SUTHERLAND®

Sutherland
2024 Sustainability Report

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Message from the Chairman and CEO

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A Year of Outcomes-Driven Transformation Towards a Sustainable Future

At Sutherland, "Outcomes" guides our people, our innovation, collaboration, co-creation, and delivery. We are always contributing to measurable business transformation powered by AI, Cloud, Automation, and Advanced Analytics. It enables our employees to do meaningful work that impacts millions globally. And we take pride in outcomes, not just outputs – helping industries solve problems, not just fulfil tasks.

Sutherland remains committed to the environment and sustainability. As a global company in business and digital transformation, we believe that our success is intrinsically linked to the well-being of our planet, our people, and the communities we serve. This belief is the cornerstone of our sustainability strategy, and the driving force behind the initiatives detailed in this 2024 Sustainability Report.

2024 has been pivotal in our sustainability journey. We are proud to have achieved a Silver Medal in the 2024 EcoVadis Assessment for the third consecutive year, placing us in the top 15% of all companies evaluated. This recognition is a testament to our unwavering commitment to building a more sustainable future. We have been making disclosures to the Carbon Disclosure Project (CDP) since 2013. 2024 marked the inaugural year in which we made our disclosures publicly available. These achievements are a collective effort of our 40,000+ dedicated professionals across 61 global offices.

Our commitment to sustainability extends beyond environmental stewardship. We are deeply invested in creating a diverse, equitable, and inclusive workplace where every individual feels valued and has the opportunity to thrive. We are honored to be recognized as one of **"India's Best Workplaces for Women"** for the fourth consecutive year, and to receive our first award as **"India's Best Workplace for Diversity, Equity, and Belonging".** These accolades reflect our ongoing dedication to fostering a culture of belonging and our belief that a diverse workforce is a key driver of innovation and business growth. As we look to the future, we are committed to reducing our environmental footprint and have set an ambitious goal to achieve **Net Zero carbon emissions by 2040**. We are actively investing in renewable energy, with 22% of our energy consumption now coming from renewable sources. We are implementing a range of initiatives to reduce waste and conserve water across our global operations. Our commitment to the **UN Global Compact,** the **Amazon Climate Pledge**, and the **Paris Agreement** guides our environmental strategy, as we work towards a just transition toward a resilient, low-carbon, and resource-efficient future.

In this report, you will find a detailed account of our sustainability performance, our progress towards our goals, and our vision for a more sustainable future. We are proud of the progress we have made, but we also recognize that there is still much work to be done. We are committed to transparency and continuous improvement, and will continue to engage with our stakeholders to ensure that we are meeting their expectations and making a positive impact on the world.

Let us work together to create a more sustainable and equitable future for all.

Best regards,

Dillip Vellodi
Chairman and CEO

Message from the Executive Sponsors of the Office of Sustainability

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James L. Lusk
Chief Financial Officer

K.S. Kumar
Chief Commercial Officer

Sustainability is a central tenet of Sutherland's long-term strategy and value creation. This 2024 Sustainability Report reflects how we are embedding responsible practices across every layer of our operations, governance, and culture to build a business that is resilient, competitive, and trusted.

Our approach begins with a clear mandate: conduct business in a way that is ethical, transparent, and accountable. Guided by rigorous governance, we continue to reduce our environmental footprint, strengthen data-driven decision making, and foster a workplace where inclusion and collaboration thrive. These efforts are not simply compliance measures; they are investments in operational excellence and stakeholder confidence.

The year's progress demonstrates what is possible when strategy and sustainability converge. From deploying advanced analytics to cut emissions to tightening supply-chain oversight and accelerating renewable-energy adoption, we are transforming insights into measurable outcomes. The expertise we gain along the way strengthens our ability to serve clients and partners who face similar imperatives.

Looking ahead, we see opportunity in every challenge. By continuing to invest in innovation, cultivate strong partnerships, and share best practices, we will scale impact well beyond our own operations and help shape a more sustainable economy.

Thank you for the trust and collaboration that make this journey possible. Together, we can create lasting value for our stakeholders and for the world we share.

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About Us

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Sutherland is a global leader in driving business and digital transformation. Over the last 38 years, we have partnered with iconic brands worldwide to deliver revenue growth, operational efficiency, and innovative business models.

With market-leading technology and business process excellence, we tailor proven and rapid formulas to fit our client's unique DNA.

Global Reach and Capabilities

40,000+
professionals across 61 global offices

200+
unique inventions, many with granted patents

50%
of Fortune 500 companies served

32
languages spoken fluently

63%
of contracts are tied to measurable client outcomes

What Sets Us Apart?

A Track Record That Speaks Volumes

We have helped build and transform many of the world's most successful companies. The brands you trust, trust in us.

We Win When You Win

63% of our business is contractually tied to the measurable success of our clients. We uniquely model our engagements so our clients' KPIs become our outcome-based criteria for success.

Human + AI = Digital Chemistry

The incredible collective power of human expertise and AI fuels our vision. Human-centricity is in everything we do – for our clients and for us.

Pioneering Innovation

We invest in disruptive innovation and harness emerging technologies to help our clients succeed. Through our Digital Acceleration Centers, we enhance our clients' innovation capacity and ability to drive transformation at scale.

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VISION

To be the premier and preferred provider of Technology Enabled and Business Process Transformation services in our chosen markets.

MISSION

To help our clients maximize their customer lifetime value and increase their competitive advantage by driving productivity and efficiency while delivering measurable results.

VALUES

Our Values provide us with guidelines to help us achieve meaningful results. Our corporate values are signposts to mark the path and outline the behaviors we are expected to demonstrate in our dealings with each other, our clients and the communities in which we operate.

INTEGRITY

We insist on open, honest and fair relationships with each other, our customers and our business partners. We believe that this is the only way to do business.

LEADERSHIP

We continuously strive to "do the right thing" in support of our clients, fellow employees and al of our stakeholders.
We lead by example and set our standards high for others to follow.

PEOPLE

We respect our employees and value their contributions. We are dedicated to creating a work environment that is professionally challenging and personally rewarding. We believe in teamwork, and as a team we deliver exceptional results to our clients and their customers. We are committed to the professional development of each person as they progress through thek career at Sutherland.

CLIENTS

We value our clients as business partners.
We are dedicated to providing the highest quality of service and to treating their goals and objectives as our own.
We will increase their competitive advantage by consistently exceeding expectations.

ENTREPRENEURIAL SPIRIT

We foster innovation and will take measured risks to improve our service offerings. We will continuously strive to be the best in order to earn and securely maintain our leadership position as the premier provider of business and digital transformation services.

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Sutherland: Our History

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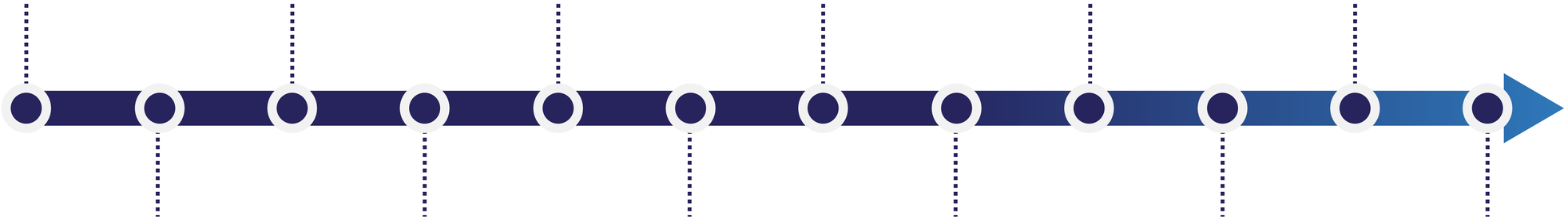

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Our Global Footprint

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Digital backbone spanning
144
countries

50%
Fortune 500 firms served

61
delivery centers and counting

A team of
40,000
global professionals

32
Languages proficiently spoken

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Sustainability and Business Key Performance Indicator (KPI) Snapshot

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Global Offices

118,008.97

Total Emissions (tCO2e)

26,724

Materials Recycled (kg)

2,759

Food Waste composted (kg)

5,271

Lives impacted

11,000

Hours of volunteering

Silver

Ecovadis Rating

10

Geographies recognized by GPTW

4th

Consecutive year GPTW in India

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Sutherland Global Services is a privately-held, US-based company, with headquarters in New York at 175 Sully's Trail, Suite 301, Pittsford, NY, 14534. This report presents information and data from Sutherland Global Services Inc. and its operational subsidiaries worldwide, for the calendar year 2024 (Jan 1–Dec 31, 2024). It includes all entities under the organization's control across 16 countries.

This inaugural Sustainability Report communicates our commitment to sustainable development and provides a transparent account of our 2024 performance – progress, challenges, and areas for improvement – across global operations. It is prepared in accordance with the Global Reporting Initiative (GRI) 2021 Universal Standards and Sustainability Accounting Standards Board (SASB). Where applicable, it also considers principles from the Task Force on Climate-related Financial Disclosures (TCFD) and Carbon Disclosure Project (CDP).

There were no restatements of information. Except for greenhouse-gas (GHG) emissions – developed under the GHG Protocol and externally validated to ISO 14064-1:2018 and ISO 14064-3:2018 – the report has not undergone third-party assurance.

For questions related to the report, please contact Sutherland's Office of Sustainability at: **OfficeofSustainability@sutherlandglobal.com**

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At Sutherland, we are committed to making a tangible impact on people and the planet by partnering with clients, employees, investors, and regulators to drive meaningful change. Our approach integrates digital transformation with sustainable innovation, social responsibility, and ethical governance to create long-term value for all stakeholders.

We embed sustainability principles into everything we do. This commitment guides our strategy, strengthens communities, and safeguards the planet. Since our inception, we have focused on creating positive social and environmental impact while upholding the highest standards of ethics and integrity.

Sutherland's sustainability journey is built on transparency and global alignment. We have participated in the Carbon Disclosure Project (CDP) since 2013, joined the UN Global Compact in 2015, and have submitted annual Communications on Progress every year thereafter. Since 2022, we've been evaluated annually by EcoVadis, a leading sustainability rating agency, and in 2024, we joined The Climate Pledge, committing to carbon net zero by 2040.

Office of Sustainability

Sutherland´s commitment to sustainability is led from the top. The Chairman and Chief Executive Officer (CEO) is ultimately accountable for our sustainability strategy, while our Chief Financial Officer (CFO) and Chief Commercial Officer (CCO) champion those efforts as Executive Sponsors of our sustainability initiatives. This approach guarantees that sustainability is integral to our corporate strategy and risk management framework.

In 2024, we launched the Office of Sustainability to accelerate sustainable growth and respond to an evolving regulatory landscape. This Office leads the charge in achieving our sustainability goals by offering expertise on best practices, developing strategies, allocating resources, and fostering collaboration across the company and beyond.

The Office includes an Advisory Group comprising senior executives from across our business verticals and a Task Force led by the Assistant Vice President (AVP) of Corporate Ethics and Compliance. The Task Force works alongside teams from Health and Safety, Human Resources, Information Security, Technology, Facilities, and Procurement. This governance framework provides transparency and accountability and ensures that sustainability initiatives are unified, prioritized, and embedded throughout the organization.

Specific roles and responsibilities of each tier of the Office of Sustainability are listed below:

- **Executive Sponsors:** As the highest governance body, they provide strategic oversight and ensure that sustainability priorities are aligned with our long-term vision, stakeholder expectations, and evolving regulatory landscape.
- **Advisory Committee:** Advising on our sustainability strategy, monitor progress and identify emerging risks and opportunities, they ensure that sustainability considerations are integrated into operational planning and business transformation.
- **Sustainability Taskforce:** The driving force behind our sustainability initiatives, this team leads implementation, tracks performance, provides regular updates to the leadership team, and fosters continuous improvement across all business units.
- **Green Warriors:** Representatives from enabling functions responsible for the accurate and regular collection and validation of sustainability-related data, they also support the implementation of sustainability initiatives across the organization.

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Sutherland Office of Sustainability

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Vision

To integrate industry-leading ESG best practices in all our business operations to positively impact planet and people, fostering a sustainable and responsible future.

Mission

- Minimizing our environmental impact
- Cultivating a safe and inclusive work environment for our diverse workforce
- Vitalizing the communities in which we operate
- Promoting sustainable supply chains
- Ensuring transparency and good corporate governance

Taskforce Component Teams

- Facilities
- Health, Safety & Environment
- Diversity, Equity and Inclusion
- Infosec
- Procurement
- Environment
- Corporate Citizens
- Corporate Initiatives

Green Warriors

Our Leadership:
Meet Sutherland Global's Executive Team

Executive Sponsors

Jim Lusk & KS Kumar

Advisory Group

Anju Talwar
Banwari Agarwal
Dipankar Sengupta
Doug Gilbert
Eric Tinch
Jim Dwyer
Harita Gupta
Ranjit Pisharoty
Sriram Panchapakesan
Sudheer Mareddi
Sumitha Yogesh
Vydya Venkateswaran

Task Force

Program Head - Abhishek Agarwal

Daniel Kumar
Facilities & Sourcing

Krishnan Jagannathan
HSE

Ajitha T A
DEI

Stephen Lynch
Infosec

Kannan PS
Procurement

Lady Mejia
Manager Sustainability

Arun Kumar Arumugam
Environment

Stephanie Butterfield
Corporate Citizens

Arjun Baidya Ray
Corporate Initiatives

Agatha Nair
PMO

Arindam Das
Manager Sustainability

Champakara Abel Gopalan Ravi
Environment

Idania Quintanilla
Employee Experience

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Interests and Views of Our Stakeholders

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As part of our evolving sustainability efforts, we have begun identifying key stakeholder groups and exploring engagement methods that align with our values and operational priorities. This initial exercise has helped us better understand how different stakeholders interact with our business and where there may be opportunities for deeper engagement.

We believe that building a sustainable business means listening to and collaborating with the people and organizations we impact. Our approach is designed to ensure that a range of perspectives inform our strategy, shape our priorities, and guide our actions.

At this stage, our focus includes employees, clients, communities, suppliers, and executive leadership. Engagement activities vary across these groups and may include internal communications, surveys, volunteering, and digital channels.

This foundational work is helping us build a more structured and inclusive stakeholder engagement model as we continue to advance our sustainability strategy.

