

The Power of **One** Concentrix

2021 Sustainability Report



Photo Credit:
Jose A.
Concentrix, Phillippines

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“If one action or one person can make such a difference, our collective impact as One Concentrix can truly change the world. We are all in this together. We are better together. And the power we have - as one - is real.”



Chris Caldwell
President & CEO

Fellow stakeholders,

In the early days of our company, like any start-up, we were focused on survival. It wasn't until we started to expand across countries and continents that we began to realize that we could have a positive impact to our communities we operate in.

Until last year we had always ensured that we were active participants in our local communities but had not focused on how all these acts had a consolidated impact or how we could share best practices.

In 2020, we started laying the framework for a formal ESG program. It became clear that we could accomplish even more and we are actively taking our first steps on this journey.

We entered 2021 as a newly public company—simultaneously energized about our future and transformed by the events of 2020. We'll always remember the challenges and adversity we faced, but what we'll remember most vividly is how our people responded: with an outpouring of mutual support, kindness, and empathy.

Every single action and gesture—from a call to a coworker to check on their wellbeing, to the logistical mountains moved to ensure a safe work-at-home environment for everyone—had a profound impact.

It made something very clear: you can never underestimate the **power of ONE**—One action can create a wave of resilience, compassion, and positivity. One person has the power to change the lives of so many others.

This mindset renewed and deepened our longstanding commitments that we have made throughout our growth journey and created the theme for this year's first ESG report:

E: To care for the environment to leave it better than we found it.

S: To create a better place for people to work and live in the communities where we operate.

G: To act with integrity and do the right thing. Always.

Every day, we hear inspiring stories from around the world about how our people are making a meaningful difference. We're proud to share some of these stories with you today.

We're also proud to say that all of the photos that you see in this report were contributed by talented staff members who have a personal commitment to action and impact.

Now we invite you to read on to see how we, as One Concentrix, promise to learn more about the world we live in, to act to protect our planet, and to do good for people and our communities.

We believe in the power of One Concentrix. We can't wait to see what we accomplish together.

Respectfully,

The Concentrix Team

Nice to Meet You!

A Little Bit About Us...

We're an ambitious team of innovators, risk-takers, and game-changers: the kind of folks who thrive on solving complex problems.

We help our clients unlock the power of their customer experience (CX)—which is a fancy way of saying we create experiences that have customers loving our clients.

With decades of expertise, data, and human insights, we know how to nurture genuine connections between our clients and their customers. We also know how to design and build the next-gen CX solutions that keep those connections strong.

But we don't stop there. We keep thinking ahead. We dissect CX challenges from every angle, so our clients' businesses can work smarter and grow faster. We innovate constantly with purpose-driven technology to transform the customer experience so our clients, their customers, and their brands all benefit.

That's why the world's best brands—from **100+** Fortune Global 500 companies to **115+** global disruptors—count on us to propel them forward and why you have most likely interacted with us at some point.

OUR VISION

We will be the greatest customer engagement services company in the world, rich in diversity and talent.

OUR PURPOSE

In everything we do, we believe in doing right by and for people—our clients, their customers, our staff, our communities, and our planet.

OUR PROMISE

We challenge conventions, create experiences beyond expectation, and deliver outcomes unimagined.

We deliver our promise every day through:

- **Our Doing Right DNA** - Doing good and doing the right thing is built deep into our culture. It's not a policy or program, it's just who we are.
- **Our Passion for CX** - We are passionate about CX. Evolving it, investing in it, pushing the limits on innovation, and shining 'lights around the bend' to make it a meaningful brand differentiator for our clients.
- **A Focus on Technology for Good** - We believe in technology with a purpose: to better understand customer needs and increase engagement to create richer, deeper, more repeatable experiences.
- **One Concentrix Solutions** - We bring together the best people and technology to support and transform the full CX journey, with a commitment to delivering exceptional experiences and outstanding business outcomes.

And most importantly, by living our **CULTURE!**



Celebrating Holi,
Mississauga Ontario
Canada



Concentrix Italy
celebration

Our Culture

If you want to get to know us, read our culture statements! They're our recipe for crafting incredible experiences, driving positive change for our business, preparing for the future, and passionately caring for our people. Having our culture in our DNA empowers us to hit our goals—and then set even higher ones—all while acting in a way we can be proud of.

Our culture is so important to us we invest in roadshows across five regions for 3,000+ senior leaders every few years to ensure it's embedded in who we are.



