

**Driven to  
go further**





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## 2021 Highlights

In addition to building on the many CR programs and local initiatives already in place, we further developed our CR strategy as part of our preparations for becoming a public company.



## Our CR Strategy

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



## Diversity, Equity & Inclusion

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



## Environment & Local Communities

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



## Employee Rights & Fair Working Conditions

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



## Wellbeing & Resiliency

Our team members' wellbeing and resiliency is a priority of our people strategy. We want them to feel comfortable and to be able to balance their work and personal lives.



## Corporate Citizenship

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



## Governance, Compliance & Control

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





# Corporate Responsibility Report 2021

We see Corporate Responsibility (CR) as a fundamental part of Majorel's DNA and a natural extension of the Company's core values of Creativity, Excellence and Respect.

The value we generate for our stakeholders is of critical importance, but so also is how we operate. This means our approach to people, our impact on local communities, our environmental footprint and our codes of behavior. Our approach to CR also defines our employer brand for attracting and keeping the best talent.

Our responsibility towards our people, society and the environment is the cornerstone of our business. Especially when our actions directly impact the lives of more than 69,000 team members in 36 countries - and many millions of our clients' customers - as we deliver amazing customer experiences (CX) every day.

All of this is captured in our "glocal" approach to CR, which seeks to combine a consistent global approach with a nuanced local delivery. In particular, as a signatory to the UN Global

Compact, we also draw inspiration from the Sustainable Development Goals (SDGs), set up in 2015 by the United Nations General Assembly.

Everyone at Majorel is mandated to contribute towards our vision for CR, and this is formally reflected in our Code of Conduct. We expect all our people to comply with the standards it sets out to achieve and we hold our suppliers to the same standards we expect of ourselves.

I'm very proud of the progress we have made in CR during 2021 and our positive contribution to the wellbeing and prosperity of our people, our local communities, our environment and the wider society.

**Olaf Steger,**  
SVP Corporate HR





## 2021 Highlights. Global reach, local impact

2021 was a significant year for CR at Majorel. In addition to building on the many programs and local initiatives already in place, we further developed our CR strategy as part of our preparations for becoming a public company. During the year, we:

- updated our global CR strategy and rolled out a defined action plan to all 36 countries in which we operate;
- strengthened the five pillars on which our CR strategy is built: Diversity, Equity & Inclusion, Environment & Local Communities, Employee Rights & Fair Working Conditions, Wellbeing & Resiliency, and Corporate Citizenship;
- significantly expanded Majorel's global Diversity, Equity and Inclusion (DE&I) network and established two lighthouse projects: the Majorel Impact Sourcing Standard and the Majorel Women's Leadership Program;
- achieved re-certification of ISO 50001, the European energy management standard;
- saw our operations in Germany, Ireland and Italy switch to 100% renewable electricity, with our other countries well on the way to joining them in the midterm;
- delivered a rich program of local community projects and team member volunteering across all 36 countries;
- invested further in our global Wellbeing & Resiliency programs with a focus on Majorel's global Feel Good framework, and initiated a whole bundle of measures to support our team members working in Content Services, Trust & Safety moderation.

Female workforce<sup>1</sup>

**55%**

1. Source: Majorel's DE&I survey Q4/2020.

2. Managers are defined as team members in leadership roles, starting with our team leads and rising to the level below Senior Managers.

Female managers<sup>1,2</sup>

**50%**





## Our CR Strategy: defined and focused

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

Therefore, Majorel's business strategy incorporates CR management, which combines commercial goals with social and environmental concerns both inside and outside the business.

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

### Majorel's Corporate Responsibility strategy: our five pillars



**Diversity, Equity & Inclusion**

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



**Environment & Local Communities**

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



**Employee Rights & Fair Working Conditions**

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



**Wellbeing & Resiliency**

We have a responsibility towards all our people to safeguard their wellbeing and to improve resiliency. We provide an environment that creates a sense of belonging, a place where our people feel empowered and part of a family. Together we create a network of support on which everyone can rely. Naturally, we have established special support structures for our team members in their particularly demanding roles in Content Services, Trust & Safety, as they continue to help make the internet a safer place.