	Employees	Clients	Communities	Suppliers	Executive
Internal Communications	✓				✓
Engagement Activities	✓		✓		✓
Surveys	✓	✓			✓
Website	✓	✓	✓	✓	✓
Volunteering	✓		✓		✓

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Identification of Material Topics

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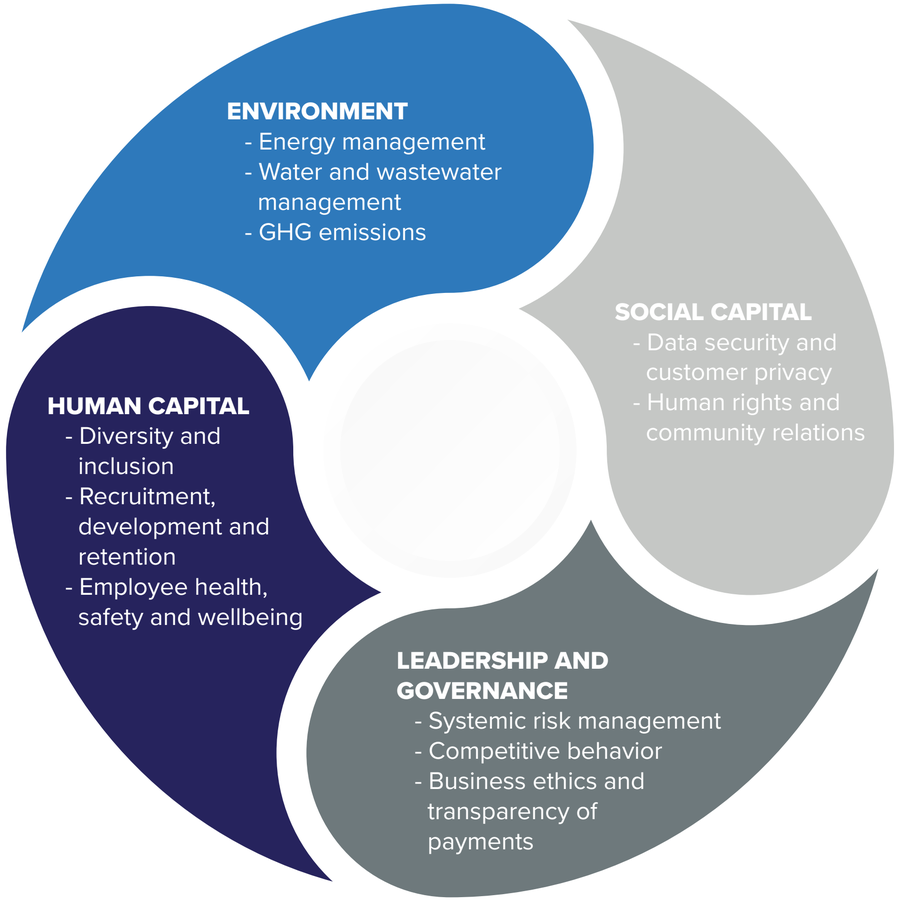
To guide our sustainability efforts in 2024, we referred to the SASB Materiality Matrix for the Software and IT Services industry and also consulted internal stakeholders to identify material topics relevant to our business.

The material topics identified are listed below:



We are now engaging an external consultancy to conduct a Double Materiality Assessment to comply with the requirements listed under the Corporate Sustainability Reporting Directive (CSRD), as and when it becomes applicable to Sutherland. This will help us validate our current focus areas and uncover any additional topics that should be considered. Once finalized, the material topics will be reviewed and approved by our highest governance body in the Office of Sustainability.

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Membership Associations

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Sutherland actively engages with a range of influential industry and regional associations to inform our operations, elevate our standards, and collaborate on broader systemic issues.

As a signatory of the UN Global Compact, we align ourselves with global frameworks supporting human rights, labor, anti-corruption, and environmental stewardship. We actively translate these principles into our business practices, policies, and partnerships to ensure accountability and measurable progress. By embedding them into our long-term strategy, we strengthen stakeholder trust and contribute to advancing sustainable development worldwide.

Sutherland is a proud signatory to The Climate Pledge, co-founded by Global Optimism and Amazon. It brings the world's top companies together to accelerate joint action, cross-sector collaboration, and responsible change. As a signatory to The Climate Pledge, we are focused on regular reporting of our GHG emissions, implementing decarbonization strategies in line with the Paris Agreement and neutralizing any remaining emissions with credible carbon offsets to achieve net zero carbon emissions by 2040.

We are a Corporate Plus member of the National Minority Supplier Development Council (NMSDC), the longest-operating business growth engine dedicated to expanding opportunities for historically under-utilized entrepreneurs. Our enhanced membership level signifies our deep commitment to fostering a more inclusive and diverse supply chain by actively partnering with and promoting the growth of minority-owned businesses.

Additionally, our leadership participates in key industry forums, such as the National Association of Software and Service Companies (NASSCOM), India's premier IT and Business Process Management (BPM) trade association, where Sutherland's presence (including executive leadership contributions) supports the advancement of technology and policy advocacy.

Sutherland earned a Silver Medal, a recognition awarded to the Top 15% of companies assessed by EcoVadis in the 12 months prior to the medal issue date. It reflects the quality of the company's sustainability management system and demonstrates a commitment to promoting transparency throughout the value chain.

Through these memberships, Sutherland shapes industry best practices, influences policy, and stays ahead of emerging trends to deliver responsible, forward-looking value worldwide.

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We believe that how we conduct ourselves both internally and in the marketplace reflects who we are as a company. At Sutherland, governance goes beyond compliance – it anchors ethical conduct, accountability, and respect in everyday decision-making. Our framework combines clear roles, robust risk management, and a culture of inclusion to build trust and support long-term performance for our people, clients, partners, and communities.

Policy Commitments

Sutherland is committed to responsible business conduct guided by transparency, integrity, and accountability. Our decisions are guided by the precautionary principle, embedded in strong human rights, ethical conduct, and anti-bribery policies. Our policies guide strategy and are embedded across functions, with defined procedures to translate commitments into action.

We align with globally recognized standards, including:

- UN Global Compact (UNGC) Ten Principles
- UN Sustainable Development Goals
- International Labor Organization (ILO) Core Conventions
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- Universal Declaration of Human Rights

Employees receive regular, role-specific training via our learning portal to uphold these requirements and continuously strengthen capabilities.

Our Foundational Pillars of Conduct

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Code of Conduct

Our commitment to ethical business practices is a foundational principle of our company. This commitment is guided by our core values and is detailed in our Code of Conduct (Code). The Code applies to all organizational activities and business relationships, ensuring that ethical standards are upheld internally and externally through policies, training, and due diligence.

We conducted an annual training to certify that employees across all levels are being informed about this policy. During 2024, 99.4% of the total eligible population successfully completed the training, while our employees from Director levels and above reached 100% completion rate.

Our Code is approved, communicated and published annually by our Chairman and CEO and can be accessed on the Sutherland website.

Human Rights

A key part of this commitment is our dedication to upholding internationally recognized human rights. We have a formal Global Human Rights Policy, accessible to all employees through the Policy Center on WorkZone, which outlines our expectations around dignity and fairness. This policy reinforces our zero-tolerance stance on all forms of slavery, forced labor, human trafficking, child labor, and discrimination. It also sets clear standards for our employees, contractors, and business partners.

This chapter outlines the principles, policies, and practices that, along with our **Global Human Rights Policy**, guide our behavior and shape the ethical foundation of our global operations.

Anti-Bribery and Corruption

Our policy on Anti-Bribery is designed to prevent any form of bribery or corrupt practices within our operations and interactions with third parties. It outlines the responsibilities of all employees, contractors, and business partners in upholding our zero-tolerance stance on bribery, ensuring compliance with applicable laws and international standards. This policy is approved by the CFO.

Purchase Order templates contain an Anti-Bribery clause, and all contracts with business partners include a clause on compliance with Anti-Bribery Laws, including the Foreign Corrupt Practices Act (FCPA) and the UK Bribery Act (UKBA). In addition, suppliers sign off on Sutherland's Supplier Code of Conduct, which contains our expectations from our vendors on compliance with anti-bribery and corruption laws.

Anti-Bribery training is mandatory once every financial year for all employees at Manager and above levels. In addition, based on a risk-based approach, other employees across job levels are also required to complete the refresher course annually (for identified functions such as Finance, Business Development etc). During 2024, 99.7% of the total eligible population successfully completed the training, while our employees from Manager levels and above reached 100% completion rate.

The Sutherland Anti-Bribery Policy is available to all employees through the Policy Center on WorkZone.

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Governance in Action: Applying Our Principles to Key Areas

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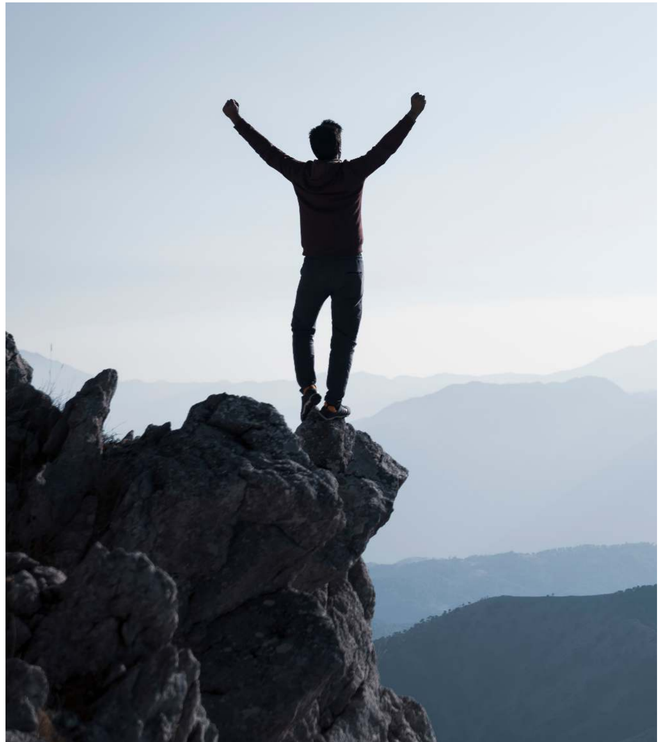
Beyond these foundational policies, our governance framework extends to address the critical and evolving risks and opportunities in our industry. We apply our core principles of integrity, accountability, and respect to specialized domains that are vital to our stakeholders and long-term success.



Conflicts of Interest

At Sutherland, we have a robust framework to identify, prevent, and manage conflicts of interest (COI) at all levels of the organization, ensuring that business decisions are made with the utmost integrity and in the best interest of the company and its stakeholders.

a) Management of Conflicts of Interest for the Highest Governing Body and Senior Management

Our governance structure includes specific processes to manage potential conflicts of interest at the leadership level.

- **Identification and Reporting:** All functional leaders are mandated to submit a quarterly declaration in the form of a Business Compliance Certification Report to the Executive Leadership team that contain various disclosures including any related-party transactions.
- **Oversight and Disclosure:** This process ensures that any dealings with affiliated parties or entities where senior leaders may have an interest are systematically identified, reviewed, and disclosed to maintain transparency and prevent undue influence.

b) Management of Conflicts of Interest for Employees

Sutherland has established clear processes and provides continuous guidance to all employees to disclose conflicts of interest.

- **Disclosure Process:** All employees are required to proactively disclose any actual or potential situation that may create a conflict of interest. Our online COI declaration process covers key areas, including:
  - Personal and familial relationships with colleagues, clients, or suppliers
  - Outside employment, business ventures, or board positions
  - Significant financial interests in competing or partner organizations
  - The giving or receiving of gifts, entertainment, or hospitality that exceeds approved policy limits
- **Review and Mitigation:** All disclosures are centrally reviewed. Where a conflict is identified, a mitigation plan is developed and approved by the Head of Ethics to ensure that the situation is managed appropriately.
- **Awareness and Guidance:** To reinforce employee awareness, Ethics Officers publish periodic guidance via in-person and electronic channels. These messages highlight practical examples of potential conflicts and provide guidance on how to use the COI declaration process to disclose them.

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Anti-Bribery Risk Assessment

In addition to the Anti-Bribery Policy, Sutherland has implemented a formal Bribery Risk Assessment Methodology, which is an internal guidance document designed in line with the US DOJ and the Global Anti-Bribery Guidance published by Transparency International. The document specifies an annual frequency for conducting Bribery Risk Assessments, covering at least one geography or business unit each year. Any findings are discussed with the CFO and necessary remediation measures, if any, are implemented.

During our last few assessments, no significant bribery risks were identified.

Market Ethics

We are dedicated to maintaining honest and fair relationships with our customers and business partners, ensuring all our market activities adhere to the highest standards of integrity.

Our management approach to client and market ethics encompasses policies, commitments, and practices designed to prevent corruption, promote fair competition, and ensure transparency in marketing and communications. This includes strict adherence to anti-bribery and anti-corruption laws, comprehensive risk assessments and employee training programs, compliance with competition and antitrust regulations, and clear guidelines to ensure marketing communications are accurate, transparent, and non-deceptive. We also maintain procedures to monitor compliance and address any incidents of non-conformance.

Reporting Channels

At Sutherland, we have established robust, confidential, and easily accessible grievance mechanisms. These channels empower our employees and external stakeholders to raise concerns and report potential violations without fear of reprisal. Internal and external stakeholders are encouraged to report incidents that could be illegal or a violation of our Code of Conduct or Human Rights Policy through various channels – including managers and, depending on the nature of the concern, the offices of HR, Infosec, Data Privacy, and Ethics.

Additionally, Sutherland's confidential Ethics Line is accessible 24/7 and allows reporting parties to file web-based and phone-based reports. Where permissible under local laws, it also allows for anonymous reporting.

All reports are investigated under an internal investigation protocol following the principles of confidentiality, professionalism, competence, non-retaliation, impartiality, objectivity, and timeliness. Updates are provided to reporters, and actions are applied depending on the findings and their criticality.

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Sutherland's Supply chain management is guided by a robust framework integrating supplier risk management, diversity and inclusion, and circular economy principles.

Sutherland's policies and practices ensure that suppliers are chosen and managed with integrity and transparency, while also embedding sustainability and social responsibility throughout the entire procurement lifecycle. This section outlines the company's approach, highlighting processes for vendor screening, supplier assessments, compliance monitoring, and continuous improvement to drive responsible sourcing and value creation across its global supply chain.

1. Supply Chain Governance and Policy Framework

Sutherland's supply chain governance is anchored in its Sustainable Procurement Policy, Vendor Compliance and Screening Policy, and Supplier Code of Conduct. These documents collectively establish clear expectations and standardized procedures for ethical conduct, environmental stewardship, human rights, health and safety, and transparency in supplier relationships. The policies apply globally to all procurement activities and suppliers, outlining detailed practices including anti-bribery, anti-corruption, fair labor, non-discrimination, and environmentally responsible sourcing.