Malaysia Culture Road Show



Philippines Culture Road Show

WE ARE
F★NATICAL
ABOUT OUR
CLIENTS & STAFF

We put our people and clients first—with passion.

WE HAVE HIGH
INTEGRITY
WITH EXEMPLARY
CHARACTER

We act ethically. Period.

WE ARE
TENACIOUS
IN OUR PURSUIT OF
EXCELLENCE

We're lifelong learners, always challenging things around us for better outcomes.

WE VALUE
**KNOWLEDGE,
OPENNESS AND
TRANSPARENCY**

We don't stand on titles or bureaucracy – It's all about open communication.

WE HAVE
CONTRARIAN
VIEWS ON
HOW TO RUN A
BUSINESS

"We've always done it this way" isn't part of our vocabulary.

WE ARE
BOLD
IN OUR
DECISIONS

Because nothing great was ever accomplished by being afraid to act.

WE ARE
DISRUPTIVE
IN THE
MARKETPLACE

While others follow the well-trodden path, we ask "Has anyone ever explored the woods over there?"

WE
INVEST
IN THE
FUTURE

We continuously make investments in what's coming next – That's why we are a leader.

WE ALL
CONTRIBUTE
AND ARE
ONE
CONCENTRIX

Every single team member contributes to our success.

Concentrix at a Glance:

Our Company:

\$5.2B

T12M
(Q2 2021)

15

Years average
tenure of the
top 25 clients

82

Industry
Awards
FY 2020

70+

Languages

40+

Countries

6

Continents

Our Staff:

270K+

49.7%
male

49.9%
female

0.4%
other

Our Clients:

750+

Clients

115+

Global
Disruptors

100+

Fortune Global
500 clients



India Team Building

Our Global Footprint

Our business is borderless and we have one of the most complete, robust footprints in the industry which meets the needs of our global clients. **We deliver global consistency with local intimacy.**



Our ESG Strategy

We have a responsibility to improve the lives of our people and the health of our planet. It's a responsibility we take very seriously. The way we see it, we have an incredible opportunity to use our scale as a force for good. The power of one—amplified across our entire family of 270,000+ staff, our clients, our suppliers, and our partners—translates to world-sized impact.



El Salvador Beach Clean Up



Concentrix Jamaica Valentine's Day



Concentrix Brazil



Environmental

Care for the environment to leave it better than we found it.



Social

Create a better place for people to work and live in the communities where we operate.



Governance

Act with integrity and do the right thing. Always.

Our vision becomes action across the six pillars of our environmental, social, and governance focus:



Environmental Sustainability



People, Culture & Community



Diversity, Equity & Inclusion



Wellbeing



Governance



Cyber Security & Data Protection

Aligning Our ESG Priorities

Engaging Our Stakeholders:

To have the greatest impact as One Concentrix, we listen to, learn from, and collaborate with many different stakeholders. From our own staff to clients, stockholders, investors, and suppliers—we know each group and individual is impacted by our ESG efforts and has a valuable perspective to share.

To ensure we're focused on the right economic, social, and environmental issues that directly affect our stakeholders, we asked them in our 2021 materiality assessment and aligned their responses to our commitments and goals.

We also take a multi-platform approach to engaging our people, sharing business progress updates, and listening to feedback on key challenges and opportunities. These connections strengthen the sustainability of our business and partnerships.

Alignment to UN Sustainable Development Goals (SDGs):

To create a better and more sustainable future for all, we have aligned our goals with 13 of the 17 established SDGs set up by the United Nations. These goals guide sustainable development, with the overarching principle of leaving no one behind.

We're proud to align ourselves around the globe in making sustainable choices for our communities and one and only planet.



Lake Suchitlán Clean Up, Suchitoto, El Salvador



Beach Cleanup, El Salvador

Ways We Engage our Stakeholders

	STAFF	INVESTORS	BoD	CLIENTS	SUPPLIERS
Concentrix ONE Staff App	●				
Internal Comms & Tools	●				
Staff Resource Groups	●				
Surveys	●				
Meetings, Roundtables & Conferences	●	●	●	●	
Social Media & PR	●	●		●	
Website	●	●	●	●	
Account Management				●	
Direct Communications	●		●	●	
Partnership Guidelines					●
ESG Partnership Programs					●



Environmental

Our Priority

Care for the environment to leave it better than we found it.