**Corporate Citizenship**

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

### Governance, Compliance & Control





**Our global CR network**

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

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

Female senior managers<sup>3,4</sup>

**39%**

Employees under 30<sup>3</sup>

**60+%**

3. Source: Majorel’s DE&I survey Q4/2020.

4. Senior Managers are defined as the managers reporting to our Leadership Team.

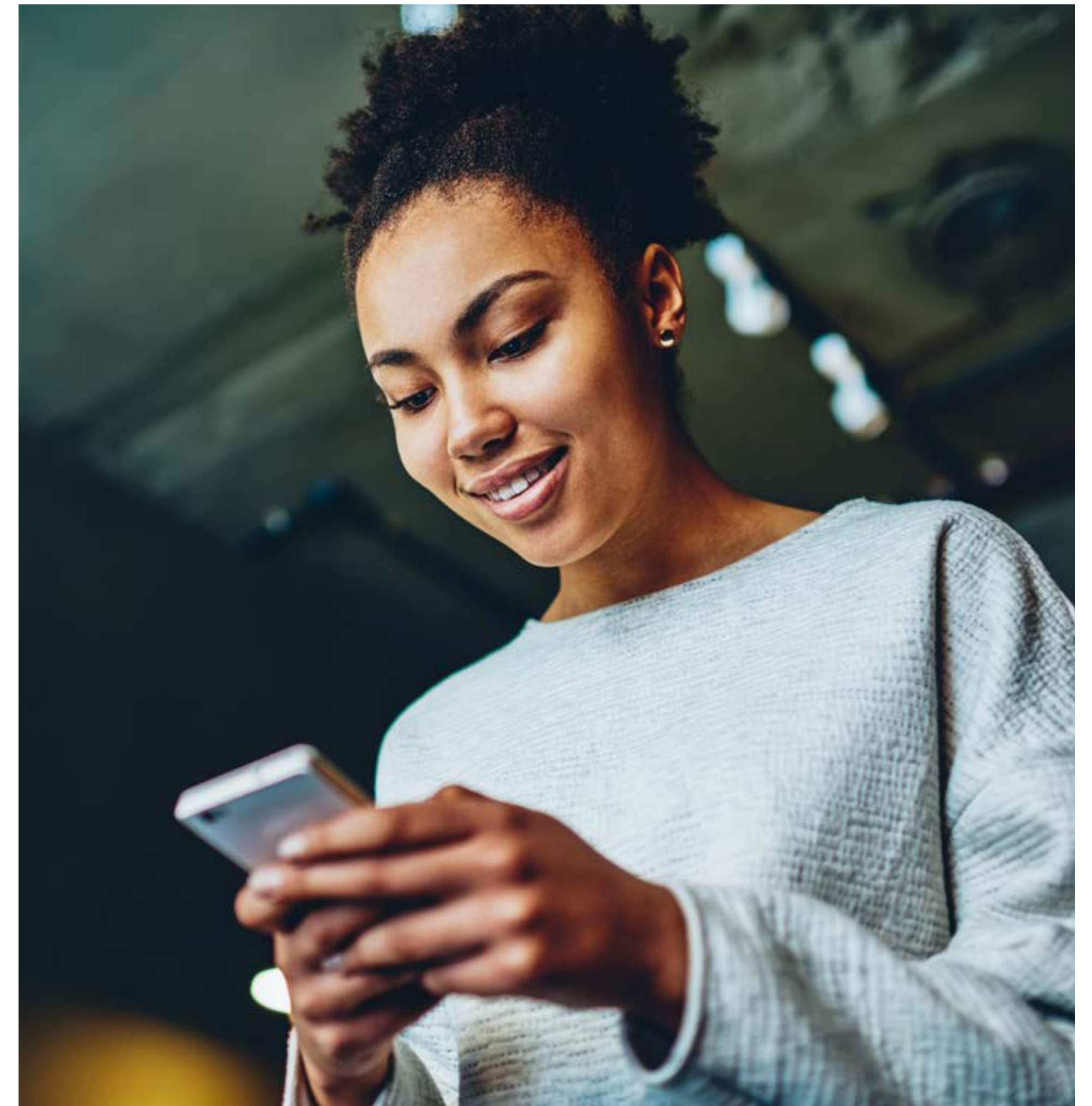
**Contributing to the Sustainable Development Goals (SDGs)**

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

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

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

Majorel is also a signatory to the UN Global Compact.







## Diversity, Equity & Inclusion

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

By nurturing a climate of mutual respect and trust we create an environment where everyone feels valued, respected and included, and is treated fairly. We are committed to promoting and encouraging Diversity, Equity & Inclusion (DE&I) and all the different ideas, perspectives and lived experiences that our team members bring to their work. It creates a broader, richer environment that empowers our people to be their authentic selves.

**“We see diversity as the only way to bring us forward. It's an essential part of our culture and highly nurtured by our management teams. Learning from each other every day is a great and enriching experience.”**



### Our DE&I Charter

Majorel's DE&I Charter, signed by our leadership team, provides a common framework for enhancing DE&I at Majorel. There are four guiding principles:

#### 1. Sense of belonging

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

#### 2. Equal opportunity

Everyone at Majorel is treated equally. This means maintaining fair and equitable HR processes and criteria based on performance, merit and values fit – regardless of race, color, ethnicity, gender, culture, sexual orientation, age, religion or any other personal characteristic. As part of our approach to equity we also proactively provide career development opportunities to people from under-represented communities.

#### 3. Empowerment

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

#### 4. Inclusive workplace

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



### Sustainable Development Goals (SDGs)

The SDGs that are particularly relevant to Diversity, Equity & Inclusion are:



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

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

### Diversity

Creativity, innovation and Majorel's long-term business success have always depended on the diversity of its workforce. In addition, Majorel's Management Board has committed to increasing workforce diversity still further, at all levels and in all respects. The CR organization is implementing a refined diversity strategy with the help of a company-wide working group. Three areas have been prioritized for 2022: gender, LGBTIQ+ and disability. Other targets – and in certain cases, additional areas of focus – are set by our regional teams according to local circumstances.

### DE&I and compliance

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

Majorel's value system includes social responsibility, as well as legal compliance and integrity in dealings with team members, clients, business partners and authorities.

The Majorel Integrity & Compliance Program is based on relevant compliance management system standards and helps to mitigate risk in a variety of ways. The Majorel Code of Conduct, risk analysis, compliance guidance, communication and training are all essential components. In addition, case management and whistleblower systems, which allow not only team members but also third parties to report malfeasance in the corporation, are protected. Complementary regulations, policies and measures are also integral parts of our system.

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

### Our employer brand, recruitment and inclusion

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

- the hiring process is non-discriminatory and transparent.
- all positions are offered for regional or global assignments.
- when creating our job descriptions, we carefully analyze potential conflicts of interest.
- if a conflict of interest is revealed, we have policies in place to resolve it.
- we adhere to hiring policies that protect the Company from discrimination.
- Majorel is building a women's network to support women's careers.
- as part of our impact sourcing strategy, we will expand our diversity initiatives.
- we create career paths that help every team member advance within the company, regardless of age, gender or any other personal characteristic.
- we define goals for investment dedicated to training and development.





We support and encourage all our people so that they can achieve their full potential in a welcoming and accommodating environment. We seek to attract and then retain a skilled #OneTeam, and one that reflects the different cultures of our locations around the world. We strive to: leverage our diversity to meet the equally diverse needs of our customers; be inventive and smart to maintain our competitive advantage; and further integrate DE&I values and behaviors company-wide and see even more progress.

What it means to Majorel in the long term:

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

### Global impact sourcing

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

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



In 2021 Majorel conducted a project with our long-term partner for impact sourcing, BSR. We aligned on a vision for a transformative impact employment strategy, applied across a prioritized set of the geographies in which we operate. The goal is to generate greater job opportunities for disadvantaged workers, a compelling narrative that aligns with the Company’s mission, and a competitive advantage with clients in the outsourcing industry.

We are targeting the following impacts:

- impact sourcing opens up new sources of talent.
- we discover people with high levels of engagement, and attrition rates can also be lower.

- by offering good job opportunities to people who are vulnerable or marginalized, we play a valued role in bringing social and economic benefits to our host communities.
- we differentiate ourselves among clients and stakeholders as a partner who shares their commitment to inclusive employment and to the SDG of poverty alleviation.