2. Supplier Screening, Due Diligence, and Risk Assessment

Every new supplier is required to undergo a comprehensive onboarding process via the Ariba platform, including completion of registration questionnaires, submission of compliance documents, and acceptance of the Supplier Code of Conduct. Sutherland employs leading third-party screening tools (e.g., Dun and Bradstreet, LexisNexis, Ariba Supplier Risk) to assess risks such as regulatory compliance, financial stability, ethical concerns, and sanctions. The screening process distinguishes between "generic hits" (which signal informational updates) and "red flag hits" (which indicate high-risk concerns, triggering escalation to the Ethics and Compliance team and potentially resulting in supplier rejection or the implementation of corrective actions). Existing vendor relationships are monitored in real-time, ensuring ongoing risk management and integrity.

3. Supplier Diversity and Inclusion

Sutherland is committed to fostering an inclusive supply chain by tracking and promoting spend with diverse supplier categories, including minority-owned, women-owned, veteran-owned, LGBTQIA+-owned, and disabled-owned businesses. In the US, Sutherland set an ambitious target of achieving 10% diversity spend annually. As of the end of 2024, the company reported a 5% diversity supplier spend, with ongoing efforts to expand this through engagement with certified diverse vendors.

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4. Sustainability Integration and Supplier Performance Assessment

Strategic and preferred suppliers, especially those with the highest spending across IT, facilities, HR, marketing, and travel categories, undergo detailed supplier sustainability assessments. This process includes an online questionnaire covering over 100 key sustainability metrics such as health and safety, ethics and compliance, labor rights, data privacy, environmental management, and GHG emissions. Supplier responses are evaluated via automated scoring, with remediation plans established for those scoring below a 70% threshold. Sutherland aims for 70% coverage of sustainability assessments among its strategic suppliers, driving performance improvement and capacity-building through training and feedback sessions where necessary.

5. Environmental Considerations and Net-Zero Objectives

Environmental criteria are integral to supplier selection and ongoing engagement. Sutherland mandates that suppliers comply with all relevant environmental laws, encourage or require certification (e.g., ISO 14001/ISO 45001), minimize waste, and report on GHG emissions – crucial for the company's net-zero commitment by 2040. The policies promote the use of recycled, renewable, and biodegradable materials, energy-efficient products, and the responsible disposal and recycling of goods at end-of-life.

6. Human Rights, Labor, and Social Responsibility

Sutherland's Supplier Code of Conduct strictly prohibits child and forced labor, human trafficking, discrimination, and harassment across all supplier operations. The company requires suppliers to uphold local and international labor standards, provide safe working conditions, offer fair wages, respect freedom of association, and foster diversity and inclusion in the workplace. Sutherland also tracks contract clauses relating to labor and human rights, with 91% of suppliers having accepted the Supplier Code of Conduct and related requirements as of 2024. At Sutherland, all supplier and supplier workers are encouraged to report any matters that could be illegal or any actual/potential violation of the Supplier Standards, Sutherland's Code, or any applicable law. More details on the grievance mechanism can be found on the Sutherland's Code of Conduct.

7. Monitoring, Reporting, and Continuous Improvement

Sutherland regularly tracks, monitors, and reports on supply chain KPIs: Supplier Code of Conduct acceptance, sustainability assessment completion rates, diversity spending, and engagement in sustainability and compliance training. The results are communicated to internal and external stakeholders. The company adopts a continuous improvement mindset – reviewing and updating sustainability targets, integrating lessons from audits and assessments, providing supplier capacity-building forums, and updating policies in response to regulatory or operational feedback.

8. Responsible Supply Chain Procurement in Practice

- All major contracts and Procurement Orders (POs) include environmental, labor, and human rights clauses (91% coverage in 2024)
- Sustainability supplier assessments are rolled out in phases, prioritizing strategic suppliers, with clear remediation paths for identified risks
- Capacity-building initiatives, such as supplier training sessions and feedback, support compliance and best practice adoption across the supply chain
- Data-driven systems (e.g., Ariba, Updapt) facilitate due diligence, transparency, and efficient communication between procurement teams and suppliers

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9. Local Sourcing

Sutherland ensures that accurate, high-quality purchases are made at a competitive price and delivered in a timely manner to meet the company's needs. This is made possible through proper forecasting of demands and requirements, analysis of purchasing costs, an effective onboarding process, contract compliance, and tracking of KPIs.

Performance evaluation, audits, and monitoring activities are in place to guarantee supplier standards are met. Sustainable procurement and compliance are important aspects that are considered as part of these ongoing activities. The company monitors diversity suppliers and fosters an inclusive sourcing process to provide maximum opportunities for small and diverse businesses.

Sutherland prefers to use reputable suppliers registered locally to meet our purchasing needs. This helps support the local economy, save logistics cost and aid speed of delivery. This helps Sutherland build a strong, local supply chain relationship.

The graph on the right provides the share of procurement from local suppliers in significant locations as a percentage of the total procurement for Sutherland.

Sutherland drives operational excellence and sustainable value by assessing and engaging suppliers on sustainability, diversity, and ethics.

United States
% Procurement from Local Suppliers
80%
Total Share of Global Spend
41%

India
% Procurement from Local Suppliers
98%
Total Share of Global Spend
21%

Philippines
% Procurement from Local Suppliers
97%
Total Share of Global Spend
16%

Definitions:

- ***Local:*** *In-country*
- ***Significant location:*** *The geographical locations where Sutherland has major operations.*

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Business Continuity and Resilience

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In order to track the efficiency of our technology infrastructure and to comply with customer contractual requirements, Sutherland's uptime reports are published and reviewed by leadership and service delivery teams on an ongoing basis.

The most common risks to business continuity related to technology disruptions include carrier failures (such as fiber cuts, hardware malfunctions, software bugs, and spikes in CPU utilization), commercial power outages, localized natural disasters affecting delivery centers (like tropical cyclones, flooding, earthquakes, and severe thunderstorms), and cyber threats (including DDoS attacks, ransomware, and phishing). These disruptions can significantly impact operations, highlighting the importance of robust risk management strategies.

Strategies include:

- A fully redundant carrier network inclusive of four world-class Multi-Protocol Label Switching (MPLS) carriers to enterprise data centers located circa 2300 miles apart in Ashburn, Virginia and Las Vegas, Nevada. This connects our global operational footprint with at least two carriers providing services for delivery centers, public cloud environments, and auxiliary data centers.
- N+1 geographically diverse redundancy for all critical core network components inclusive of core switches, firewalls, VPN gateways, routers
- Back-up power supported by redundant UPS and diesel generators
- Enterprise data centers co-located in world-class hosting facilities with a Tier 3.5 or higher rating
- Immutable data back-ups via Cohesity to protect against unauthorized access to data at rest
- Tertiary component redundancy for contact center operations for both traditional telephony delivery and omni channel platforms
- Full Business Interruption insurance in the event of failure of mitigation strategies to prevent interruption on account of a force majeure event
- 24/7 Service Desk operating from multiple, geographically diverse sites, utilizing best-in-class monitoring and AI remediation tools:
  - Major Incident Management Service Desk
  - Security Operations Center
  - Global Network Operations Center

By taking these steps, we demonstrate our commitment to operational excellence and customer satisfaction, while proactively addressing and reducing the risks outlined in the SASB voluntary standards that offer guidance on the identification and mitigation of systemic risks that emerge from technological disruptions. Due to the above strategies, we have consistently delivered 99.95% uptime globally during this reporting period.

Sutherland primarily hosts mission-critical systems in its own world-class co-location facilities, with limited in-country exceptions for client requirements. Services are not outsourced, apart from cloud provider support during rare outage troubleshooting.

Sutherland is heavily invested in mitigating technology disruptions at both data centers and delivery centers.

Overall Uptime %
99.943%

Client Uptime%
99.979%

Sutherland Uptime %
99.964%

Data Privacy and Cybersecurity

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Customer Privacy and Data Protection

- Sutherland's targeted advertising practices prioritize transparency, user consent, and compliance with applicable privacy regulations
- The company respects users' freedom of expression avoids intrusive practices and promotes ethical content in line with sustainability principles
- Our **Cookie Policy,** explains how cookies are used to collect data for personalized advertising, offering users the ability to manage their preferences and opt out
- See our Privacy Policy for more information: **https://www.sutherlandglobal.com/privacy-policy**
- Our current approach to targeted advertising relies solely on the platform's out-of-the-box capabilities, which use aggregated demographic and company data to serve ads rather than targeting specific individuals, hence the current number of users is zero

Sutherland has the dedicated Network Operations Center which monitors the network 24x7.

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Data Security

Sutherland leverages a multi-layered approach to identifying and mitigating data security risks, leveraging industry best practices and recognized third-party cybersecurity standards. Our framework is built on continuous risk assessment, proactive threat mitigation, and compliance with global security regulations. We conduct regular security risk assessments using frameworks such as NIST cybersecurity framework (CSF), ISO 27001, and Center for Internet Security (CIS) controls.

Sutherland has a 24/7 Global Security Operations Center where security analysts perform real-time monitoring of all the security events and mitigate the risks end-to-end, with appropriate follow-up with the respective teams. Sutherland currently operates an automated Security Incident and Event Monitoring (SIEM) platform, using IBM's QRadar system. Logs from various security devices feed into the SIEM, which also generates automated alerts based on Indicators of Compromise (IOCs) received through threat advisories and subscribed threat intelligence sources such as Recorded Future.

At the Intrusion Prevention System (IPS) level, we ensure signatures related to specific Bots, Command and Control, malware, and ransomware, as received from various threat advisories, are put into block mode proactively across all security devices. Our anti-virus access protection rules enable us to block the execution of malicious files based on these IOCs and Anti-Virus (AV) signatures. Our global Security Operations Center (SOC) team requests respective teams to block these threats across perimeter security and SentinelOne EDR solutions to prevent or safeguard the Sutherland environment against Bots, CnC, malware, ransomware, and other malicious attacks.

The SOC updates QRadar reference sets with IOCs, using them to generate real-time automated offenses (alerts). The SOC also performs manual searches on a weekly basis to detect any traces in case they exist. All endpoints are covered with a SentinelOne Endpoint Detection and Response (EDR) solution to detect and mitigate malicious/suspicious activities. The incident management team monitors Data Loss Prevention (DLP) events triggered based on Proofpoint for Email DLP and McAfee DLP at the endpoint level to prevent any data loss. All cases are highlighted to Sutherland clients as per the defined SLAs and MSAs in place.

We have integrated our SIEM monitoring tool with logs from all the sources including networks, switches, routers, firewalls, IPS, S1, DLP and Windows/Linux OS. Based on these security logs we have automated alerts in place that get triaged by our security analysts' team, who monitor the logs 24/7, in real-time, and follow up end-to-end with respective support teams.

Sutherland also has a dedicated Network Operations Center (NOC) which monitors the network 24/7.

Host-level vulnerability scans are conducted once every quarter using Tenable and Nmap. External vulnerability assessments are conducted every quarter by a third-party agency. Penetration testing is performed monthly using a continuous attack surface monitoring vendor called Cycognito.

For PCI DSS certification, we perform vulnerability scans of internet facing infrastructure by using a PCI DSS Approved Scanning Vendor (ASV) vendor every quarter. Sutherland also conducts vulnerability scans of internal devices periodically and ad hoc. Additionally, depending on the requirements, application scans can be conducted using special tools.

Zero confirmed information security incidents were recorded in the last calendar year 2024.

Responsible Use of AI and Automation

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Governance and Strategy

Sutherland's Artificial Intelligence (AI) governance, led by our AI Ethics Committee at the board level, embeds our AI Code of Ethics – humane, trustworthy, upstanding, relevant, and accountable – into all AI and automation initiatives. Our strategy integrates AI to enhance client outcomes while prioritizing transparency, fairness, and accountability, with guardrails to mitigate risks and uphold stakeholder trust.

Labor Practices and Decent Work

Sutherland balances automation's transformative potential with workforce empowerment. We create new AI-supported roles and invest in comprehensive reskilling programs through our FutureSkills initiative, enabling employees to thrive in evolving roles. Transparent collaboration with employee representatives ensures fair management of workforce transitions. Extensive training programs equip employees with skills for AI-driven environments, fostering adaptability and career growth, which is in line with our humane principle of empowering people.

Human Rights

Our commitment to human rights in AI deployment is rooted in rigorous due diligence. To address algorithmic bias, we implement robust audits using industry-standard tools, ensuring fairness in hiring and service delivery, consistent with our upstanding principles. No discrimination incidents were reported in 2024, reflecting our focus on equitable AI outcomes. For privacy, we limit AI-driven surveillance to non-invasive operational analytics, with strict consent protocols to safeguard employee and customer rights, aligning with GDPR and our trustworthy principle.

Data Privacy

Sutherland upholds stringent data privacy standards (GRI 418) through a robust data governance framework, leveraging master data management (MDM) tools to ensure clean, consistent, and secure data. Our trustworthy approach prioritizes encryption and explicit consent, protecting customer and employee data in compliance with GDPR and the EU AI Act. Ongoing security assessments and employee training reinforce our commitment to data protection, ensuring no breaches occurred in 2024.

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Non-discrimination

Our AI and automation systems are designed to promote equity and eliminate bias. Master Data Management (MDM) tools unify and cleanse data to prevent biased outcomes, ensuring fair service delivery across diverse groups. Regular third-party audits validate our AI algorithms for fairness in hiring and client interactions. By embedding transparency and stakeholder collaboration, we maintain equitable AI systems that align with ethical and regulatory standards.

Focus on Algorithmic Bias and MDM

Sutherland's AI Code of Ethics drives our approach to combating algorithmic bias. Our MDM framework ensures clean, unified data, reducing the risk of biased AI outputs. Routine audits and decision-logging provide transparency, enabling traceability of AI decisions to ensure fairness, in line with our accountability principle. By collaborating with stakeholders, including ethicists and employees, we deliver equitable and client-focused results. These controls support compliance with regulations, ensuring AI enhances outcomes without perpetuating historical biases.

Sutherland's ethical AI practices, underpinned by our AI Code of Ethics and robust MDM, drive sustainable innovation, empower our workforce, and build stakeholder trust, aligning with global sustainability and regulatory standards.

Communication of Critical Concerns

Sutherland has established a formal, multi-tiered 'bottom-up' process through its Enterprise Risk Management (ERM) framework to ensure that critical concerns are identified, assessed, and escalated to the highest governing body. The policy and design of this framework are driven by the Executive Leadership Team.

The escalation process begins at the foundational level with operational identification and reporting, which involves continuous monitoring by business and program leaders. Through monthly, quarterly, and annual assessments, operational metrics are evaluated to identify potential impacts on performance, finances, or reputation. During this stage, commentaries on major events and their implications are documented, and progress on action items and risk mitigation efforts is tracked and reported upwards.