Our Commitments for 2025

- Drive energy efficiency and reduce carbon footprint
- Reduce waste to landfill
- Work to help replenish our ecosystems

UN SDG Alignment



Our Environmental Vision

“Environmental impacts are real across our business. If we want to leave a healthy, sustainable environment for future generations, it’s critical we rethink the future. When we unite as one, we will make an incredible impact.”



Philip Cassidy
EVP Strategic Projects & Corporate Strategy

Right now, we’re faced with one of the greatest opportunities of our lifetimes: to make a tangible difference in the world by bettering our environmental practices. At Concentrix we are passionate about caring for our planet, so that we can leave it better than we found it for future generations. We do this through commitments across three areas and although in our early stages of tracking and measuring we are already starting to see progress...

As an example, we consume over **376M kWh** annually and we know we could do better. With just some focus we are on track to **reduce our consumption** by 10M kWh this year, while still growing our business.



Climate

Collaborate with partners and innovate our practices to help reduce our carbon footprint.



Waste

Close the loop on our waste by applying a rethink, reduce, reuse, repair, recycle methodology to our sourcing and waste streams worldwide.



Ecosystems

Support programs and partnerships that preserve and restore habitats and biodiversity across the globe, starting with the communities and ecosystems our people live and work in.

6

Key Baseline
Measurements
Underway

70+

Green
Initiatives
Worldwide

34%

CO₂ Reduction
from WAH
in 2020

15.1k

Trees
Planted

2021 PROGRESS AT A GLANCE



Jayveelyn F., Philippines

Earth Hour:

Earth Hour is an environmental movement that prompts millions of people each year to switch off their lights in support of our planet. It was the perfect way to engage our people around the world and make a positive impact.

We challenged our staff to get creative by taking photos in the dark, and the results blew us away. More than 2,000 people submitted interesting and utterly breathtaking photos! These images, while created in the dark, were so inspiring that we’ve used them to make the report you’re reading right now even more special. Their contributions are a testament to our collective passion for our environmental goals and mission.

EARTH
HOUR

Environmental Sustainability

Climate 

With so many staff living their lives, raising their families, and helping their communities across six continents, we have an extremely personal stake in mitigating the effects of climate change.

It's why we're so determined to tackle these environmental threats. We have an incredible opportunity before us to collaborate with our partners, innovate, and fight back to preserve and protect our planet for present and future generations. We estimate this opportunity has the potential to reduce our energy consumption from **23.52 kWh per square foot to 20.00 kWh per square foot by 2025** as an example.

Our Commitments for 2025:

Drive energy efficiency & reduce carbon footprint

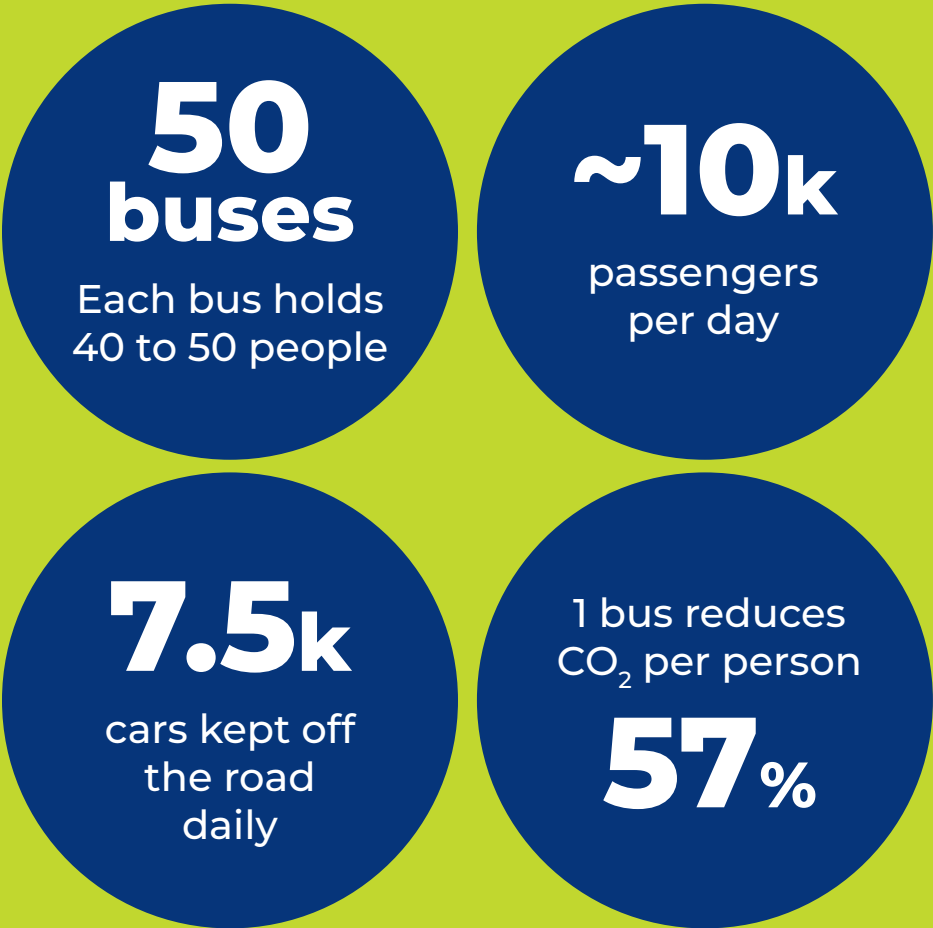
- Reduce power consumption to the equivalent of 25k metric tons
- A minimum of 35% of our staff will be working from home
- Enable more efficient staff transportation to reduce at least another 10,000 cars coming to our offices
- 10% of our power from renewable energy sources
- Close 24 data centers
- 100% of our facilities using LED lighting



