experiences

As #OneTeam, we listen closely to our team members and participate in active exchanges. This means taking the feedback of our people into account and leveraging best practice; both are crucial in finding new ways to improve our programs. We are also heavily engaged with other networks, such as taking part in our clients’ international summits, and draw on cooperation between our own business functions including Operations, HR and Sales.



Framework for Trust & Safety moderators

We believe that W&R starts at the recruitment stage, with personal feedback through resilience assessments, coaching sessions and a supportive environment for our team members. We also provide a 24/7 Employee Assistance Program (EAP) in many countries, backed up by external counselors to provide immediate support if it’s needed. This support can continue as people move into different roles at Majorel, or even after they leave.



Wellbeing & Resiliency continued

Occupational health and safety

Majorel's target is to provide a healthy working environment, and one that avoids any health risks associated with the job. The measures we take include:

- implementing and following the local health and safety regulations to ensure ergonomic and healthy workplaces.
- availability of medical services by company doctors and 24/7 EAP hotlines.
- risk assessments and audits to identify and follow up on health and safety risks during work.
- incorporating specific COVID-19 measures.

Wellbeing & Resiliency

In 2022, our priority was on the return to normal working operations post COVID-19, this included ensuring we had a safe working environment where our team members could feel protected and supported whether working remotely or back in the office. We continued to monitor the regional regulations ensuring we had the most effective working environment.

Majorel continued to maintain a wide range of mental and physical health services globally including onsite/remote qualified counselor support, 24/7 EAP Hotlines, Resiliency testing at the point of hiring, along with a global and local strategic communication plan to engage our people with all the services and support available.

We also continue to develop our leadership teams on creating a culture of W&R, where they have access to training and skills to support their individual teams, and create a supportive environment.

To support our Content Services Trust & Safety business, we have set up a Global Steering Committee who are focused on delivering specific plans to meet the needs of these accounts, from initial hiring through to exit, given the sensitivity and content they work with.

The Global Steering committee meets monthly to review key indicators, market challenges and sharing of best practices and reports monthly to the Majorel leadership team on progress against its agreed roadmap.

Work-life balance for team members

We make it a priority to help our team members strike the best possible work-life balance. Different working hours, flexibility and working from home are all examples of this. Indeed, in many regions our team members can design their own working patterns from multiple employment models.

Sustainable Development Goals (SDGs)

The SDG of particular relevance to Wellbeing & Resiliency is:



We aim to promote healthy lives and wellbeing, both for our team members and the community. Through **SDG 3**, we play our part towards achieving universal health coverage, high-quality essential healthcare services, and access to safe, effective and affordable medicines and vaccines for all.

The support we give our employees and their families to lead healthy and happy lives is also a contribution to the prosperity of the societies in which we operate.

Keeping everyone globally connected



Creating a sense of community is an important element of W&R. We help everyone to keep globally connected through our regular live broadcast TV show – Majorel Live! It's open to all of our team members worldwide and, in addition to regular business updates with our global leaders, we also focus on CR topics – like “Break the Bias”, which was part of our Majorel Women initiative in 2022.



Wellbeing & Resiliency continued

The Majorel Feel Good program

The Majorel Feel Good program is specially designed to meet the support needs of our team members while promoting a work environment driven by our values: Creativity, Excellence and Respect. Designed as a bottom-up program, it empowers our people to create custom wellness and engagement initiatives. Through our local Feel Good communities we design wellbeing programs, employee support programs and engagement initiatives tailored to local needs and supported by a global framework. More than 160 ambassadors drive the global Feel Good Community and led more than 1,000 new initiatives in 2022.

These initiatives included actions to promote an active and healthy lifestyle, under the Feel Good Mind pillar, encouraging development through engaging sessions, intellectual games or by creating the right environment to foster collaboration and encourage knowledge sharing. Most activities in 2022 belonged in the Soul pillar, including internal art and cultural related events and activities along the active involvement with Feel Good Community (in line with Majorel's CR Local Community pillar, covered in this report).



The Majorel Feel Good program, first established in 2019, is especially designed to meet the support needs of our team members while promoting a work environment driven by our values – Creativity, Excellence and Respect.