Subsequently, the concerns and risks identified at the operational level are aggregated and reviewed every four months by the ERM Committee. This cross-functional committee is composed of leadership from key global functions such as Finance, Service Delivery, Human Resources, Legal, and Information Security, among others. The Committee assesses broader impacts by reviewing reports and commentary on current or potential risks. It then formulates risk mitigation recommendations and defines the required control implementations. Finally, the Committee synthesizes its findings and escalates strategic risks requiring executive oversight or significant resource allocation to the Executive Leadership Team. The process culminates with the Executive Team prioritizing these strategic risks and finalizing the allocation of resources for mitigation and remediation.

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Environmental stewardship is central to Sutherland's sustainability and risk management framework. Guided by global commitments, we aim for a low-carbon, resource-efficient future through responsible resource use, emissions reduction, and operational efficiency—driven by executive oversight, stakeholder expectations, and a science-based roadmap.

Strategy Integration and Reporting

Our environmental strategy is centered on minimizing operational impacts while enabling sustainable digital transformation for our clients. While our business model is inherently low-emission compared to heavy industries, we recognize our growing responsibility to reduce energy consumption, manage e-waste, conserve water, and mitigate our carbon footprint across office campuses, data centers, and supply chains. Our environmental strategy is guided by our commitments to the Paris Agreement, UN Sustainable Development Goals (SDGs), and national regulations in the countries where we operate.

To ensure environmental goals are embedded in business decision-making, we have adopted an Environmental Management System (EMS) aligned with ISO 14001:2015. Annual environmental objectives are set at the corporate level and cascaded to delivery centers. These include measurable targets for energy intensity (kWh/FTE), water consumption, paper use, and waste reduction. In 2022, we began third-party assurance of our GHG inventory, including Scope 1, Scope 2, and key categories of Scope 3.

Our reporting also incorporates climate scenario analysis using a 1.5°C-aligned pathway to assess transition and physical risks. These insights inform capital allocation, operational resilience planning, and sustainability-linked initiatives such as the adoption of cloud-optimized coding practices, energy-efficient data centers, and green building certifications.

This approach enables us to not only reduce our environmental footprint but also to help our clients meet their own sustainability commitments through low-carbon IT solutions.

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Energy Use

Energy Consumption

Our total energy demand arises mainly from electricity used in offices, data centers, and labs. Over the past year, we've implemented low-energy lighting, optimized server utilization, and expanded renewable energy procurement via Renewable Energy Certificates (RECs).

Indicator	2024
Total Energy Consumption (MWh)	60738
% Renewable Energy	22%
Energy Intensity (kWh/Sq.Ft)	20

Emissions

GHG Emissions

We report GHG emissions in accordance with the GHG Protocol/ISO 14064, including Scope 1 (direct), Scope 2 (indirect electricity), and material Scope 3 categories such as business travel, purchased goods, and commuting.

The following table summarizes our 2024 emissions across each category:

Scope	Category Name	2024 Emission MTCO-2eq	%
1	Direct Emissions	4,762	4.0%
2	Indirect Emissions from Energy	36,555	31.0%
3	Purchased Goods and Services	19,357	16.4%
	Capital Goods	3,703	3.1%
	Fuel- and Energy-Related Activities	241	0.2%
	Waste Generated in Operations	438	0.4%
	Business Travel	14,483	12.3%
	Employee Commuting	38,468	32.6%
	Total emissions	**118,009**	

Emissions Intensity:

Category	Intensity	2024 (tCO2e)
GHG Intensity	tCO_2e/FTE	0.04

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GHG Reduction Initiatives

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Reduction of GHG emissions is a priority for Sutherland. This report highlights the key initiatives and mitigation measures undertaken by the company to address and minimize its carbon footprint.

ISO 14001 Certification*:

We have successfully aligned our environmental sustainability practices with ISO 14001, demonstrating our commitment to environmental sustainability. In 2023, 22 of our facilities were ISO 14001 certified. In 2024, we added another eight taking the total number of certified facilities to 30. This covers 80% of our full-time employees representing a significant milestone.

Electric Vehicles (EVs):

Sutherland has initiated pilot programs for EVs in Mumbai, Kochi and Bangalore – and is in the process of extending this to other locations. By incorporating EVs into its transportation fleet, Sutherland aims to reduce carbon emissions associated with conventional vehicles. This initiative supports the transition to cleaner and more sustainable transportation options, contributing to the overall reduction of GHG emissions.

These actions reflect our ongoing efforts to transition toward low-carbon operations while contributing to the global clean energy ecosystem and advancing climate resilience in the regions where we operate.

LEED Certified Locations:

Sutherland is committed to operating buildings that adhere to Leadership in Energy and Environmental Design (LEED) certification standards. Six offices in India and one office in the Philippines are certified with LEED Gold rating, and one office in Bulgaria with a LEED Platinum rating. As we expand our global operations, energy efficiency remains a key criterion for site selection.

Tree Nation

In June 2021, we partnered with Sociabble and Tree-Nation to include reforestation as part of our environmental sustainability initiatives. Since then, we have planted 378 trees (Trees for Tribals) resulting in the capture of 155.71 tons of Co2. More information can be found at
https://tree-nation.com/profile/impact/sutherland

Energy Management Systems (EnMS):

Sutherland has implemented online energy monitoring systems at our Gateway facility in Chennai, India. These systems enable real-time tracking and analysis of energy consumption, facilitating the identification of opportunities for optimizing energy usage and reducing GHG emissions. Active monitoring of energy consumption has resulted in improved energy efficiency and reduction of our carbon footprint.

Furthermore, Sutherland recognized that our expertise in energy monitoring could extend beyond our internal operations. This resulted in integration of energy monitoring into our Smart City/Building solution, which we offer to our customers. We empower our clients to actively manage and optimize their energy consumption and reduce their carbon footprint.

Carbon Credits and I-RECs

As part of our commitment towards environmental sustainability and climate responsibility, we have taken meaningful steps to reduce our carbon footprint through the purchase of International Renewable Energy Certificates (I-RECs) and carbon credits. In the reporting period, we procured a total of 10,200 I-RECs (representing 10,200 MWh of renewable electricity), and 3,100 carbon credits (accounting for the mitigation of 3,100 tons of CO_2e emissions). These were sourced across India, the Philippines, and Colombia, supporting credible renewable energy and carbon offset projects involving wind-solar hybrids, hydropower, solar energy, efficient cookstoves, and afforestation.

* Certificate Registration No. 44 104 19392289 - Valid from 21.12.2023 - Valid until 13.08.2026. Certification Scope: Providing IT Enabled Services that includes BLM (Back Office Life Cycle Management) and CLM (Customer Life Cycle Management) Services across various Industry Verticals for Customers Globally.

Water Stewardship

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Water is a vital shared resource, and although our operations are not water-intensive, we recognize our role in supporting sustainable urban water management. As a service-based company operating primarily from leased office spaces in major metropolitan areas, our direct water footprint is limited. However, the increasing severity of urban water stress, climate variability, and stakeholder expectations have prompted us to adopt a more proactive water stewardship approach.

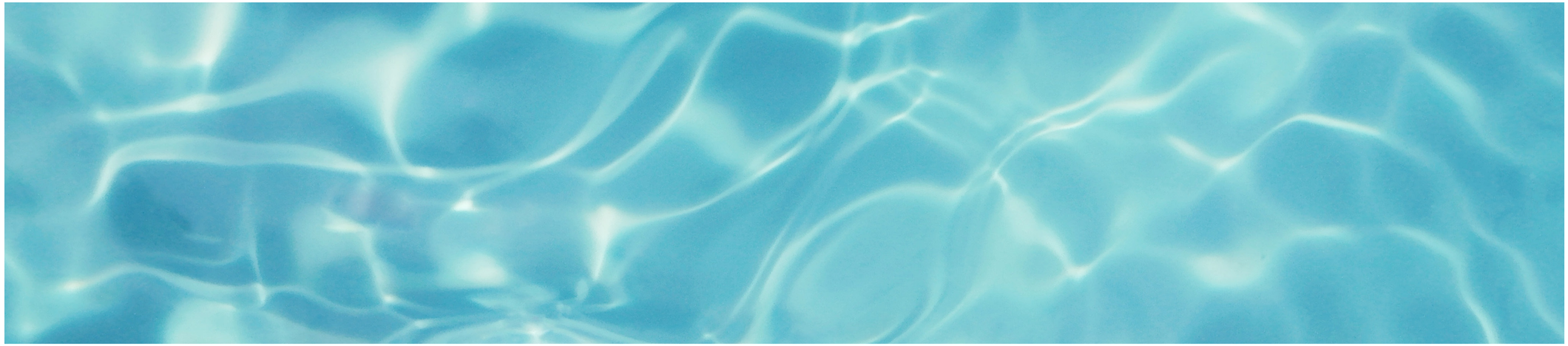
Our water consumption is primarily for domestic and office use – such as sanitation, canteens, and cooling systems – within facilities managed by landlords or facility providers. As such, we work closely with property managers to improve metering, reduce consumption, and implement conservation solutions where feasible.

Water Risk Context and Resilience Planning

- Several of our major offices are in urban areas prone to seasonal water stress. While operational risks remain low, we monitor local water risk indices and engage with facility managers to ensure business continuity, particularly during drought years.
- We plan on integrating location-specific water stress mapping into our environmental due diligence for new sites and prioritizing occupancy in green-certified buildings that meet water-efficiency standards such as those set by the Indian Green Building Commission (IGBC) or LEED.

Stewardship Actions and Partnerships

- Collaboration with property managers to implement low-flow fixtures, dual-flush systems, and sensor-based taps across high-occupancy campuses.
- Awareness campaigns for employees on responsible usage, particularly during local drought or water-scarcity alerts.



Waste Management

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Our operations generate relatively low volumes of physical waste, we recognize our responsibility in ensuring that all waste, especially electronic waste (e-waste) and office-generated disposables, is managed in an environmentally sound and compliant manner. As a company operating mainly from leased office spaces in urban areas, our direct control over waste infrastructure is limited. Nevertheless, we maintain strong operational protocols, vendor partnerships, and awareness programs to minimize our environmental footprint and contribute to a circular economy.

Waste Profile and Streams

Our waste generation is primarily from the following streams:

- **Office waste:** paper, packaging, and cafeteria disposables
- **E-waste:** Obsolete IT and telecom equipment (laptops, monitors, servers)
- **Facility-related waste:** Cafeteria waste and used kitchen oils

The table below details waste generated, recycled and diverted as part of our operations for the reporting period:

Indicator	CY2024 (in tons)	Notes
Non-hazardous Waste	969.86	Estimated from representative sites and extrapolated
Hazardous Waste	9.74	Not generated as per operations and local definitions
E-Waste Recycled	138.00	Includes laptops, monitors, telecom devices
Waste Diversion Rate	18.08% (177.09 tons)	Through recycling, reuse, and composting where available

Key Actions

- **Authorized e-waste recycler partnerships:** All electronic waste is collected, decommissioned securely, and recycled through authorized vendors, ensuring data privacy and compliance with e-waste management rules.
- **Internal circularity practices:** Reuse of IT hardware within departments before decommissioning
- **Paperless initiatives:**
  - Encouraging employees to adopt a **"Think Before You Print or Photocopy"** mindset
  - Migration of employee communications to digital channels
  - **"These Come from Trees"** Campaign: small restroom stickers gently reminding everyone that the "free" napkins and paper towels come from trees, encouraging reduced consumption of paper products
  - Replacement of paper towels with automatic hand dryers
- **Segregation-at-source and recycling:** Waste segregation practices (dry/wet/e-waste) implemented across larger campuses
- **Sustainable procurement:** Encouraging vendors to reduce packaging, use recyclable materials, and eliminate single-use plastics.

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Targets and Performance

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Our performance is measured against defined annual targets to ensure continuous progress toward our sustainability goals. These targets align with our long-term commitment to Net Zero by 2040 and cover key areas such as GHG emissions, energy efficiency, renewable energy adoption, water conservation, waste management, and employee engagement.

Environmental policy available in Sutherland website.

The following table presents our performance in 2024 against environmental sustainability targets:

No.	Objective	Target	Performance
1	Carbon footprint 2040 reduction (base year 2023)	Net Zero	4.02%
2	Reduction of Scope 1-3 emissions (vs base year 2023)		
	- Scope 1	5%	-55.47%
	- Scope 2	5%	22.89%
	- Scope 3	5%	-3.04%
3	Reduction of emission intensity (emission/square feet) (vs base year 2023)	5%	9.47%
4	Reduction in emission intensity – Revenue YoY	10%	10.61%
5	Renewable energy utilization	>20%	22%
6	Communication to employees on responsible water usage	2	2
7	Office Paper Reduction	5%	60.2%
8	Eco-friendly disposal of e-waste and other regulated materials	100%	100%
9	Environmental training: • All employees • Sutherland Procurement Team on sustainable product purchase	>80%	66%
10	Compliance with environmental regulations – Scope as Organization and Tenant	100%	100%

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At the heart of Sutherland are our people. Our social responsibility, therefore, is not a separate initiative but a direct expression of our core values.

Our commitment is to foster a safe, respectful, and inclusive workplace where every employee is empowered to reach their full potential.

This commitment extends beyond our walls into our communities, where we strive to make a meaningful difference, and across our value chain, where we are dedicated to upholding the highest standards of ethics and human rights. This is our pledge to the people who make our success possible.

This section provides a comprehensive overview of our social commitments, programs, and performance. We detail our unwavering dedication to human rights, our multifaceted approach to supporting our workforce, and our deep engagement with our communities.

Human Rights

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Sutherland maintains an absolute and unwavering commitment to upholding and respecting internationally recognized human rights across all our business operations and within our sphere of influence. This commitment is formalized and governed by our Global Human Rights Policy. This policy is built upon the foundational principles of the United Nations Global Compact, the UN Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work.

Our operational practices and internal policies are meticulously designed to proactively identify, prevent, and mitigate any adverse human rights impacts associated with our business. The key tenets of our human rights approach include:

Our commitment to human rights is deeply embedded in our Code of Conduct and our Human Rights Policy. To ensure universal understanding and compliance, 100% of our employees are required to complete mandatory training on these principles annually.

Prohibition of Forced and Child Labor:

We enforce a strict zero-tolerance policy against all forms of forced labor, modern slavery, child labor, and human trafficking, both within our own company and throughout our supply chain. This commitment is embedded in Section 4.3 of our Code and reinforced through our Supplier Code of Conduct, which outlines expectations around fair labor practices, working conditions, and the prohibition of forced or child labor.