● Philippines' point-to-point buses reduce emissions

Concentrix created a transport assistance program when public transit shut down as a result of the COVID-19 pandemic. After 12 months, we've expanded to 50 buses across 20 bus routes and hundreds of stops and continue to provide free transport for our staff to and from 27 Concentrix offices. We also provide transportation support for provincial sites throughout the country.

This contribution to transportation and the comfort and safety of our staff reduces emissions by keeping approximately 7,500 cars off the road every day. As the largest private employer in the Philippines, our decisions have a huge impact on the environment.



Environmental Sustainability

Waste

As a global business with staff from 40+ countries, the resources we consume—and the subsequent burden it places on our planet—are significant.

We live in an interconnected world. That means every choice we make creates a ripple effect, capable of affecting future generations. Putting our problems on someone else’s doorstep isn’t the way to be good global citizens—especially when we have the ability to enact change on such a large scale.

To help us reduce our impact, we are dedicated to closing the loop on our material waste and creating a work environment built on a strong foundation of awareness, inspiration, and action. We’re working hard to make progress towards this goal with a five-part mantra that shapes our operations and personal choices:



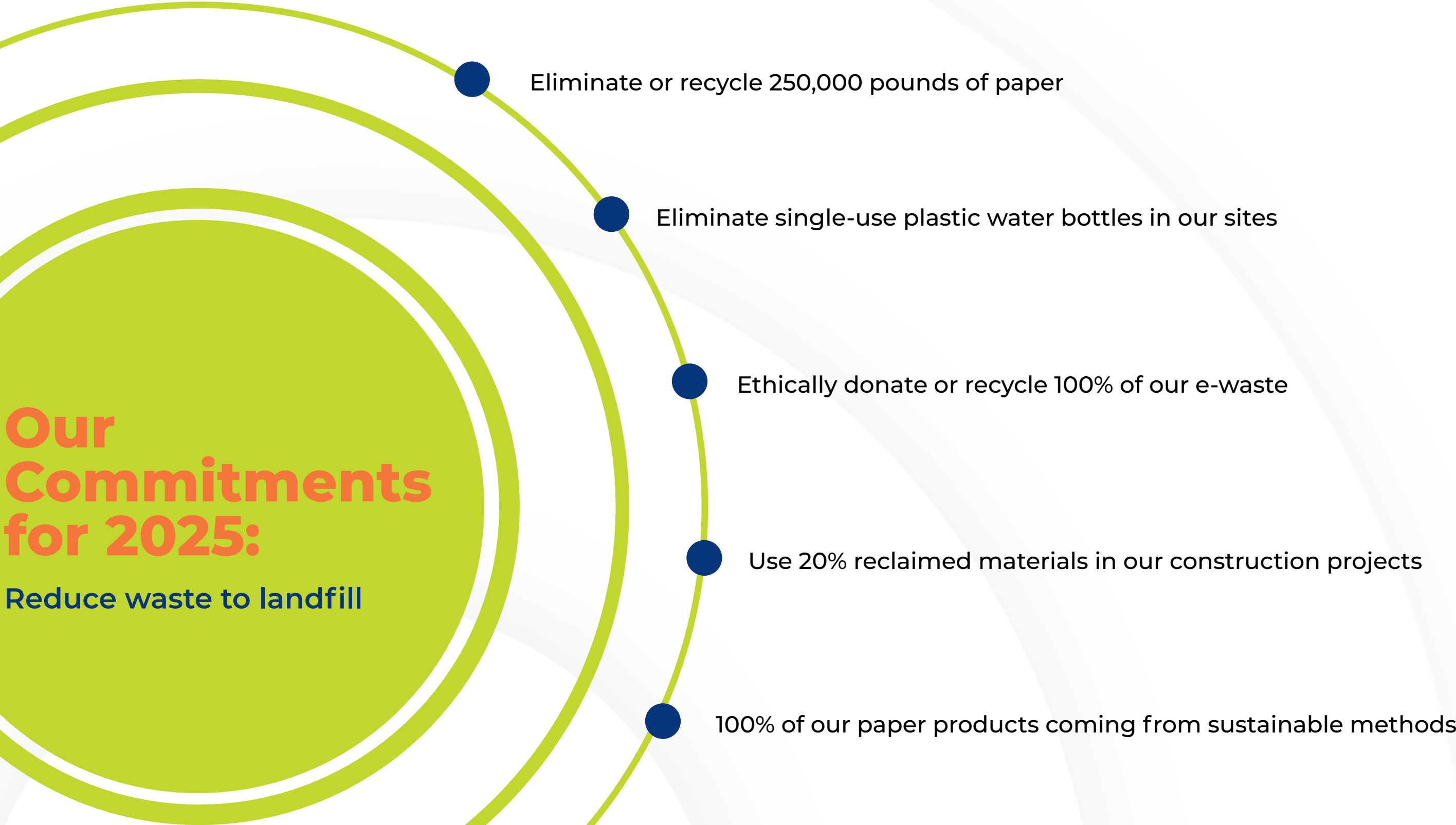
● Renovating sites, The Green Way!