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

### Helping to build digital talent in Africa



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





### Supporting learning for refugees in Egypt



This volunteer program, led by team members, aims to support education, improve health and wellbeing, and empower some of Egypt's most marginalized populations. Our team has agreed on a partnership with the Center for Arab-West Understanding (CAWU) for 2020-2022. This non-governmental organization fosters inter-cultural discussion and offers educational possibilities to African refugees and young people aged 16 to 22, who do not have access to public schools or international education.

### Creating job opportunities in Georgia

Majorel Georgia partners with the World Vision program Community Mobilization and Participation, supporting asylum-seekers, refugees, humanitarian status holders and stateless people to find employment opportunities.

### Entrepreneurship in Colombia

Majorel Colombia provides a community education and entrepreneurship program, as well as job creation and skills development, in a partnership with Sena.

### Equal opportunities

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

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

For us, inclusion means giving everyone at Majorel an equal opportunity to succeed. Indeed, this is something we actively measure: as part of our review of milestones achieved, we establish region-specific KPIs and indicators for meeting equality expectations, and use quantitative KPIs to

monitor success globally. Every leader promotes goal achievement in his or her own area, and to achieve it everyone must pull together.

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

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

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

### We Are One



In 2021, we rolled out our internal communications initiative We Are One, to celebrate the incredible diversity that defines Majorel. The program included team members at all of our 135+ locations worldwide, and was launched with a very special edition of Majorel Live!, our regular TV show that keeps everyone at Majorel globally connected. A key part of We Are One was a global DE&I survey, to gather the views of our team members. The feedback was very encouraging with 81% of team members saying they feel comfortable talking about their background and cultural experiences with colleagues.







### Women at Majorel

At the close of 2020, 55% of our total workforce, and 50% of our management, were women. Women also accounted for 39% of our senior management, meeting our 2021 target, and our goal is to see this rise further in 2022 and beyond.

To help us achieve it, we have accelerated the Majorel Women's Leadership Program. This began as a regional initiative and has since spread globally. The aim now is to expand the program to serve as a global Employee Resource Group (ERG) which provides coaching, mentoring, networking and professional development opportunities for all women at Majorel.

5. Source: Majorel's DE&I survey Q4/2020.



### LGBTIQ+

Majorel has a thriving LGBTIQ+ community, with local groups at many of its locations worldwide. Building on their success, we will create a global ERG in 2022 to help promote an open and creative work environment for all of our team members, regardless of their actual or perceived sexual orientation, gender identity or expression.

As a global organization, we understand that there are special challenges for our LGBTIQ+ team members in some of the countries in which we operate. We have made a very clear commitment to promote and celebrate diversity globally, which means we are always there to support them.

### People with disabilities

People with disabilities account for 3% of team members globally and we have put equity programs in place with the aim of welcoming more. This is an important part of our global impact sourcing approach. The increase in working from home, using Majorel Anywhere technology, is an important driver in attracting talent from this community, which is under-represented and offers a huge pool of untapped potential.



Employees with a disability<sup>5</sup>

# 3%







## Environment & Local Communities

Majorel is focused on its impact on the environment and local communities. We strive to make our business ever-more sustainable, both socially and environmentally. We see environmental risks, climate risks and inadequate social standards as wrongs we want to make right.

### Environmental responsibility and compliance

Like all businesses, we cause emissions to the environment, directly or indirectly. These are mainly due to the energy and resources we consume, the IT technology we procure, the distances our team members commute to work, and business travel.

Recording and evaluating impacts along the value chain is an important part of Majorel's environmental monitoring. By continuing to gain greater visibility, in cooperation with our business partners, we become more effective in identifying and minimizing negative impacts. As a listed company, Majorel also aims to meet the increasing information requirements of its clients, partners and stakeholders.

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

and to structure our systems to work digitally, rather than on paper.

### a. Energy management

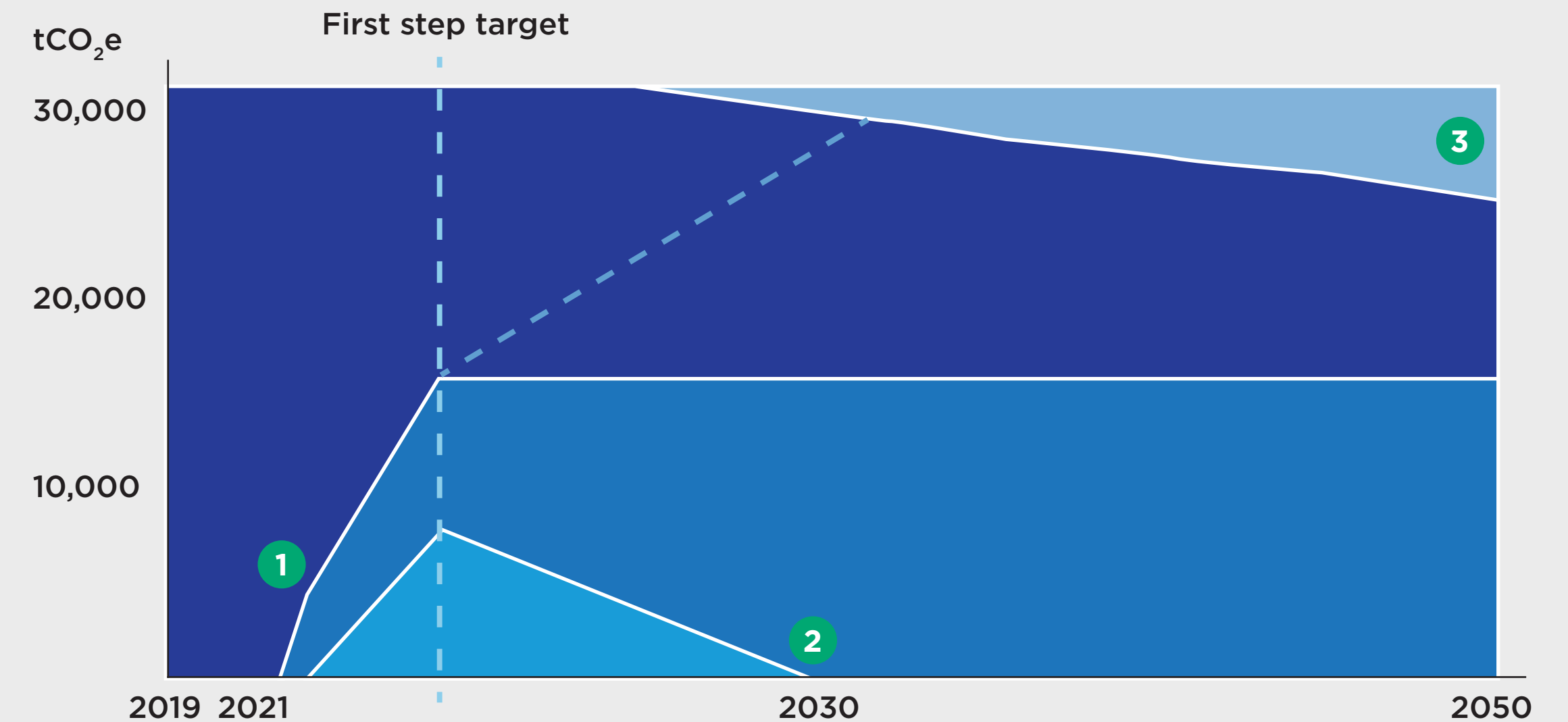
Majorel has stated goals for reducing direct and indirect emissions from its business activities in the short, medium and long term, always in compliance with the relevant international requirements including GHG Protocol, ISO 50001 and other binding obligations.