In accordance with the requirements of Section 54 of the UK Modern Slavery Act 2015, we add an annual **Modern Slavery Act Statement** on our website. The Statement outlines our efforts to prevent, detect, and eradicate any form of modern slavery within our organization and throughout our supply chain.

A Fair and Dignified Workplace:

We are committed to fostering a workplace where every employee is treated with dignity and respect. This includes freedom from discrimination, harassment, intimidation, and any form of physical or psychological abuse.

We promote equal opportunity, diversity, and inclusion at all levels of the organization. Our policies and practices are designed to create a safe, supportive environment where employees can thrive and contribute their best. We hold ourselves accountable to the highest ethical standards to ensure fairness and trust across the workplace.

Freedom of Association and Collective Bargaining:

Our policy on Freedom of Association and Collective Bargaining supports a culture of trust and respect by upholding the rights of our employees to join or not join trade unions, and to collectively bargain within the bounds of applicable laws.

For the calendar year 2024, none of our employees were covered under a collective bargaining agreement. The terms of employment and working conditions for our employees are determined through internal policies and guided by applicable labor standards. Where relevant, these are also informed by collective agreements in similar industries or regions to ensure fairness and consistency.

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Our Workforce

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We value the contributions of our employees and are committed to creating a workplace that is both professionally fulfilling and personally rewarding. Our culture encourages continuous development, collaboration, and innovation. By fostering strong teams and empowering individuals, we consistently deliver exceptional results for our clients and their customers.

We are committed to creating a workplace that is professionally fulfilling, personally rewarding, and fosters continuous development, collaboration, and innovation.

Labor Practices

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Sutherland is committed to upholding the highest standards of labor practices across all our global locations. We ensure full compliance with all applicable local, national, and international labor laws concerning wages, working hours, overtime, and benefits. Our global policies and Code of Business Conduct and Ethics establish a consistent framework that guarantees fair treatment, equitable compensation, and respect for all employees. We have implemented formal, transparent grievance processes to ensure that any employee concerns are addressed promptly, fairly, and with the utmost confidentiality.

Compensation and Benefits

Sutherland's Total Rewards strategy aligns with our brand and values by offering compliant, financially sustainable, and competitive compensation and benefits that attract, retain, and motivate talent while rewarding performance. We tailor these offerings to the legal frameworks and regulatory requirements of every country in which we operate.

Remuneration Practices

Our organization is committed to a fair, equitable, and competitive compensation strategy. The process for determining employee compensation is governed by a globally managed framework to ensure consistency and alignment with market standards.

1. **Compensation Policy and Governance:** The global Total Rewards function is responsible for the governance, design, and management of all employee compensation policies and revisions. This centralized oversight ensures a consistent approach across all business units and geographies.
2. **Framework for Determining Compensation:** Our compensation structure is based on a system of established salary bands. These bands are defined by objective criteria, including job level, function, and responsibilities. The Talent Acquisition team adheres to these established salary bands for all new hires to ensure internal equity and market alignment from the outset. Minor deviations from the established bands require approval from the Total Rewards team, whereas significant deviations require authorization from the Compensation Committee.
3. **Annual Compensation Review:** A formal Annual Compensation Review is conducted for all eligible employees. The process is linked to performance and market dynamics. The overall budget for the annual review is informed by key business and economic factors, including overall company performance and geography-specific inflation trends.
4. **Ad-hoc Compensation Adjustments:** Requests for compensation adjustments outside the annual cycle (e.g., due to promotion, significant change in role, or market correction) are reviewed and approved by Total Rewards, senior leadership and Business Finance.
5. **Market Benchmarking and Competitiveness:** To ensure our compensation remains competitive, we utilize external market data and expertise. We validate our compensation bands in collaboration with leading benchmarking platforms and third-party consulting firms (e.g., Mercer, Willis Towers Watson, Korn Ferry) as well as internal hiring trends to ensure our compensation structure remains relevant and competitive in the talent market.

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Health and Safety Management

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The health and safety of our employees is a non-negotiable priority at Sutherland. Our proactive and systematic approach, guided by a comprehensive Occupational Health and Safety (OHS) Policy, ensures a secure work environment for everyone, regardless of work location or model. Our management system is designed to identify and mitigate workplace hazards, prevent accidents and injuries, and promote a culture of safety-consciousness at all levels of the organization. This includes regular risk assessments, incident reporting and investigation procedures, and ongoing safety training.

We adopt climate-resilient measures, involve employees and stakeholders in OHS program development, and embed continuous improvement with clear goals for hazard elimination and risk reduction.

Occupational Health and Safety Management System (OHSMS)

Sutherland has established and maintains a comprehensive OHSMS aligned with the ISO 45001:2018 international standard. This system is a cornerstone of our commitment to creating a safe and healthy workplace and preventing work-related injuries and illnesses.

As of the end of 2024, 30 global facilities (covering 80% of our full-time employees) have achieved ISO 45001:2018 certification valid until August 2026[1]. This represents a significant milestone in formalizing health and safety governance across our physical footprint.

1. Certificate Registration No. 44 126 14390294 - Valid from 21.12.2023 - Valid until 13.08.2026. Certification Scope: Providing IT Enabled Services that includes BLM (Back Office Life Cycle Management) and CLM (Customer Life Cycle Management) Services across various Industry Verticals for Customers Globally.

Hazard Identification, Risk Assessment, and Incident Investigation

We use the HIRAC (Hazard Identification, Risk Assessment, and Control) framework to proactively manage workplace safety. This systematic methodology allows us to identify and evaluate potential hazards across all operational activities, from routine tasks to emergency responses.

We prioritize safety measures using the Risk Priority Number (RPN) method, which quantifies risk by multiplying the likelihood of occurrence by the severity of its consequences.

Among the key risks identified are ergonomic concerns like repetitive strain and improper workstation posture, emergency risks such as fire or natural disasters, and common office hazards.

Psychological risks, including work-related stress, are also addressed, alongside commuting and transportation hazards. Furthermore, food safety and cafeteria hygiene are also identified in Sutherland's comprehensive risk management program.

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Occupational Health Initiatives

Our comprehensive Occupational Health initiatives are designed to prevent illness and injury and promote a productive work environment. Key elements include:

- **Preventive Healthcare:** We provide access to annual physical exams, vaccinations, and immunization drives for employees and qualified dependents in certain geographies.
- **Medical Benefits:** Our comprehensive medical insurance covers outpatient and inpatient care, including consultations, diagnostics, prescription drugs, mental health services, and physical therapy. We also provide ambulance coverage, access to emergency care and chronic condition management including pre-existing conditions and disabilities. Details of benefits depend on geography, role and tenure.
- **Workplace Ergonomics:** We provide guidance, e-learning modules, and apps to help employees prevent repetitive strain and musculoskeletal disorders. Our facilities team offers assistance with optimizing both home and office workspaces. The OHS team offers expertise and rapid response to workplace safety queries and potential hazards.
- **Employee Assistance:** We offer confidential hotlines, counselling, therapy, and access to Wellness Champions for mental health support, psychological distress, burnout, or trauma.
- **Compliance and Culture:** We adhere to local and international standards, provide accommodations for special health needs, and promote a culture of health and safety through continuous learning campaigns on topics like eye health, tobacco cessation, nutrition, and stress prevention.

Worker Participation, Consultation, and Communication

We actively cultivate a culture of safety ownership by embedding employee participation within our regional Health, Safety, and Environmental (HSE) management system. We believe that effective governance relies on inclusive, ongoing dialogue.

Employee involvement is institutionalized through HSE Committees composed of representatives from various functions. Every major location has an active HSE committee led by an appointed Chairperson and supported by an HSE Officer and Corporate HSE Advisor. The committees meet regularly to review risks, learn from incidents, and identify improvement opportunities.

In 2024, we maintained strong communication channels, issuing 35 HSE advisories on topics ranging from emergency protocols to ergonomics. This framework ensures employees are active contributors, with feedback incorporated through committee discussions and incident debriefs.

This participatory approach, supported by formal governance structures and clear communication systems, plays a vital role in reinforcing Sutherland's proactive safety culture.

Worker Training on Occupational Health and Safety

Our comprehensive training strategy ensures all employees have the knowledge to identify and mitigate workplace risks. We provide a blend of in-person training and e-learning courses on general HSE principles, office ergonomics, and emergency preparedness.

In 2024, we delivered over 62,207 man-hours of online HSE training, which reinforces a culture of continuous learning. Our site safety teams also conduct regular on-site briefings, emergency preparedness exercises, and building evacuation drills.

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Prevention and Mitigation of OHS Impacts from Business Relationships

We take a proactive stance in preventing and mitigating OHS risks linked to our business relationships with vendors and contractors. All external partners must align with our HSE guidelines and undergo regular compliance audits. Vendors working on our premises receive frequent training and briefings tailored to their specific risks. In addition to employees, our OHSMS covers contract workers, vendors, maintenance staff, and visitors; who are all managed through access control and ID badge protocol.

We also regularly review the OHS requirements of our customers to ensure full alignment and promote effective collaboration and a safe working environment for all stakeholders.

Work-Related Ill-Health and Injuries

Sutherland's work environment is predominantly low-risk compared to industrial or manufacturing settings, with occupational hazards resulting from office-based activities. Work-related illnesses at Sutherland stem primarily from ergonomic factors related to prolonged computer use, sedentary work, and occasional commuting incidents. We have developed an internal Incident Management portal where employees can conveniently log Health and Safety incidents. Reported incidents are assigned to dedicated teams who conduct thorough root cause analyses and track corrective actions in accordance with defined Service Level Agreements (SLAs) to prevent recurrence. This portal enhances transparency and consistency in handling health and safety concerns.

Employee Wellness

At Sutherland, we recognize that employee wellness is fundamental to creating exceptional employee experiences (EX), which in turn drive outstanding customer experiences (CX). Wellness is not just a benefit, it is a strategic pillar of our Employee Experience framework. Through our Global Wellness Policy, we aim to cultivate a culture where wellbeing is seamlessly integrated into everyday work life.

We've put this belief into action through our formal Global Wellness Policy, which is available to all employees via the Policy Center on WorkZone. This policy applies to all Sutherland employees globally. It is designed to address and support the physical, emotional, social, environmental, intellectual, and purposeful dimensions of wellness.

This policy also reflects our commitment to global impact, aligning with key United Nations Sustainable Development Goals like Good Health and Wellbeing (SDG 3) and Decent Work and Economic Growth (SDG 8).

Wellness, Diversity and Inclusion Program of the Year

GSA Awards 2024

Excellence in Stress Management 2nd Place

B2B Employer Branding Awards 2024 (Bulgaria)

Health and Wellness 2nd Place

Career Show Awards 2024

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Sutherland emphasizes employee health promotion through a comprehensive, multidimensional wellness strategy. The company believes that supporting employees' physical, mental, social, emotional, and purposeful wellness is foundational for individual thriving, productivity, and teamwork.

Key initiatives and resources include:

- **Wellness Workpages and Academy:** Employees have access to a Wellness Academy, regular wellness articles, structured wellness campaigns, and self-guided learning addressing diverse health topics.
- **Six Dimensions of Wellness:** Employees are engaged through a holistic model focusing on:
  1. Physical wellness *(exercise, nutrition, sleep)*
  2. Emotional wellness *(stress management, resilience, coping skills)*
  3. Social wellness *(relationship building, supportive communities)*
  4. Intellectual wellness *(continuous learning and personal growth)*
  5. Purposeful wellness *(meaning, values, gratitude)*
  6. Environmental wellness *(ergonomics, safe workspace setup)*
- **Regular Awareness Campaigns:** Observances like Mental Health Awareness Week, International Mind-Body Wellness Day, World No Tobacco Day, Ergonomics Month, and Women's Mental Health initiatives offer education, peer support, and challenges to foster healthy behaviors.
- **Targeted Health Education:** Articles and resources address burnout, anxiety, depression, work-life balance, nutrition, hydration, and sleep hygiene, with evidence-informed tips and practical tools.
- **Movement and Physical Activity Drives:** Programs encourage regular exercise, everyday movement (walking, ergonomic exercises), and strategies for maintaining an active lifestyle - even for remote workers.
- **Mental Health and Stress Management:** Resources include toolkits for anxiety and stress, mindfulness and breathing exercises, information on suicide prevention, and stigma reduction.
- **Healthy Habits:** There are dedicated programs for women, new parents, Gen Z, shift workers, and employees with disabilities, ensuring inclusivity and tailored health support.
- **Community Engagement and Social Support:** Employee resource groups (such as WINGS for women, PRIDE for LGBTQIA+, Buddy Programs) foster social wellness and inclusion.
- **Self-care and Boundary Setting:** Coaching for building self-care routines, setting boundaries, and encouraging positive mental habits.
- **Regular Communications:** Wellness Champions in each geography, regular newsletters, tips, and theme-based communication help keep well-being goals top-of-mind.

The underlying philosophy is that employee wellbeing is not just a corporate goal – it is a key driver for engagement, retention, and sustainable organizational success.

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Training and Development

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At Sutherland, we believe that continuous learning is essential for individual and organizational growth. We are committed to investing in the professional development of our employees through a robust and diverse learning ecosystem. Our programs are designed to build critical skills, cultivate leadership, and support long-term career advancement.

Through programs like Team Manager University (TMU), we prepare our frontline leaders with the practical skills and digital tools they need to succeed. TMU combines self-paced eLearning with hands-on workshops to strengthen coaching, team engagement, and leadership confidence.

Our Learning Experience Platform, Percipio, gives employees access to over 18,000 courses across behavioral, functional, technical, and leadership areas. With curated learning paths like Aspire Journeys, the MIT-Sloan Leadership Development Program, and industry certifications, employees can learn at their own pace, on any device.

Percipio is a key part of our leadership and competency-based development programs, helping drive personal growth and long-term retention. As employees progress, they can earn Sutherland-branded digital badges and certificates, which can be proudly shared on social media platforms.