Community	Establishing support networks.
Support	Supporting our team members in very practical ways – like relocation and healthcare.
Soul	Supporting our team members to look after their mental wellbeing.
Mind	Supporting our team members to develop personally and professionally.
Body	Supporting our team members to look after their physical wellbeing.
Area	Supporting our team members with the right working environment.



Initiatives
+1000

Majorel Feel Good

A Global purpose with a local focus and a growing footprint.





Wellbeing & Resiliency continued

See how we Feel Good around the world



Armenia – Feel Good Body – Volleyball



Estonia – Feel Good Soul – Creativity with pottery



Georgia – Feel Good Soul – Unlocking creativity with painting



Lithuania – Feel Good Body – Boxing Classes



North Macedonia – Feel Good Body – Hiking to Lesnica



Spain – Feel Good Body – Skating Lessons



Wellbeing & Resiliency continued

See how we Feel Good around the world continued



Colombia – Fruit Days in Barranquilla



Philippines – the “Battle of the Bands” at a Majorel event



India – Team member Badminton Championship



China – First Aid Feel Good workshop



Morocco – Gardening, pizza and arts workshops



Kenya – Teambuilding



Corporate Citizenship

At Majorel, we recognize the importance of being a responsible corporate citizen and understand that our daily operations have a significant and enduring influence on the communities in which we operate. Our commitment to corporate citizenship is evident through the various programs and initiatives we undertake, which contribute to the betterment of society as a whole.

Majorel’s ongoing success and geographic expansion not only drive a positive societal impact but also generate value for our shareholders. We take pride in creating shared value by leveraging our core competencies, resources, and expertise to foster social and economic development in the regions where we operate. Our efforts encompass a wide range of areas, including education, healthcare, environmental sustainability, and community engagement. Our dedicated team members contribute their time, skills, and passion to various volunteering and community outreach initiatives, further amplifying our positive impact.

Economic performance

Majorel operates globally, spanning key markets from East to West. We make a positive economic impact from more than 160 locations in 45 countries across five continents – for our team members, clients and other stakeholders.

As a socially responsible business, we offer safe, high-quality employment, which means good standards of living for our team members and a better quality of life for local communities.

We collaborate with various stakeholders, including local government, non-profit organizations, and community leaders, to identify and address pressing social challenges. We are also a significant purchaser of local products and services that bring direct benefits to local economies.

Delivering essential services

Many of the CX services we deliver are essential to the day-to-day lives of millions of citizens across the world – a fact brought into sharp focus during the COVID-19 pandemic.

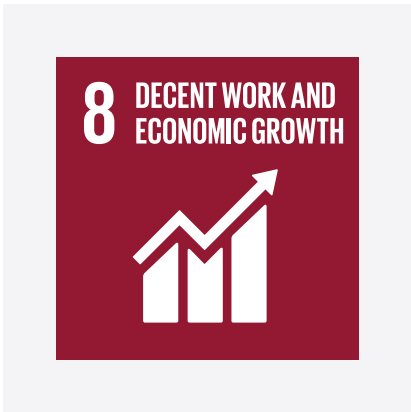
Behind the scenes, we support the everyday things we all take for granted – such as ordering a ride or chasing up a delivery. And we’re there for the bigger things as well, like helping to keep the internet a safe and compliant place. 24/7, our team members help to keep lives running.

Making a fair contribution

We believe that companies should make a fair contribution to society and help to fund the vital services that society needs. This is also the only way to achieve vital aspirations such as the Sustainable Development Goals.

Sustainable Development Goals (SDGs)

The SDG of particular relevance to Corporate Citizenship is:



Through our business model we contribute to **SDG 8** by promoting inclusive and sustainable economic growth, full and productive employment, and decent work in a good workplace environment.





Governance, Compliance & Control

Our economic success is built on the trust of our partners and stakeholders. We value and safeguard this trust through our company-wide principles of governance, compliance and control, which underpin of our CR program.



a. Business ethics/ethical business practices

Majorel is dedicated to ethical business standards that ensure integrity and honesty between the Company, its team members, its direct and indirect clients and suppliers.