We have divided our action plan into three steps:

The Company has announced the **first step target** of reducing Scope 1 and 2 greenhouse gas (GHG) emissions by 50% by the end of 2022. This reduction equates to 17,022 tCO<sub>2</sub>e annually, using 2019 as our baseline year. This first step target will be achieved by the transition of certain global locations from a conventional electricity mix to sourcing renewable electricity. In countries where renewable energy is not yet available CO<sub>2</sub> consumption will be offset by certificates.

## Target setting to reduce CO<sub>2</sub>e emissions

### CO<sub>2</sub>e emissions of Scope 1 & Scope 2



### Objective

All countries, that have not yet switched to renewable electricity, should be converted in order to meet the first step target of 50% CO<sub>2</sub>e through reduction.

In Majorel's overall view, the first step target could be achieved through a mix of renewable electricity, if available, and the purchase of certificates.

### Milestones

- 1 Countries already converted to renewable electricity.
- 2 Full substitution of certificates by renewable electricity.
- 3 Decrease of electricity consumption and therefore reduction of emissions.

- Majorel's defined first step target: 50% reduction of CO<sub>2</sub>e: ideally reached by the end of 2022 though renewable electricity and certificates; at the latest reached in 2030.
- Long-term target (to be discussed): 100% use of renewables electricity reached by 2030.
- Emissions e.g. through non-renewable electricity
- Renewable electricity
- Certificates





Majorel's **second step target** is to continue the journey to achieve 100% renewable electricity for all locations and operations. Therefore, planning this continued transition will continue in 2022, with certificates purchased where no renewable supply is directly available. This target of 100% renewables has already been achieved for 18 locations in Germany, Ireland and Poland in 2021.

This ongoing migration to renewable supplies, using guarantees of origin (GO), renewable energy certificates (REC) and international renewable energy certificates (IREC), will lead to a further reduction of GHG emissions (Scope 1 and 2 combined).

The other significant target of this second step is to reach climate neutrality by 2030. We define this as the reduction in Scope 1, 2 and 3 GHG emissions by 50% against the baseline year of 2019, and offsetting of emissions from our own operations and employees working on our behalf.

As a **third step**, Majorel may in the future strive for a commitment and target definition in line with science-based target (SBTi) methods. This would align all operations and emissions with the Paris Agreement to contribute to a limitation of the global rise in temperature to 1.5°C, and well below 2°C, by 2050. We will prepare for this further step once the first two steps have been achieved.

### b. Environmental protection

We are establishing goals to become a front runner in saving energy, reducing emissions by limiting consumption and generally becoming a more environmentally conscious company. In addition to our switch to 100% renewable electricity, we will focus on behavioral measures that will further reduce our CO<sub>2</sub>e emissions:

1. ongoing focus on our ISO 50001 energy management system at our European locations, to help drive down energy demand and develop good practices at these locations.
2. implementing a sustainable procurement policy that ensures that the equipment we buy is inherently energy-saving in its design.
3. supporting and training team members as part of Majorel's annual global CO<sub>2</sub>e data collection process.
4. providing information to increase environmentally conscious behavior of team members worldwide by participating in our annual "BeGreen" campaign.

### Energy management system – ISO 50001

Our long-term goal is to minimize our energy usage and CO<sub>2</sub>e emissions in a sustainable manner, while adhering to all relevant energy-related legal obligations.

To this end, we have implemented a comprehensive energy management system to embed our energy policy across all our European locations. This has been re-certified to the internationally recognized ISO 50001, a

voluntary standard that specifies what a company must do to design, implement and maintain an effective energy management system. It enables an organization to follow a systematic approach in achieving a continuous improvement in energy performance.

The certification process requires team members to maintain the standard at our European locations to ensure compliance. It also helps to put energy efficiency front-of-mind among our team members.

The re-certification in 2021 demonstrates our commitment to actively improving our energy performance and awareness. The actual certificate is a seamless continuation of the previous one and is valid from 12/04/2021 to 12/03/2024, covering 58 European locations in 10 countries.



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

### BeGreen campaign



Our annual "BeGreen" environmental initiative took place in Q3 of 2021 with the message "Act green, Live healthy: Climate neutrality 2030 - only with you!"

We organized multiple activities globally to raise awareness of climate and environmental protection and to make an active contribution to the goal of climate neutrality. Majorel team members also made personal commitments to dial up more climate-conscious lifestyles, through actions such as buying less meat, shopping for local produce and avoiding plastic packaging.





**c. CO<sub>2</sub> emission tracking**

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

In summary, this includes the consumption of energy for heating and power, the consumption of natural gas and biogas, heating oil, water usage and wastewater discharges. Employee commuting, business travel, and purchases of IT and paper are also captured by the data collection platform.

In 2021, there was an absolute reduction of 13.6 thousand tCO<sub>2</sub>e (18%) in greenhouse gas emissions compared to 2020. Our business operations led to a total of nearly 20 thousand tCO<sub>2</sub>e in site-related emissions in the calendar year 2021, representing a decrease of around 30% against the previous year.