Percipio

Learning Hours and Average Time

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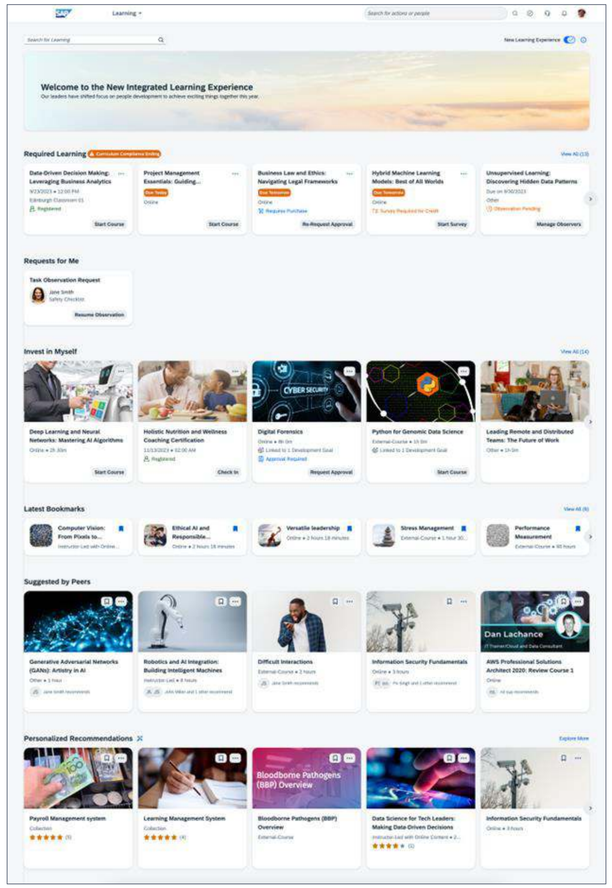
We encourage everyone to Grow Your Own Way – taking ownership of their development, exploring new opportunities, and building a career that reflects their goals and passions. The tables below demonstrate Sutherland's investment in skill development and reveal learning patterns across demographic groups and levels of seniority. It shows higher participation of women in learning programs, and strong engagement in technical training at early mid-career stages.

Average hours of training per year per employee

Gender	Technical/Job Related - Percipio, Udemy and Coursera	Non-Technical/ Organization Related - LMS
Female	5.88	8.16
Male	3.38	7.52

Gender	Technical/Job Related - Percipio, Udemy and Coursera	Non-Technical/ Organization Related - LMS
1	9.00	5.27
2	16.62	7.10
3	43.78	7.69
4	16.52	8.43
5	22.38	11.64
6	22.34	3.92
7	7.92	3.01
8	7.23	2.16
9		2.13



Diversity Equity and Inclusion (DEI)

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We recognize that diversity is a powerful catalyst for innovation, and we are steadfast in our commitment to building an inclusive and equitable culture. Sutherland is committed to fostering a culture of belonging where teams thrive and deliver meaningful outcomes for our clients, communities, and people. An equal opportunity employer, Sutherland prohibits discrimination of any kind and is dedicated to maintaining a workplace that celebrates diversity, promotes fairness, and upholds dignity for all. Our DEI efforts are guided by international standards and aligned with the UN Guiding Principles on Business and Human Rights, as well as relevant UN Sustainable Development Goals, including SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities).

To support this commitment, we have a Global DEI Policy that defines our approach to fostering equity and inclusion in our workplace. Our policy translates into action through:

- **Global DEI Council:** The DEI Council brings together business leaders from across the organization to ensure accountability and embed DEI as a core part of our culture. The council provides strategic guidance, shares local perspectives, and monitors progress, helping us stay aligned with our commitment to creating an inclusive and equitable workplace.
- **Hiring:** Our talent attraction efforts focus on proactively engaging a broad range of communities by partnering with organizations that support marginalized groups such as people with disabilities, LGBTQIA+, veterans, and other minority groups. We participate in career fairs and networking events targeted at under-represented groups; use inclusive language and formats in job postings; and train recruitment teams and hiring managers to avoid unconscious bias.

Our Philosophy

Sutherland's commitment to DEI is stronger today based on a recognition that a **diverse and inclusive global talent** will drive meaningful outcomes for clients, communities and our organization to create a better tomorrow together.

- Sutherland is a certified minority owned global diversity supplier
- Our founding executives have a long history of developing the organization with a focus on global impact
- Our diversity creates differing perspectives that drives healthy debate

Our Positioning

Commitment to Diverse Leadership Driving Progress

- A Global Diversity Council with country managers representing a local perspective
- DE&I Champions and support ERG'S
- Harnessing diverse perspectives and ideas, encouraging inclusion from all voices.
- Reinforced by our EVP - Be You, Join Us

Vision & Mission

At Sutherland, we recognize and appreciate the importance of creating an environment in which **all employees feel valued, respected and included.** A place where people feel **empowered** to do their best work and bring great ideas to the table.

- Developing leaders across organization with an eye on underrepresented populations
- Create awareness and action against bias
- Reverse Mentoring and Leadership Training for Women
- Global DEI awareness training all levels

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Employee Experience and Engagement

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We actively engage with external partners and stakeholders to advance DEI both within our organization and in the communities where we operate. This includes participating in industry-wide initiatives and partnerships, supporting local community organizations and events, volunteering time and resources to mentorship programs and career development workshops, and advocating for policy changes and social justice issues that impact broader society.

True engagement means our people are emotionally committed to their work and the organization. They understand what to do, they have the tools they need, and they have a Manager who supports them. We mean to build a human-centric organizational culture that places the needs, wellbeing and potential of our employees at the core of our business.

Employee Engagement is measured through our global Annual EX Survey. For FY24, the Engagement score globally was 82% favorable, six percentage points above the IT industry benchmark of 76%.
The eCouncil (short for Employee Council) is a dedicated team focused on enhancing the employee experience across all geographies. The "e" stands for more than just employees; it represents experience, engagement, ecosystem, excitement, and more.

Established in 2018, the eCouncil was designed to drive meaningful engagement from within, adapting to the evolving nature of work. Today, it plays a key role in shaping a positive and inclusive workplace culture by organizing celebrations, recognition programs, and social impact initiatives. Each country has its own eCouncil, made up of passionate representatives from diverse employee communities. Together, they create activities and communications that make Sutherland a great place to work – every day, week, and month of the year.

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Our Diversity Indicators

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We are committed to building an inclusive workforce that aligns with the values and expectations of our internal teams and external stakeholders. To support this commitment, we continuously monitor key diversity indicators across all levels of our organization.

This report provides an overview of our workforce demographics, including representation across gender, nationality, ethnicity, marital status, pronoun identification, parental and displaced status, challenge groups, and disability self-identification.

Key Observations and Considerations

1. **Gender Representation:** Our workforce comprises 51% men and 49% women, reflecting a near-balanced gender distribution overall. While this balance is visible across our frontline, we have noted variations as levels progress.
2. **Nationality and Ethnicity:** The workforce represents a diverse mix of nationalities and ethnic backgrounds, with notable representation from India, the Philippines, and other key operational regions.
3. **Marital Status and Pronoun Identification:** Some employees have voluntarily shared their marital status and pronouns, a considerable number have opted not to disclose this information.
4. **Parental and Displaced Status:** The data provides insights into employees identifying as solo parents or displaced persons, indicating potential opportunities for workplace support programs.
5. **Challenge Groups and Disability Status:** A portion of employees have self-identified as part of challenge groups or having a disability, but a significant number of responses remain blank. This highlights an opportunity for continued awareness and encouragement for employees to self-identify, ensuring better access to support systems.

While this data provides a snapshot of diversity representation, it is essential to acknowledge the potential for skewed interpretations due to non-disclosure. A substantial percentage of employees have opted not to declare certain personal details, limiting the depth of insights that can be drawn.

Our key diversity indicators are listed below:

1) Gender:

49%
Women

51%
Men

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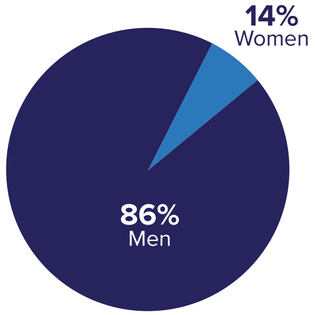
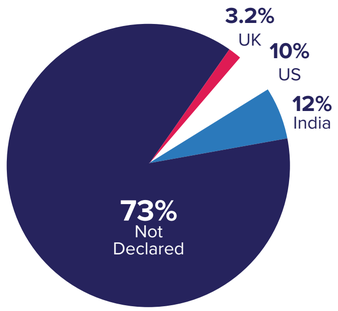
2) Diversity Group Representation for:

(a) Executive Employees

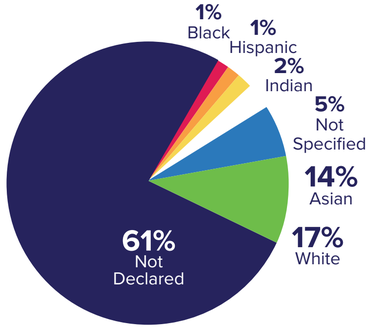
Gender



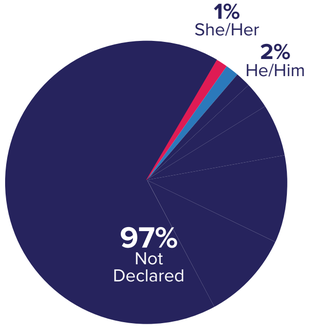
Nationality



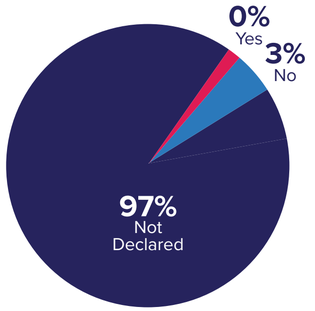
Ethnicity



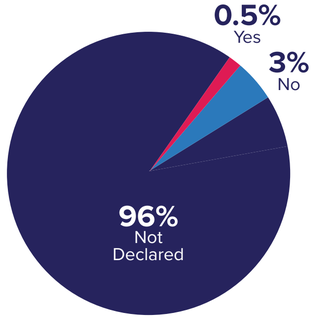
Pronouns



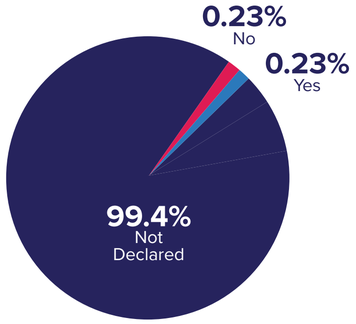
Displaced Person



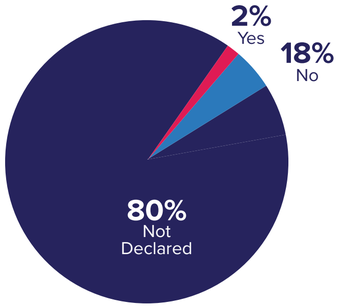
Solo Parent



Challenge Group



Disability Status



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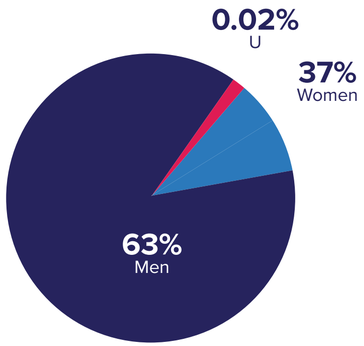
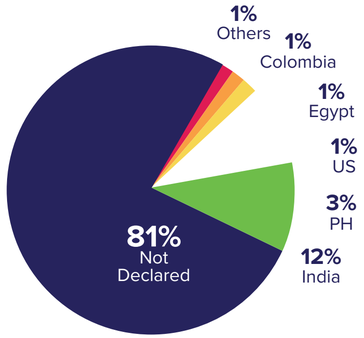
(b) Managerial Employees

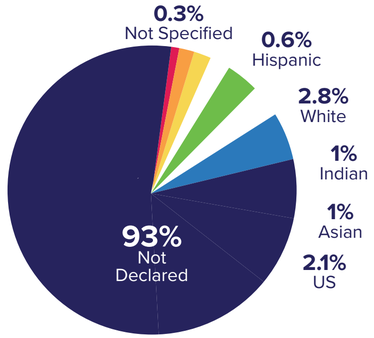
Gender



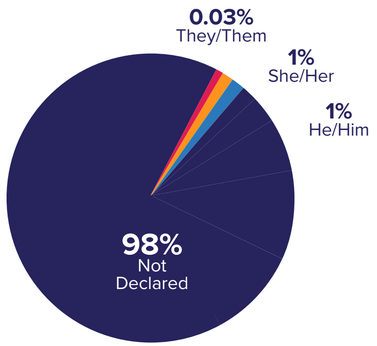
Nationality



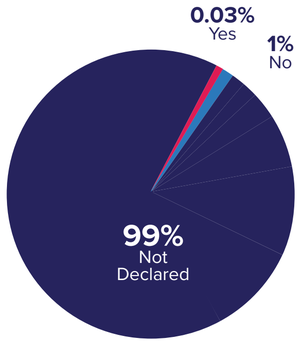
Ethnicity



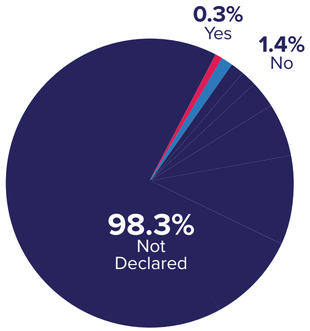
Pronouns



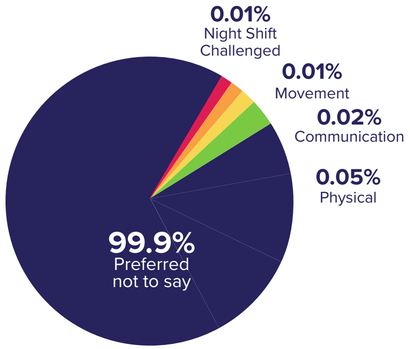
Displaced Person



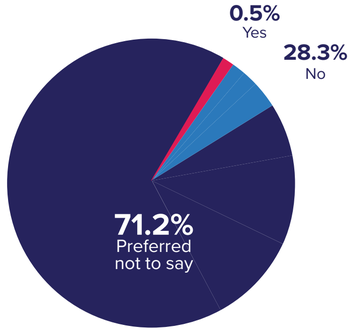
Solo Parent



Challenge Group



Disability Status



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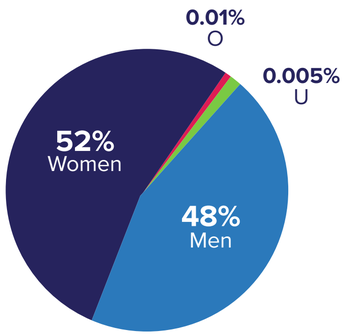
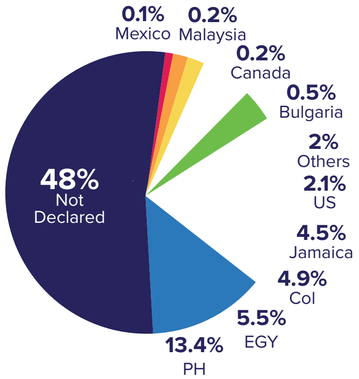
(c) Frontline Employees