The Majorel Code of Conduct

Acting with integrity brings respect to our everyday dealings with each other and our business partners, creating solid relationships based on mutual trust. Above all, we believe in the honesty and sincerity of our people.

The standards set out in the Code act as a compass for our people in navigating difficult situations. It is there to support our team and set the standards by which we operate. We also encourage our team members to use the Speak Up channel if things are not right.

In 2022, we reinforced the Code by holding dedicated training to raise staff awareness and their fundamental understanding of human rights. The contents of the Code of Conduct include:

- respect, trust and diversity at work.
- communities and the environment.
- data privacy and confidentiality.
- information security, protection and use of assets.
- honest and professional communication.
- anti-corruption and sanctions compliance.
- financial integrity.
- fair competition.
- ethical conduct of suppliers.
- "Speak Up" and whistleblowing.
- upholding Majorel's standards.

A copy of the Majorel Code of Conduct is available from www.majorel.com.

The Majorel Supplier Code of Conduct

We require our suppliers and contractors to adhere to our Supplier Code of Conduct and so demonstrate their commitment to ethical behavior. Team members responsible for procurement and purchasing at Majorel have a duty to find suppliers who do business responsibly, honestly, and who will not compromise our own internal standards.

The Supplier Code of Conduct mandates that all partners working with the Company follow strict compliance and ethical guidelines. Moreover, they must communicate these requirements to all third parties they employ on Majorel business across the value chain, such as subcontractors and contract workers. Majorel also expects suppliers to monitor compliance with the obligations contained in the code, which can be validated by audits carried out by Majorel. Our contracts contain a particular clause referring to our Supplier Code of Conduct.

As part of our commitment to international trade compliance, all our suppliers and contractors undergo due diligence assessments, which include checking their observation of foreign trade laws. This screening also ensures that our suppliers are not subject to any sanctions or appear on any blacklists.



The core values of Majorel's Code of Conduct honesty and ethical behavior. These permeate our daily interactions with one another and our business partners, resulting in strong, mutually trusting partnerships.



Governance, Compliance & Control continued



b. Transparency and reporting

Majorel's Management Board ensures that appropriate internal risk management and control systems are maintained and monitored. Internal Audit's role is to evaluate the design and operation of internal risk management and control systems. The Audit Committee, meanwhile, focuses on the effectiveness of those systems, and on the integrity and quality of financial reporting.



c. Risk management and quality

For further information, please see the dedicated section on Risk Management in Majorel's Annual Report.



d. Compliance management

Through clear and strict compliance structures, we make sure that we adhere to laws, standards and regulations throughout the Company. This also ensures we meet the growing demands of different stakeholders over corporate governance. The development and consolidation of rules and regulations is dynamic, and we monitor and adapt accordingly to ensure that we always comply with the latest applicable laws.

Majorel is committed to fair competition and to adhere to all applicable national and international regulations, including corruption, bribery and competition legislation. In this regard, we have zero tolerance and will prosecute violators of the law and rules through the judicial system.

Majorel's compliance management is structured into three parts:

1. Our management of anti-fraud operations includes risk analysis (quality, payback, and delivery), methodology and fundamental principles, as well as risk modeling vs. specific control.
2. We ensure compliance with customer requirements through various regulations: data storage rules; routines through central audit teams; local and central review with the key account management and the global service delivery management; and Majorel's control management system which ensures that global operations meet with customer contractual requirements.
3. Majorel is committed to ensuring the continuity of its business in the event of security breaches and other unwanted incidents and have implemented an information security management system (ISMS).





Governance, Compliance & Control continued



e. Grievance mechanism

There are various ways to report grievances that are both secure and discreet.

Team members can make anonymous reports, in their native language, to a central office about discrimination, sexual harassment, health and safety, labor law, work environment and privacy.

If a breach of Majorel’s policies and regulations is identified, confirmed, or suspected, it must be properly reported. Indeed, anyone who even suspects a violation is urged to report it, and for certain entities this is a requirement. This is described in the Majorel corporate compliance guideline “Compliance violation reporting and handling”. Suspected violations are investigated by Majorel’s Corporate Compliance Team. Team members may contact their direct supervisor, an HR representative, or a member of the compliance community to discuss issues in person or by email. Alternatively, our central “Speak Up” channels can be used to report and investigate compliance issues, such as those involving Majorel’s values or the Code of Conduct.