Employee-related emissions totaled 36 thousand tCO<sub>2</sub>e, a decrease of 13%, mainly due to continued reduction in commuting and business travel during the pandemic. This is counterbalanced by an increase in IT purchasing due to global business expansion and working from home.

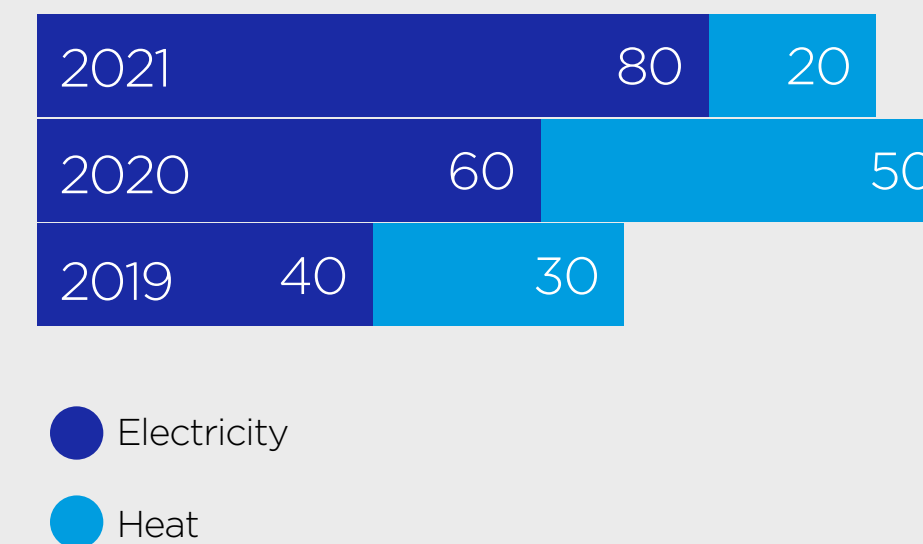
We have continued to reduce our kg CO<sub>2</sub> impact per FTE<sup>6</sup>, due to reduced commuting and business travel. For commuting we saw a reduction of 51% and for business travel 42% on the previous year. This is in part due to the shift in working from home, but Majorel has also used this as a trigger to improve our global video conference systems, reassess the need for frequent in-person meetings, and choose greener travel options where possible (for example, using trains instead of planes for intra-continental trips).

Our consumption of electricity and heat fell significantly, corresponding in absolute terms to a decrease of around 12.6 thousand MWh (or 17%). This reduction was further enhanced by the switch to renewable energy at many of Majorel's sites, including 18 that are certified 100% renewable. We can now see a clear transition from a traditional electricity mix to renewable sources, with more than 17% of kWh globally across Majorel now certified as renewable. Countries already contributing to this switch include France, Germany, Ireland, Italy, Luxembourg, Poland and Spain. This progress has contributed to Majorel's first step target, which focuses on an emissions reduction against the baseline year 2019.

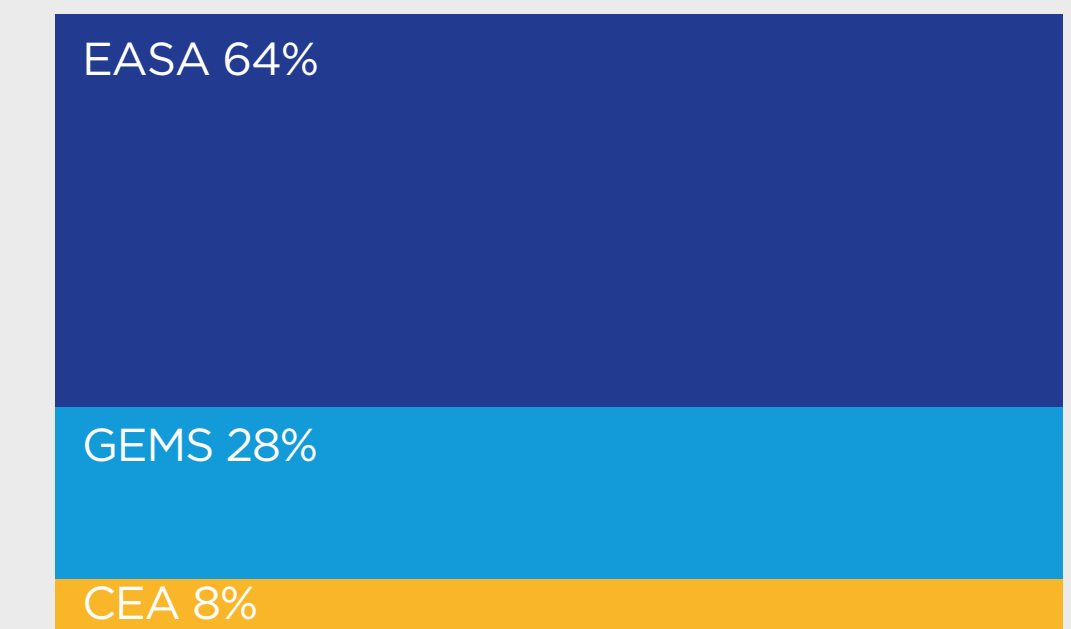
**Majorel's energy consumption 2019-2021**

**Energy consumption in MWh**

(thousands)



**2021 energy consumption by Segment**



6. 69,000 team members at December 31, 2021.





### GHG protocol CO<sub>2</sub> emissions of Scope1, 2, and 3 in 2019-2021

Scope/Segment	thousand tCO <sub>2</sub> e		% change	
	2021	2020	2019	2020 vs 2021
<b>Scope 1 Total</b>	<b>2.9</b>	<b>2.1</b>	<b>2.4</b>	<b>38%</b>
EASA	2.5	1.6	1.9	51%
GEMS	0.4	0.5	0.5	-11%
CEA	-	-	-	-
<b>Scope 2 Total</b>	<b>18.0</b>	<b>27.0</b>	<b>31.6</b>	<b>-34%</b>
EASA	7.7	14.8	16.5	-48%
GEMS	7.6	9.7	12.4	-22%
CEA	2.7	2.5	2.7	6%
<b>Scope 3 Total</b>	<b>40.3</b>	<b>45.6</b>	<b>73.7</b>	<b>-12%</b>
EASA	30.3	29.9	42.6	1%
GEMS	7.1	12.8	27.7	-45%
CEA	2.9	2.9	3.3	-2%
<b>Total 1, 2 and 3</b>	<b>61.1</b>	<b>74.7</b>	<b>107.7</b>	<b>-18%</b>
EASA	40.5	46.3	61.0	-13%
GEMS	15.1	23.0	40.7	-34%
CEA	5.5	5.4	6.0	2%