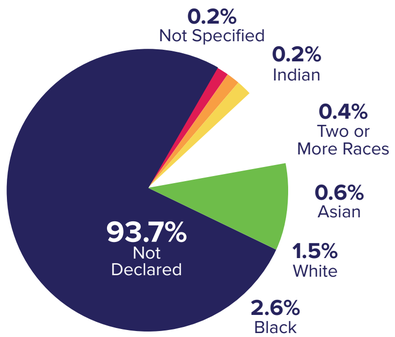
Gender



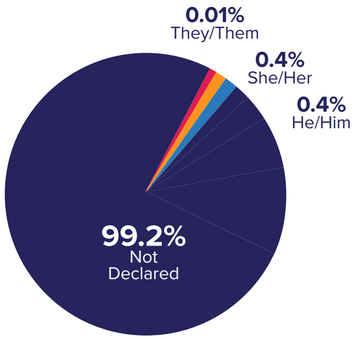
Nationality



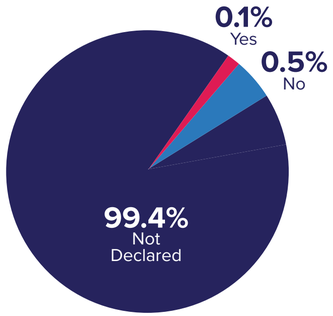
Ethnicity



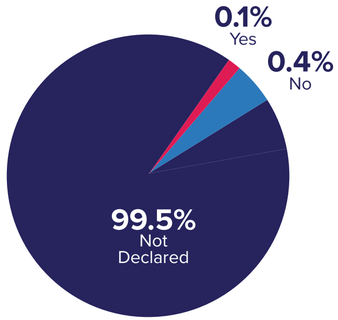
Pronouns



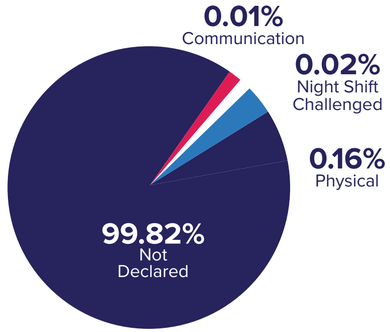
Displaced Person



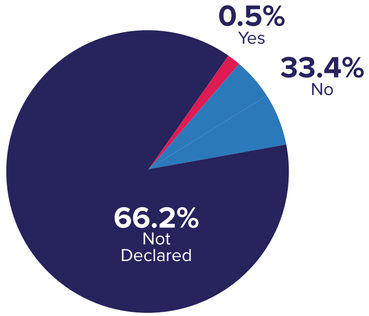
Solo Parent



Challenge Group



Disability Status



Footnotes

- **Non-disclosure:** High levels of non-disclosure across several categories may skew representation insights.
- **Data Limitations:** Worker-level data is limited to gender, nationality, and ethnicity. Other categories were not available or not collected.
- **Interpretation Caution:** Percentages are based on self-reported data and may not reflect actual representation.

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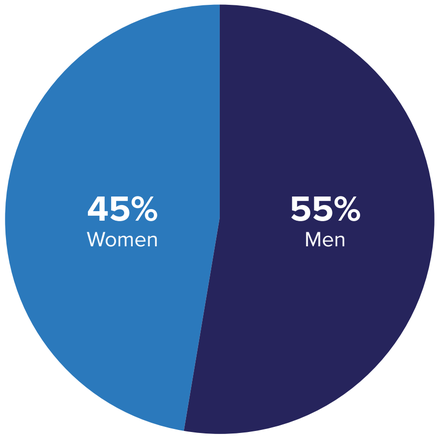
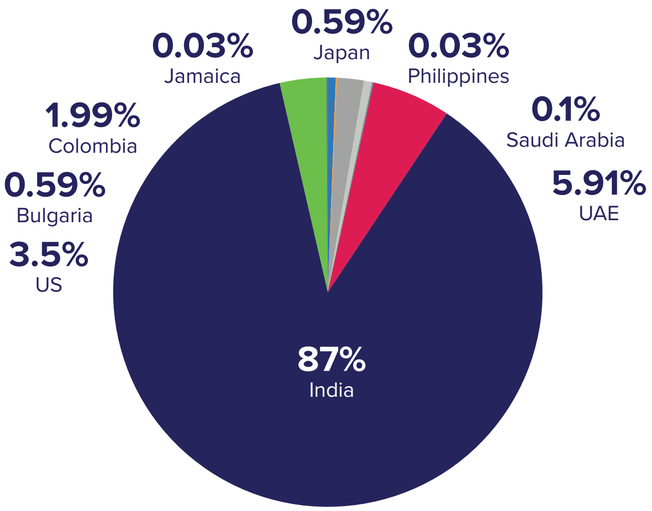
Workers Info

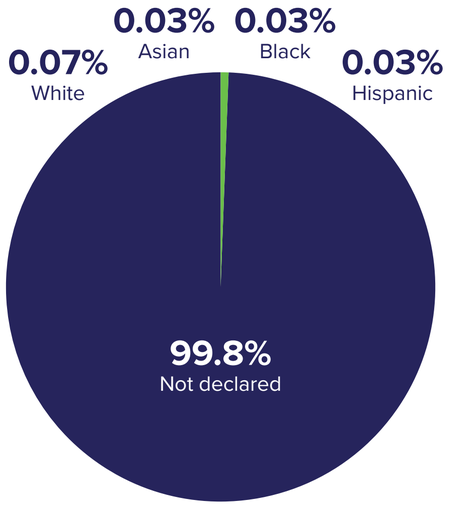
Gender



Nationality



Ethnicity



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Communities

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Our responsibility extends beyond our office walls and into the heart of the communities we serve worldwide. We are committed to being a force for good, leveraging our global reach and local presence to address specific community challenges. Our engagement strategy is built on genuine partnership, focusing on initiatives that foster economic opportunity, advance education, and promote social well-being, ensuring our contributions create tangible and sustainable value. Sutherland works towards these goals through our Corporate Citizens initiative.

Our Corporate Citizens program includes the following pillars:

ENVIRONMENTAL
PROTECTING OUR WORLD
We promote policy and volunteering.

ECONOMIC
STRATEGIC INVESTMENTS
We empower marginalized populations

SOCIAL
EMPLOYEE VOLUNTEERISM
Together, we can make a difference.

Corporate Citizens

As a signatory to the UN Global Compact since 2015 and in alignment with the UN Sustainable Development Goals, Sutherland's Corporate Citizens mission is to vitalize communities by removing barriers to sustainable employment and positive environmental impact.

Our Corporate Citizens program focuses on the following target groups:

Target Group	Definition
SOLO **PARENTS**	Persons with at least one child under the age of 17 years for whom they are solely responsible
PEOPLE WITH DISABILITIES	Persons with physical or developmental disabilities
DISPLACED **PEOPLE**	Refugees, deportees, locally or otherwise displaced people
MATURE CITIZENS	Retirees re-entering the workforce
YOUTH	Persons between the ages of 17 and 25 who face financial or other situational challenges prohibiting them from finding meaningful employment

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Environmental Pillar

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The Environmental Pillar aims to engage and support our employees in contributing to the broader Sutherland target of becoming Net Zero by 2040. The activities include those that reduce our carbon footprint, optimize water consumption, and positively impact the natural environment.

Some of our key initiatives under the Environmental pillar are listed below:

EGYPT

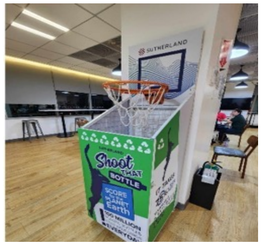
Employees from our Egypt operations supported the recycling of 26,724 tons of plastics, paper and organic waste, equivalent to 29 tons of solid waste being diverted from landfills.

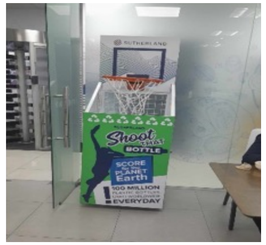
COLOMBIA

In partnership with Tapas Para Sanar, Sutherland Colombia recycled High-Density Polyethylene (HDPE) plastics (bottle caps) into household products. Proceeds from the sale of these products were then sent to the Sanar Foundation for children with cancer. In addition, the team launched an EcoBot, which encourages employees to recycle plastics. Sutherland is among the Top 10 companies that collect the most packaging in Colombia.

PHILIPPINES

Employees from our Philippines operations engaged in multiple volunteering activities during the year which included an initiative to recycle plastics and e-waste through a Philippines Economic Zone Authority accredited company. Sutherland started a “Shoot That Bottle” drive to “Score for Planet Earth” as a fun way of encouraging employees to participate in recycling. 20% of the plastic waste collected was handed over to the Environment and Natural Resources Office of Palayan City for conversion to Ecobricks, which were then used to build structures such as fences, planter boxes and garden bases. Food did not go to waste. Instead, it went to compost. In partnership with the PhilPlans Corporate Center Building administration, 2,759 kg of food waste was collected from cafeteria concessionaires and processed into compost. This was then used on the plants in the building’s Roof Garden Deck. The shuttle frequency between Sutherland sites was reduced and optimized to avoid peak-hour traffic, leading to a significant reduction in fossil fuel consumption and maintenance costs. Buoyed by Earth Hour’s resounding success, we launched a “Beyond the Hour” campaign, where all non-essential lights are turned off for an hour, one day per week. This has contributed positively to the reduction in our Scope 2 emissions.





Economic Pillar

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The Economic Pillar aims to remove barriers to sustainable employment by investing in empowerment programs and providing meaningful work to our target groups (Impact Hiring). In 2024, 5,271 lives were positively impacted, 612K USD was invested, and 21 local partnerships were established through these engagements.

COLOMBIA

Through our SENA investment in Colombia, Sutherland onboarded over 300 interns from impoverished areas of the country. These interns received on-the-job training while earning a living. Upon completing internship, they were either hired by Sutherland or were able to seek alternate employment with the skills learned during their time with us.

PHILIPPINES

In the Philippines, Sutherland partnered with various community colleges and universities to introduce students to the global business and technology sector while providing guidance on interviews and soft skills.

The following is a breakdown of Impact Hires* by target group:

Solo Parents	People with Disabilities	Displaced People	Mature Citizens	Youth
8%	3%	5%	2%	83%
Leading contributor was Philippines	Leading contributor was Egypt	Leading contributor was Colombia	Leading contributor was USA	Leading contributor was Philippines

*The data is provided directly by employees through voluntary self-identification, in most instances.

Sutherland also ran Near Hiring Training courses for unsuccessful candidates, who could sharpen their language, computer and soft skills. Upon successful completion of the program, graduates received certificates and were able to reapply to Sutherland or use their knowledge to secure employment elsewhere.

EGYPT

In Egypt, Sutherland launched a Train-to-Hire program targeted at upgrading language skills. Sutherland also adopted the “Buds of Paradise Association”. Located in Alexandria, this Association prioritizes the care and shelter of disabled orphans. In addition to paying their monthly rent, Sutherland also organized regular cash and in-kind donations to the youth at the institution. With Sutherland’s funding and support, the organization can continue their mission of providing education and encouraging self-sufficiency.

JAMAICA

In Jamaica, Sutherland conducted multiple career fairs in collaboration with Ministry of Labour and Social Security and the HEART Trust/NTA. There was also an in-kind donation to Honey Hill Community Transformation Foundation Ltd to support their computer center for low-income community residents.

In 2024, 17% of all new hires were impact hires. This surpassed the company target of 10%. The largest demographic hired were disadvantaged youth, especially in Philippines, Colombia and Egypt.

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Social Pillar

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The Social Pillar aims to foster volunteering opportunities and mobilize employees to volunteer in the communities in which we operate. Across the company, Sutherland recorded 11,104 volunteering hours. Our employees engaged in activities ranging from outreach initiatives to reforestation. Through the efforts of our employees, Sutherland engaged in activities that impacted 11 of the 17 SDGs:

The Social Pillar reflects Sutherland's belief that employee-driven volunteering is a powerful catalyst for community impact and sustainable development.

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BULGARIA

In Bulgaria, employees raised funds for the patients of the Clinic of Pediatric Cardiology. They also supported the foundation Karin Dom, an organization that offers comprehensive educational and developmental support to children from an early age. Our employees also contributed to building a facility, including fixing playgrounds and common areas which positively impacted approximately 250 people.

CANADA

In Canada, employees enhanced the Sutherland corporate donation to Pride Windsor and Run for Rocky through their own cash donations. Food items were also collected and donated to the Windsor Mission Food Drive. In December, a Coats-for-Kids campaign resulted in the collection of 198 jackets, scarves, gloves and other winter items which were donated to the Downtown Mission in Windsor.

INDIA

In India, approximately 600 volunteers spent over 3,000 hours on multiple outreach initiatives, including donations, targeting disadvantaged youth and people with disabilities. The Nourishing Young Minds initiative provided essential grocery items to support nutritious meals for the students, while the Empowering Young Minds initiative aimed at renovating the science lab at the Mar Athanasius School in Kochi.

US

In the US, volunteers donated cash to Rochester Pride and donated fleece blankets to the Tulsa United Way and the Rosa Parks Early Childhood School.

COLOMBIA

In Colombia, over 5,810 volunteer hours were spent on various activities, including:

- Donations and workshops at the Harvesting Love Foundation in Bogota and Barranquilla, supporting single mothers and vulnerable women in rural areas.
- Empowerment workshops for LGBTQIA+ members and grocery donations for those in need.
- Built houses for two families in Bogota and Barranquilla with Techo Para Mi Pais.
- Youth health workshop on sex awareness, early pregnancy prevention, and distribution of health kits.
- Beach cleanups in Barranquilla and tree plantations in Bogota (200 trees) and Barranquilla (300 trees).
- Collection and delivery of toys to foundations supporting children from vulnerable families.

MEXICO

In Mexico, our employees visited communities in extreme poverty and donated cash and grocery items.

JAMAICA

In Jamaica, volunteers supported the Kingston Harbor Cleanup Project, removing five large bags of garbage from the coastline surrounding the harbor. Volunteers also donated groceries to the Mustard Seed Rehab Center and spent time cleaning and painting the Ambrook Lane Basic School and the Marie Hill Primary and Infant School.

PHILIPPINES

In the Philippines, volunteers engaged in multiple outreach initiatives at various institutions supporting disadvantaged youth. Additionally, 45 volunteer hours were spent at the Aulo Dam in Palayan. In the spirit of Sutherland community, volunteers did house visits of over 100 employees in CamSur who were affected by Typhoon Kristine, provided care packages to 300 employees in CamSur and Legazpi. Volunteers also handed over pet food and supplies to Albay Animal Rescue and Adoption Shelter in Albay, and the Animal Rescue, Rehabilitation and Fostering (ARRF) in Davao.