When required by local law, disciplinary action may be considered for a substantiated violation, if possible and appropriate. In such situations, an appropriate HR representative must be consulted, HR will supervise, and disciplinary action may be taken.

If so, it is important to emphasize that the disciplinary process applicable to the jurisdiction may be used in line with the Code of Conduct principles.

The relevant HR Department is responsible for the disciplinary process, which must be fair and balanced. The disciplinary sanction should be proportionate to the facts, the circumstances, and the seriousness of the offense.

The following factors are mitigating factors in an individual’s favor: the existence of exculpatory facts; the person has voluntarily disclosed the issue; the person has cooperated with the investigation; the person has admitted their error.

Aggravating factors that weigh against the person may include:

- the individual is a repeat offender who has been warned or admonished before.
- a monetary offense was committed in the interest of the individual.
- there is evidence of malice or excessive negligence.
- there is evidence of obstruction, such as withheld/ altered/destroyed/falsified information.
- attempts to influence witnesses, and intimidation of examiners.
- retaliation has been attempted against the individual who reported the incident.
- the individual in question has clear compliance responsibilities.
- Majorel’s reputation has been severely damaged by the incident.

HR determines what disciplinary actions are permissible under employment law.

The procedure should always be open and transparent. The facts and evidence should be sufficiently credible, verifiable and understandable. In addition, anyone involved in disciplinary proceedings should disclose any potential conflicts of interest to the reporting party or the affected party.

If a party has an objection to the way the disciplinary review is conducted, he or she has the right to be heard, to review the facts on record (while maintaining the confidentiality of the whistleblower and any conflicts with ongoing proceedings), to respond to the investigation, and to appeal the decision.



Governance, Compliance & Control continued



f. Data security and data privacy

In using data storage systems, we also open ourselves to digital risks and threats. Protecting personal and company data is a top priority, in the interests of our clients and their customers, our partners and team members. We therefore invest significantly in the protection of our IT systems.

We believe that respecting confidentiality and privacy is central to building trust and creating long-lasting relationships. Data protection is also a legal requirement with serious financial and reputational penalties if robust procedures are not in place.

Therefore, our Group Data Protection Officer performs the following tasks, with the support of the legal department:

- 1. drafting, negotiating and reviewing contracts, particularly Data Protection Agreements (DPAs).
- 2. tracking regulatory developments.
- 3. reviewing terms & conditions, the Privacy Policy and privacy notices.
- 4. providing advice and legal support to the organization.
- 5. coordinating commercial offers/contracts and ensuring, with the support of the DPOs/DPCs, that the liability caps do not exceed the thresholds of the Chart of Authority.

Across the globe we train our people to be vigilant guardians of confidential and personal data. Majorel's Data Protection Guidelines apply to every team member at Majorel, its affiliates and subsidiaries.

Our regulations cover the principles of data protection and data protection awareness, the structure of our data protection organization, and data reporting and monitoring.

We require all Majorel's suppliers who process personal data to have equally rigorous controls and policies in place. Similarly, we expect the same of vendors who process personal data on our behalf, to ensure data processing is lawful, fair and transparent, and that personal data is only kept for as long as it is needed.



g. Supplier information security framework – ISO 27001

Supply chains can be complex, comprising many enterprises delivering a wide range of services. Since the weakest link can have a significant bearing on the entire system, these chains can be challenging to secure.

Majorel therefore sets a high bar for information security, as indicated by our ISO 27001 certification. This international standard sets out how to implement an information security management system (ISMS). An ISMS is a set of procedures for ensuring that data is protected from both internal and external security risks, so lowering the risk of cybersecurity attacks. We expect our suppliers to maintain the same security standards for their own infrastructure, services and data in order to do business with us.



We believe that respecting confidentiality and privacy builds trust and creates long lasting relationships.