### Site and employee related emissions 2019-2021

Site related emissions	thousand tCO <sub>2</sub> e		% change	
	2021	2020	2019	2020 vs 2021
Scope 1 Stationary Fuels	0.8	0.8	0.9	1%
Scope 1 Refrigerant Losses	1.2	0.5	0.5	126%
Scope 2 Electricity	16.0	24.8	27.4	-36%
Scope 2 Heat	2.0	2.3	4.2	-11%
<b>Total</b>	<b>19.9</b>	<b>28.3</b>	<b>33.0</b>	<b>-30%</b>

Employee related emissions	thousand tCO <sub>2</sub> e		% change	
	2021	2020	2019	2020 vs 2021
Scope 1 Mobile Fuels	1.0	0.8	1.1	16%
Scope 3 Business Travel	1.7	2.2	16.1	-24%
Scope 3 Employee Commuting	20.6	32.3	45.7	-36%
Scope 3 IT Devices	12.6	5.7	5.1	120%
Scope 3 Office Paper	0.1	0.1	0.1	-5%
<b>Total</b>	<b>36.0</b>	<b>41.2</b>	<b>68.0</b>	<b>-13%</b>





#### d. Recycling, waste and water

We try to minimize our use of materials, but where waste is unavoidable, we encourage our team members to take every opportunity to use the recycling facilities we provide.

Of course, avoiding waste being produced at all is the optimum solution. A case example is paper; through our digital working strategy we have reduced our paper purchasing by 7.2 tonnes – a 7% reduction on the previous year. Of this, 56% was certified as sustainable and/or recycled; this was a slight decrease on 2020 due to our continued expansion into new sites. We will continue the switch to sustainable paper purchasing in the coming years.

Worldwide, all of our sites record and collect data on waste and we have seen an overall reduction of 8% in 2021. Due to the many and varied ways that waste is disposed of across our sites, and the relationship with landlords/contractors, we do not currently have confirmed figures for how this waste is disposed of (whether recycled, incinerated or sent to landfill).

We also record water consumption and wastewater across the Group as part of our annual environmental data collection process. We use this data to identify trends and show

where we can improve. It is important to note that due to the nature of our business, all water used is either potable or for sanitation purposes. Due to varying local conditions and water management regulations, these areas are predominantly handled by local companies. In 2021 there was an increase in water consumed across our sites, mainly due to people returning to the office and increased handwashing and cleaning as a result of the pandemic.

For a detailed breakdown of our CO<sub>2</sub> emission tracking, recycling, waste and water performance for 2019-21, please contact [corporate.responsibility@majorel.com](mailto:corporate.responsibility@majorel.com)

#### Local communities

Our sites across the world are deeply rooted in their local communities, and our team members are passionate about making a positive contribution whenever and wherever they can. Their proactive support often goes hand-in-hand with our global impact sourcing programs (please see above our DE&I activities) and includes volunteering, fundraising and donations. Sometimes, this also includes supporting good causes in different countries – specifically, responding to those communities that need our help the most.

**“We try to minimize our use of materials, but where waste is unavoidable, we encourage our team members to take every opportunity to use the recycling facilities we provide.”**

#### Supporting the humanitarian project of the Sisters’ Missionaries in Cameroon



The Sisters’ Missionaries administer two hospitals in Cameroon: one in the city of Bamenda and the other in Widikum, which is more remote. This region is poorly served medically and has a high mortality rate. Naturally, good health is essential for education and economic development. We have supported the Sisters’ work for more than 16 years and have seen the very positive impact they are making on their local community.





### Phonedation – Majorel in Africa



Phonedation, Majorel's charitable foundation in Africa, was created in 2016 and its original focus on children, education and the environment has now been extended to deliver assistance for women. Phonedation is making a difference to local communities in a variety of ways. Just a few of many highlights in 2021 included:

**Morocco:** we collected clothes, toys and milk for babies, and donated food baskets and medication; we gave financial support to provide teachers; renovated sanitary facilities in schools that we also sponsor; and supported two deserving high school graduates from disadvantaged backgrounds through five years of higher education.

**Ivory Coast:** we donated feminine hygiene products, toys, special Christmas meals; enabled children to go to a nature camp; and donated school bags and games kits.

**Senegal:** we provided protective sun cream and hygiene products; donated school bags and school kits; and participated in a reforestation project.

**Togo:** we provided sewing machines; discovery excursions for children away from their usual environments; beach cleaning support; and education for local residents about plastic waste and its impact on biodiversity and the environment.



### Sustainable Development Goals (SDGs)

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



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

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







## Employee Rights & Fair Working Conditions

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

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

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

### a. Fair working conditions

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

Compensation is an important aspect of fairness, and we seek to ensure equal and fair pay for team members, regardless of their origin or gender.

Working with Majorel is also characterized by open and continuous dialogue between team members and management. On one hand, we ensure that our team members at all levels get the feedback they need, through dedicated sessions and more formal reviews (such as a yearly performance appraisal, performance and development discussion, and bonus agreements). On the other hand, through mechanisms such as team forums and our Global Employee Survey, team members have influence over their working circumstances. Furthermore, team members, executives and trainees all have access to a variety of channels for sharing ideas and promoting shared causes, and they can express concerns through our compliance Speak Up channel.

### b. Non-discrimination

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

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

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

the creation of solutions for barrier-free workplaces; and

4. creating a work environment based on collaboration, engagement and appreciation for everyone in the company.

### c. Creating a natural home for talent

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

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

- respect and dignity;
- equal opportunities and competitive rewards;
- a safe and healthy workplace; and
- employee data protection.

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





#### d. Key HR management aspects

Key principles for our human resources management are:

- guaranteed equal opportunities;
- implementation of local labor legislation standards in all countries;
- implementation of a global recruitment strategy to provide equitable hiring opportunities; and
- creating plans for global learning and development.

#### e. Respect for Human Rights

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

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

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

Majorel complies with the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the International Labor Organization's core labor standards.