EGYPT

In Egypt, Sutherland hosted a job fair for people with disabilities, providing them with employment opportunities in our industry.

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SASB Standard: Software and IT Services

Sustainability Disclosure Topics and Metrics

Topic	Metric	2024	Unit of Measure	Code
Environmental Footprint of Hardware Infrastructure	Total energy consumed	Energy Use and Emissions	Mega Watt Hour (MWh)	TC-SI-130a.1
	Percentage grid electricity	Energy Use and Emissions	Percentage (%)	
	Percentage renewable	Energy Use and Emissions		
	Total water withdrawn	Water Stewardship	Thousand cubic meters (m^3), Percentage (%)	TC-SI-130a.2
	Total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Water Risk Context and Resilience Planning		
	Discussion of the integration of environmental considerations into strategic planning for data centre needs	GHG Reduction initiatives	Not Applicable	TC-SI-130a.3
Data Privacy and Freedom of Expression	Description of policies and practices relating to targeted advertising and user privacy	Data Privacy and Cybersecurity	Not Applicable	TC-SI-220a.1
	Number of users whose information is used for secondary purposes	Our current approach to targeted advertising relies solely on the platforms out-of-the-box capabilities, which use aggregated demographic and company data to serve ads rather than targeting specific individuals, hence the current number of users is zero.	Number	TC-SI-220a.2
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	The answer is none	Presentation currency	TC-SI-220a.3

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Topic	Metric	2024	Unit of Measure	Code
	Number of law enforcement requests for user information	Tracked in Power BI, currently there have been 0 known law enforcement based requests.	Number	TC-SI-220a.4
	Number of users whose information was requested	Tracked in Power BI, currently there have been 0 known law enforcement based requests.	Number	
	Percentage resulting in disclosure	Tracked in Power BI, currently there have been 0 known law enforcement based requests.	Percentage (%)	
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	China is the only known country in which the services may be subject to separate monitoring by the authorities.	Not Applicable	TC-SI-220a.5
Data Security	Number of data breaches	No data breaches occurred	Number	TC-SI-230a.1
	Percentage that are personal data breaches	No data breaches occurred	Percentage (%)	
	Number of users affected	No data breaches occurred	Number	
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Data Security	Not Applicable	TC-SI-230a.2

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Topic	Metric	2024	Unit of Measure	Code
Recruiting and Managing a Global, Diverse and Skilled Workforce	Percentage of employees that require a work visa	Employees may work under Sutherland-sponsored or self-obtained permits depending on country regulations.		TC-SI-330a.1
	Employee engagement as a percentage	Employee Experience and Engagement		TC-SI-330a.2
	Percentage of (1) gender and (2) diversity group representation for:		Percentage (%)	TC-SI-330a.3
	Executive management	1) 86% Men 14% Women (2)Diversity Data Reporting		
	Non-executive management	(1) 63% Men 37% Women U – 0.02% (2) Diversity Data Reporting		
	Technical employees	(1) 48% Men 52% Women O- 0.01% U- 0.005% (2) Diversity Data Reporting		
	All other employees	(1) 55% Men 45% Women (2) Diversity Data Reporting		
Intellectual Property Protection and Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	No monetary losses identified as a result of legal proceedings in the reporting period.	Presentation currency	TC-SI-520a.1

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Topic	Metric	2024	Unit of Measure	Code
Managing Systemic Risks from Technology Disruptions	Performance issues	Business Continuity and Resilience	Number	TC-SI-550a.1
	Service disruptions	Business Continuity and Resilience	Number	
	Total customer downtime	Business Continuity and Resilience	Days	
	Description of business continuity risks related to disruptions of operations	Sutherland has an extensive program of insurance that includes coverage for business continuity risks associated with technology disruptions affecting operations. The extent of loss borne by Sutherland would amount to our deductibles or retentions under the applicable insurance policies with the remaining loss to be borne by our insurers.	Not Applicable	TC-SI-550a.2

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Statement of use	Sutherland Global has reported with reference to the GRI standards for the period 1/1/2024 – 12/31/2024
GRI 1 used	GRI 1: Foundation 2021

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GRI 2: General Disclosures 2021

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Disclosure title	Location/Reference
2-1 Organizational details	About this report
2-2 Entities included in the organization's sustainability reporting	About this report
2-3 Reporting period, frequency and contact point	About this report
2-4 Restatements of information	About this report
2-5 External assurance	About this report
2-6 Activities, value chain and other business relationships	About us
2-7 Employees	Our Workforce
2-8 Workers who are not employees	Workers Info
2-9 Governance structure and composition	Sustainability Governance
2-10 Nomination and selection of the highest governance body	Sustainability Governance
2-11 Chair of the highest governance body	Sustainability Governance
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance
2-13 Delegation of responsibility for managing impacts	Sustainability Governance
2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance
2-15 Conflicts of interest	Conflicts of Interest
2-16 Communication of critical concerns	Communication of Critical Concerns
2-17 Collective knowledge of the highest governance body	Omission

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Disclosure title	Location/Reference
2-18 Evaluation of the performance of the highest governance body	The members of the highest governance body have the collective knowledge, skills, and experience to oversee sustainability effectively. For specialist sustainability matters, the Office of Sustainability provides dedicated expertise and regular updates to strengthen their decision-making.
2-19 Remuneration policies	Omission
2-20 Process to determine remuneration	Remuneration Practices
2-21 Annual total compensation r atio	Omission
2-22 Statement on sustainable development strategy	Message from the Executive Sponsors of the Office of Sustainability
2-23 Policy commitments	Policy Commitments
2-24 Embedding policy commitments	Policy Commitments
2-25 Processes to remediate negative impacts	Reporting Channels
2-26 Mechanisms for seeking advice and raising concerns	Reporting Channels
2-27 Compliance with laws and regulations	Our Foundational Pillars of Conduct
2-28 Membership associations	Membership Associations
2-29 Approach to stakeholder engagement	Interests and Views of Our Stakeholders
2-30 Collective bargaining agreements	Human Rights

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Omissions

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Omission	Reason	Explanation
2-18 Evaluation of the performance of the highest governance body	Confidential	The evaluation process exists but is not disclosed publicly due to confidentiality considerations.
2-19 Remuneration policies	Confidential	Details on compensation approach are confidential and therefore not publicly disclosed.
2-21 Annual total compensation ratio	Confidential	Compensation ratio data is considered confidential and is not publicly disclosed.

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GRI 3: Material Topics 2021

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Disclosure title	Location/Reference
3-1 Process to determine material topics	Identifying Material Topics
3-2 List of material topics	Identifying Material Topics
3-3 Management of material topics	
Energy management	Energy Use
Water and wastewater management	Water Stewardship
GHG emissions	Emissions
Data security and customer privacy	Data Privacy and Cybersecurity
Human rights and community relations	Human Rights
Diversity and inclusion	Diversity Equity and Inclusion
Recruitment, development and retention	Diversity Equity and Inclusion DEI
Employee health, safety and wellbeing	Health and Safety Management
Systemic risk management	Data Security
Competitive behavior	Market Ethics
Business ethics and transparency of payments	Market Ethics

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Topic Standards

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Disclosure title	Location/Reference
GRI 205: Anti-corruption	
205-2: Communication and training about anti-corruption policies and procedures	Our Foundational Pillars of Conduct
GRI 206: Anti-competitive Behavior	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Market Ethics
GRI 417: Marketing and Labeling	
417-2 Incidents of non-compliance concerning product and service information and labeling	Market Ethics
GRI 404: Training and Education	
Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	Training and Development

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Progress Towards Sustainable Development Goals (SDGs)

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SDG Goal	Relevant Sutherland Activities	Status/Progress (2024)
SDG 3: Good Health and Well-being	Occupational Health and Safety Programs, Mental Health Support, Health Screenings, Ergonomics, Emergency Response Training	OHSMS aligned to ISO 45001; 30 certified sites (coverage for 80% of the employees); 31,760+ HSE training hours
SDG 4: Quality Education	Training and Development, Internships for underserved communities, Volunteer-led education workshops	Near Hiring Programs, Career workshops in PH, CO, EG; MyAcademy platform trainings
SDG 5: Gender Equality	DEI Programs, India's Best Workplace for Women, Gender Representation Tracking	49% women workforce; Awarded 4 years consecutively for Best Workplace for Women
SDG 6: Clean Water and Sanitation	Water Risk Assessments, Facility Collaboration for Water Efficiency	Zero major leakage incidents; Water-saving fixtures in high-use facilities
SDG 7: Affordable and Clean Energy	Use of RECs, Renewable Energy in Operations, EnMS in Facilities	22% renewable energy used; 10,200 I-RECs purchased
SDG 8: Decent Work and Economic Growth	Impact Hiring, DEI Employment Programs, Global Labor Practices, Internships	17% impact hires; 5,271 lives impacted; ISO 45001 coverage for 80% employees
SDG 9: Industry, Innovation and Infrastructure	Digital Acceleration Centers, Patents/Inventions, AI Integration	200+ inventions/patents; ISO and LEED certified facilities
SDG 10: Reduced Inequalities	Support for Displaced, Solo Parents, Persons with Disabilities, LGBTQ+	DEI metrics tracked; targeted job fairs and hiring programs
SDG 12: Responsible Consumption and Production	E-waste Recycling, Paper Reduction, Circular Economy Awareness	139.56 tons of e-waste recycled; 828.72 tons of non-hazardous waste managed
SDG 13: Climate Action	GHG Reduction Targets, Scope 1-3 Emissions Reporting, Carbon Offsetting, Tree Planting	118,008.95 tCO_2e reported; 3,100 carbon credits; Net Zero by 2040 target
SDG 16: Peace, Justice and Strong Institutions	EthicsLine, Anti-bribery Training, Code of Conduct Implementation	99.4%+ training completion; Ethics reporting system operational
SDG 17: Partnerships for the Goals	UN Global Compact Signatory, EcoVadis, CDP, The Climate Pledge	EcoVadis Silver Rating (70/100); CDP participation since 2013

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Glossary of Terms

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TERMS	DEFINITIONS
Carbon footprint	A carbon footprint is the total amount of carbon dioxide and other greenhouse gases emitted by an individual, organization, event, or product, directly or indirectly, over a specific period. For example, the carbon footprint of a car includes emissions from burning fuel and the emissions produced during its manufacturing.
Carbon Net Zero	Carbon net zero means having an overall balance between the greenhouse gases produced and those removed from the atmosphere. This involves reducing emissions and offsetting any remaining emissions through actions like tree planting or investing in renewable energy, with the goal of minimizing our contribution to climate change.
Carbon offsetting	Compensation for carbon dioxide emissions by investing in projects that reduce or remove greenhouse gases from the atmosphere.
CDP	CDP, (formerly known as the Carbon Disclosure Project) is a nonprofit that urges organizations to measure, disclose, and manage their environmental impacts, focusing on carbon emissions. It collects data to help stakeholders, like investors and policymakers, make better sustainability decisions.
Child Labor	The employment of children in any work that deprives them of their childhood, potential, dignity, and is harmful to their physical and mental development.
Circular economy	An economic system aimed at minimizing waste and making the most of resources by reusing, recycling, and regenerating products and materials.
Corporate Citizenship	A company's responsibility toward society. The goal at Sutherland is to vitalize communities by removing barriers to sustainable employment and positively impact the environment
CSR	The commitment of businesses to contribute to sustainable economic development by working with employees, communities, and other stakeholders.

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TERMS	DEFINITIONS
EcoVadis	EcoVadis is a platform that rates companies on how environmentally and socially responsible they are. It helps businesses choose suppliers and partners committed to sustainability.
Environment	This category considers a company's impact on the environment, including its use of energy, water, and other resources, as well as its waste management practices and pollution levels.
Gender Equality	The state of equal access to resources and opportunities regardless of gender, promoting fairness and non-discrimination.
Global warming	Global warming is the long-term rise in Earth's average temperature due to increased concentrations of greenhouse gases in the atmosphere. For example, burning fossil fuels for energy releases carbon dioxide, which traps heat and leads to higher global temperatures.
Governance	This category assesses how a company is managed, including its leadership structure, board composition, executive compensation, and risk management practices.
Green IT	Green IT refers to environmentally friendly practices in information technology, aiming to minimize the environmental impact of IT operations. This includes reducing energy consumption, designing energy efficient IT applications, managing electronic waste responsibly, and adopting eco-friendly technologies.
Greenwashing	When a company presents a misleading impression of its environmental practices to appear more environmentally friendly than it actually is.
HSE	HSE stands for Health, Safety, and Environment. It refers to the policies, procedures, and practices implemented by organizations to safeguard the health and well-being of their employees, protect the environment, and ensure compliance with relevant regulations and standards.
Human Rights	Rights and Freedoms that we are all entitled to enjoy as human beings such as right to live safely, securely and with dignity
Impact Hiring	The intentional hiring of persons from marginalized (target) groups that may have difficulties finding employment
Impact Investing	Investing in companies, organizations, or funds with the intention of generating positive social or environmental impact alongside financial returns.

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TERMS	DEFINITIONS
Impact sourcing	A business practice where a company prioritizes suppliers that intentionally hire and provide career development opportunities to people who otherwise have limited prospects for formal employment
Materiality Assessment	A process used by companies to identify and prioritize the most significant environmental, social, and governance issues for their business and stakeholders.
REC Certificates	Tradable certificates representing the environmental attributes of renewable energy generation, allowing consumers and companies to support and track renewable energy usage.
Scope 1, 2 and 3 Carbon Emissions	Scope 1, 2, and 3 emissions classify greenhouse gas emissions from different sources. Scope 1 covers direct emissions from owned or controlled sources, like company vehicles and on-site fuel combustion. Scope 2 includes indirect emissions from purchased electricity, heat, or steam. Scope 3 encompasses other indirect emissions, such as those from the supply chain, business travel, and employee commuting.
Social	This category looks at how a company treats its employees, suppliers, customers, and the communities in which it operates. It includes factors such as labor practices, health and safety, diversity and inclusion, and human rights.
Sustainability	Meeting the needs of the present without compromising the ability of future generations to meet their own needs. Although it is often used interchangeably with ESG, there is a difference. ESG is used to measure the performance of a company along the three pillars (Environment, Social and Governance) while sustainability is a broad principle that encompasses a range of responsible business practices, including ESG.
Sustainable Development Goals (SDGs)	A set of 17 global goals adopted by the United Nations to address social, economic, and environmental challenges, aiming to achieve a more sustainable future for all.
Sustainable Procurement	Sustainable procurement, or green procurement, is about selecting goods and services that have minimal negative impacts on the environment and society. It involves considering factors like environmental sustainability, social responsibility, and economic viability when making purchasing decisions.

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