About this CR report

The information for the Combined Non-Financial Statement (compliant with the European Directive 2014/95/EU and provisions by the Law of 23 July, 2016 regarding the publication of non-financial and diversity information in Luxembourg) can be found in the Annual Report of one of Majorel's shareholders, Bertelsmann SE & Co KGaA. Further information on Majorel's non-financial information can also be found in the GRI reporting of Bertelsmann SE & Co KGaA on Bertelsmann.com.

This CR report covers the development of Majorel's Corporate Responsibility Program from the base year 2019 to the reporting year 2022, as it was reported to our consolidation shareholder Bertelsmann.

a. Reporting scope, period, and content

This report covers the activities and sustainability performance of Majorel from 1 January, 2022 to 31 December, 2022. The data presented refers to this period, or the facts and figures of the reporting period. Where information refers to a different period of time, we explicitly state it. Unless otherwise stated, the key figures and information in this report concern the entire Majorel Group.

Majorel is consolidated by the shareholder Bertelsmann. Bertelsmann undertakes the reporting obligations. Nevertheless, we have based this voluntary report on the regulations of the Law of 23 July, 2016 on the Publication of Non-financial Information and Information on Diversity as Majorel is a registered entity in Luxembourg.

The Global Reporting Initiative Standards (GRI) were applied as a framework for the reporting and, specifically, for the identification of material topics.

b. Source of information and data

We obtain the reported data from our own financial and non-financial data management systems, such as our enterprise resource planning (ERP) systems and our data collection platform for CO₂e emissions.

Our Executive Vice President of Corporate HR & ESG performs a check at least annually on the quality of the non-financial qualitative and quantitative data, as part of regular planning and control cycles.

The reported indicators are based on actual measurements and use estimates only if necessary. We acknowledge that due to the nature and maturity level of non-financial data, some indicators are still in the process of being defined to fully quantify our management concepts. We are committed to making continuous improvements in order to provide transparent and relevant information to our stakeholders.

c. Content of the report and materiality analysis

To be successful in a changing environment, it is crucial that we address the sustainability issues that are most important to our stakeholders and our company. To do this, we first identify them, respond to changes, and take advantage of opportunities as they arise.

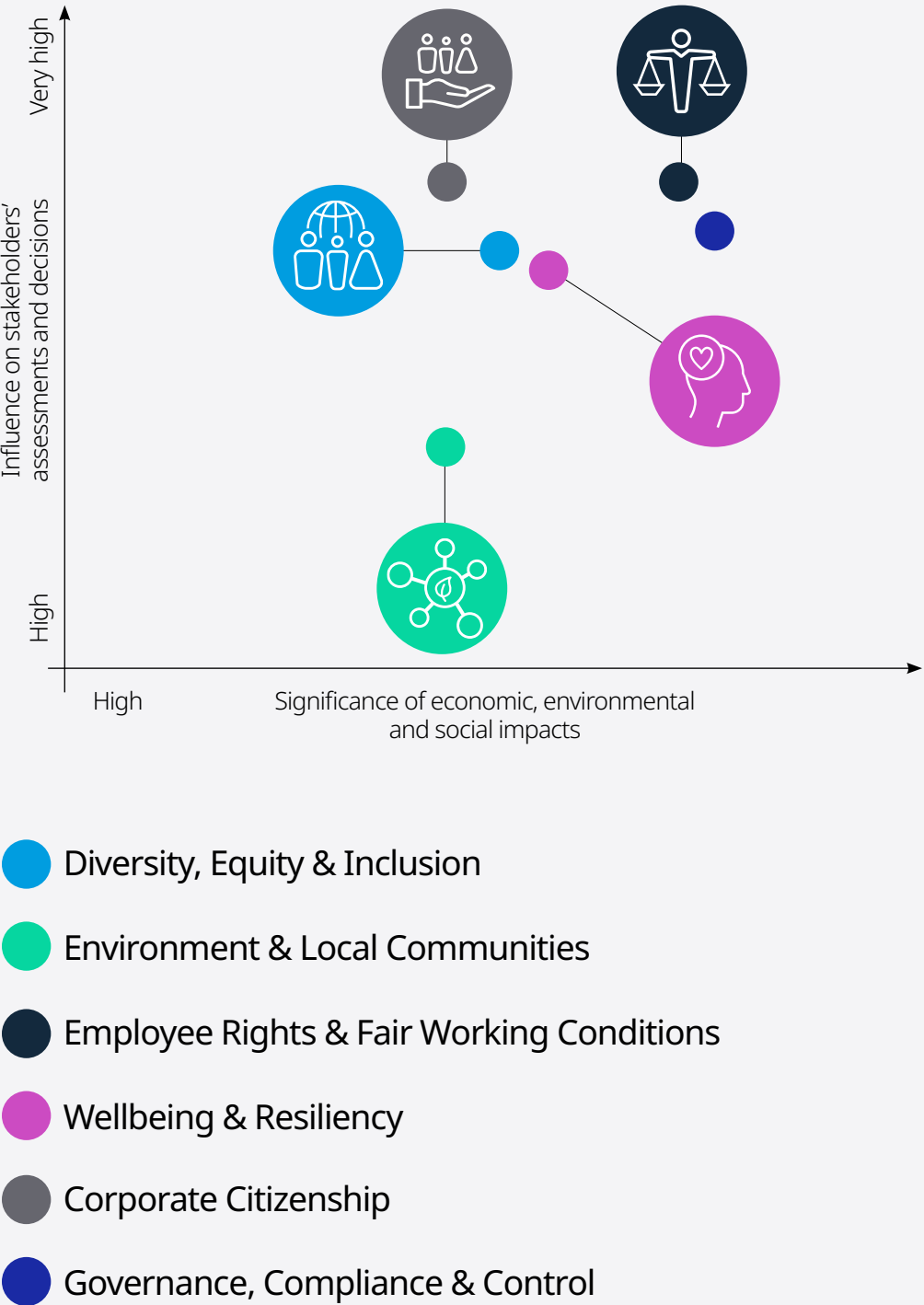
A materiality analysis was carried out to best link a wide range of sustainability aspects in our value chain with their relevance for our stakeholders. Both external and internal perspectives are of real importance here.