#### Sustainable Development Goals (SDGs)

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



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

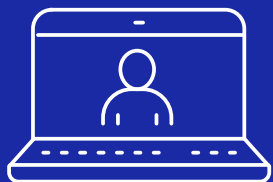









With **SDG 4** we promote lifelong learning opportunities to our diverse workforce and ensure inclusive training to all our team members. By enforcing zero-tolerance child labor policies, both within our own operations and across the value chain, we are contributing to the 2030 target of ensuring that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

**Employee motivation is a key success factor for creativity, innovation and corporate success. This is the basis for Majorel's HR delivery and the foundation for the company's management policies.**





A summary of our integrated approach to team member development in this growth path:

  <p><b>Selection</b></p> <ul style="list-style-type: none"> <li>– Referral programs</li> <li>– Impact sourcing initiatives</li> <li>– Tech-enabled recruiting</li> </ul>	  <p><b>Onboarding</b></p> <ul style="list-style-type: none"> <li>– Welcome to Majorel: meet your team</li> <li>– Creating a safe and healthy workplace at home</li> </ul>	  <p><b>Learn</b></p> <ul style="list-style-type: none"> <li>– (Virtual) Classroom</li> <li>– (Virtual) Training concepts</li> <li>– Nesting/on-the-job training</li> </ul>	  <p><b>Grow</b></p> <ul style="list-style-type: none"> <li>– Promoting in-house</li> <li>– Managing the pyramid</li> <li>– Employee engagement programs</li> <li>– (Virtual) Learning &amp; Development platform</li> </ul>	  <p><b>Move on</b></p> <ul style="list-style-type: none"> <li>– Internal mobility</li> <li>– Next step career support</li> <li>– Majorel alumni community</li> </ul>
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**Tech-enabled, automated and global-to-local** recruitment approach ensures **highly efficient hiring** as well as **developing, retaining and promoting the right talent**





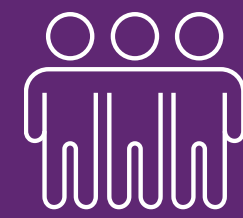


## Wellbeing & Resiliency

Our team members' wellbeing and resiliency is a priority of our people strategy. We want them to feel comfortable and to be able to balance their work and personal lives. Their physical and mental health is also an important part of our responsibility as an employer and our comprehensive program ensures they receive the best possible care throughout their employment and, if needed, beyond.

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

### There are four building blocks to Wellbeing & Resiliency:



#### Community

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



#### Science

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



#### Sharing experiences

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



#### Framework for Trust & Safety moderators

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





### Occupational health and safety

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

- implementing and following the local health and safety regulations to ensure ergonomic and healthy workplaces;
- availability of medical services by company doctors and 24/7 EAP hotlines;
- risk assessments and audits to identify and follow up on health and safety risks during work;
- incorporating specific COVID-19 measures. The priority in 2021 was to continue to ensure the immediate health of all our team members worldwide. Two of the focal points of infection prevention were vaccination, and to create the necessary infrastructure in our business units (subject to regional regulations). We offered vaccinations to all team members wherever possible. We also met all legally required preventive and protective measures such as working from home and providing masks, sanitizers and test kits. We also maintained a wide range of mental and physical health services, and extensive internal communications. Majorel continues to empower managers to create a healthy environment and culture, and team members to adopt good habits and boost their individual resilience.

### Work-life balance for team members

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

### Sustainable Development Goals (SDGs)

The SDG of particular relevance to Wellbeing & Resiliency is:



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

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

### The Feel Good worldwide program

Feel Good @ Majorel is a program specially designed to meet the support needs of our team members while promoting a work environment driven by our values: Creativity, Excellence and Respect. This program is a global, bottom-up initiative that empowers our people to create custom wellness and engagement activities for their local team members at any Majorel location around the world.



### Keeping everyone globally connected

Maintaining a real sense of community and comradeship is a key challenge for any globally dispersed business. This is one of the reasons we created Majorel Live!, our regular TV show. It aims to keep everyone globally connected through a fun and engaging format, touching

on the main topics and updates our team members want to discuss. During 2021, we covered a wide variety of content, issues and happenings, ranging from Women at Majorel, DE&I and mental health awareness, to Majorel's third birthday celebrations.







## Corporate Citizenship

The work we do every day at Majorel makes a tangible and positive impact on our society. Majorel's continuing success and geographic expansion drives a positive societal impact while also delivering value for our shareholders.

### Economic performance

Majorel operates globally, spanning key markets from East to West. We make a positive economic impact from more than 135 locations in 36 countries across five continents - for our team members, clients and other stakeholders. As a socially responsible business, we offer safe, high-quality employment, which means higher standards of living for our team members and a better quality of life for local communities. We are also a significant purchaser of local products and services and bring direct benefits to local economies.

### Delivering essential services

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

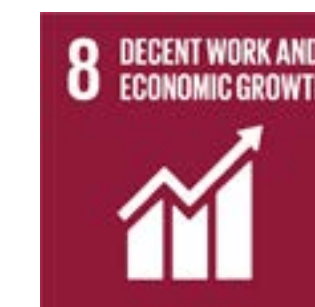
Behind the scenes, we support the everyday things we all take for granted - such as ordering a ride or chasing up a delivery. And we're there for the bigger things as well, whether booking a COVID vaccination or helping to keep the internet a safe and compliant place. 24/7, our team members are helping to keep lives running.

### Making a fair contribution

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

### Sustainable Development Goals (SDGs)

The SDG of particular relevance to Corporate Citizenship is:



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







## Governance, Compliance & Control

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

### a. Business ethics/ethical business practices

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

#### The Majorel Code of Conduct

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

The standards set out in the Code act as a compass for our people in navigating difficult situations. It is there to support our team members and we expect them to comply with the standards outlined in the Code and to use our Speak Up channel if things are not right.

In 2021, we reinforced the Code by holding dedicated training to raise staff awareness and their fundamental understanding of human rights. The contents of the Code of Conduct include:

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

A copy of the Majorel Code of Conduct is available from [www.majorel.com](http://www.majorel.com).

#### Supplier Code of Conduct

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

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

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

**“The Code’s core values are honesty and ethical behavior. These permeate our daily interactions with one another and our business partners, resulting in strong, mutually trusting partnerships.”**





### b. Transparency and reporting

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

### c. Risk management and quality

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

### d. Compliance management

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

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

Majorel's compliance management is structured into three parts:

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

### e. Grievance mechanism

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

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

If a breach of Majorel's policies and regulations is identified, confirmed, or suspected, it must be properly reported. Indeed, anyone who even

suspects a violation is urged to report it, and for certain entities this is a requirement. This is described in the Majorel corporate compliance guideline "Compliance violation reporting and handling". Suspected violations are investigated by Majorel's Corporate Compliance Team.

Team members may contact their direct supervisor, an HR representative, or a member of the compliance community to discuss issues in person or by email. Alternatively, our central "Speak Up" channels can be used to report and investigate compliance issues, such as those involving Majorel's values or the Code of Conduct.

When required by local law, disciplinary action may be considered for a substantiated violation, if possible and appropriate. In such situations, an appropriate HR representative must be consulted, HR will supervise and disciplinary action may be taken. If so, it is important to emphasize that the disciplinary process applicable to the jurisdiction may be used in line with the Code of Conduct principles.

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

The following factors are mitigating factors in an individual's favor: the existence of exculpatory facts; the person has voluntarily disclosed the

issue; the person has cooperated with the investigation; the person has admitted their error.

Aggravating factors that weigh against the person may include: the individual is a repeat offender who has been warned or admonished before;

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

HR determines what disciplinary actions are permissible under employment law.

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





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

**f. Data security and data privacy**

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

We believe that respecting confidentiality and privacy is central to building trust and creating long-lasting relationships. Data protection is also a legal requirement with serious financial and reputational penalties if robust procedures are not in place. Therefore, our Group Data Protection Officer performs the following tasks, with the support of the legal department:

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

Across the globe we train our people to be vigilant guardians of confidential and personal data. Majorel's Data Protection Guidelines apply to every team member at Majorel, its affiliates and subsidiaries. Our regulations cover the principles of data protection and data protection awareness, the structure of our data protection organization, and data reporting and monitoring.

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

**g. Supplier information security framework – ISO 27001**

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

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

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





## About this CR report

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

This CR report covers the development of Majorel's Corporate Responsibility Program from the base year 2019 to the reporting year 2021, as it was reported to our consolidation shareholder Bertelsmann.

### a. Reporting scope, period, and content

This report covers the activities and sustainability performance of Majorel from January 1, 2021 to December 31, 2021. The data presented refers to this period, or the facts and figures of the reporting period. Where information refers to a different period of time, we explicitly state it. Unless otherwise stated, the key figures and information in this report concern the entire Majorel Group.

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

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

### b. Source of information and data

We obtain the reported data from our own financial and non-financial data management systems, such as our enterprise resource planning (ERP) systems and our data collection platform for CO<sub>2</sub>e emissions.

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

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

### c. Content of the report and materiality analysis

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

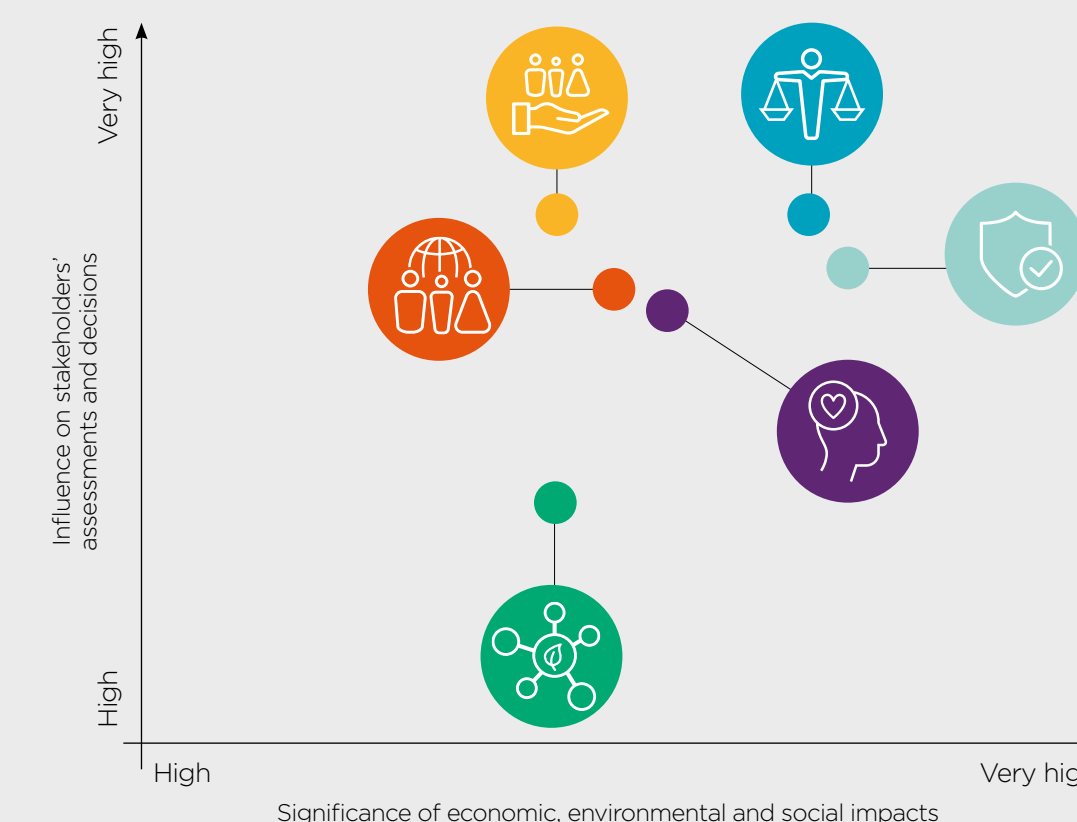
A materiality analysis was carried out to best link a wide range of sustainability aspects in our value chain with their relevance for our stakeholders. Both external and internal perspectives are of real importance here.

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

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

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

Materiality Matrix according to Global Reporting Initiative (GRI) standards



- Diversity, Equity & Inclusion
- Environment & Local Communities
- Employee Rights & Fair Working Conditions
- Wellbeing & Resiliency
- Corporate Citizenship
- Governance, Compliance & Control





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**FINANCIAL CALENDAR**

Annual General Meeting June 20, 2022  
H1 2022 Results August 30, 2022  
Q3/9M Trading Update November 3, 2022

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