In detail, the two relevant dimensions ("Influence on stakeholder assessment and decision" and "Significance of economic, environmental and social impacts") correlate with our CR pillars of Environment & Local Communities; Diversity, Equity & Inclusion; Employee Rights & Fair Working Conditions; Wellbeing & Resiliency; Corporate Citizenship; and Majorel's foundation of Governance, Compliance and Control. According to GRI standards, a topic is classified as material if only one of these dimensions (stakeholders' perspective vs. Majorel's impact on ESG) evaluates it as material.

In preparing this report in compliance with the Law of 23 July, 2016, the material fields of activity identified in accordance with GRI were aligned with the law's requirements. The following table provides an overview of which material topics are covered in the different categories and reconciles the five reportable minimum aspects with the fields of activity which are material for Majorel.

Category	Material topic	Reportable minimum aspects
Diversity, Equity & Inclusion	<ul style="list-style-type: none">- Employer brand- Employee recruitment and inclusion- Diversity and equal opportunities	<ul style="list-style-type: none">- Social and employee matters
Environment & Local Communities	<ul style="list-style-type: none">- Environmental responsibility and compliance- Energy management- Renewable energy- Recycling- Charities and donations	<ul style="list-style-type: none">- Environmental and social matters
Employee Rights & Fair Working Conditions	<ul style="list-style-type: none">- Fair working conditions- Non-discrimination- Attractiveness as an employer- Respect for human rights	<ul style="list-style-type: none">- Social and employee matters- Respect for human rights
Wellbeing & Resiliency	<ul style="list-style-type: none">- Occupational health and safety- Work-life balance for employees	<ul style="list-style-type: none">- Employee matters
Corporate Citizenship	<ul style="list-style-type: none">- Market presence- Customer satisfaction- Economic performance- Delivery reliability- Corporate taxation	<ul style="list-style-type: none">- n/a
Governance, Compliance and Control	<ul style="list-style-type: none">- Business ethics/ ethical business practices- Transparency and reporting- Risk management and quality- Compliance management- Data security and data privacy	<ul style="list-style-type: none">- Anti-corruption and bribery matters

Materiality Matrix according to Global Reporting Initiative (GRI) standards





Find out more about what it takes to be
a global CX leader at majorel.com

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