An example of how we are approaching our buildings and renovations around the world.

One of our success stories comes from our most recent site renovation: our Rochester, NY site. We utilized repurposed materials in approx. 10% of the renovation to reduce our carbon footprint, while still creating a comfortable and functional space for our staff.

Repurposed materials include:

Corrugated metal for ceilings; reclaimed barnwood for walls, reception desk and door frames; shipping containers for collaboration space; refurbished lights found abandoned above the ceiling and more.



Environmental Sustainability

Ecosystems

From the incredible plants and animals that enrich our world to our families and broader communities, we're all connected, and the impact we make on this planet — for better or worse — touches us all. This raises the stakes, but it also means we have many more reasons to work together. After all, we're on the same team.

To help us generate positive change for our communities and environment, we're partnering with key organizations who share our commitment to repairing and replenishing natural habitats. Together, we can change the future for the better — far more than we could accomplish alone.



Our Commitments for 2025:

Work to help replenish our ecosystems

- Plant two times the number of trees we consume in paper products
- 50,000 volunteer hours to enhance the ecosystem
- Target 75% of our spend to be procured through environmentally conscious suppliers

1M Trees
will offset
21.7k tons of our
carbon footprint



● Global One Tree Planted Partnership

Another powerful action we're taking is a collaboration with One Tree Planted, a nonprofit that plants a tree for every dollar donated. Trees are powerful allies in the fight against climate change—they remove carbon dioxide from the air, release oxygen, reduce flooding and erosion, and much more.

By planting trees across North America, Latin America, Africa, Asia, Europe, Australia and New Zealand, One Tree Planted is taking on the negative effects of climate change by creating cleaner air and water, stabilizing our climate, increasing biodiversity and health, and improving the lives of real people in communities across the planet.

We're proud to contribute to such impactful action. With an initial goal of 1,000,000 trees planted by 2025, our people are generating tangible change one donation (and one tree) at a time.

Environmental Sustainability

Our Progress

FY 2021

The second half of 2021 was an exciting period for Concentrix, as we began executing against our goals and commitments to drive energy efficiency, reduce our carbon footprint, reduce waste to landfills, and replenish our ecosystems. In fact, ecovadis, one of the world’s leading independent evaluators of ESG commitments and progress, awarded Concentrix a bronze medal in recognition of sustainability achievements. Where we have achieved our goals, we will be resetting new targets in our next report.



Care For The Environment

To leave it better than we found it.



Climate

- Drive energy efficiency and reduce our carbon footprint.
- We’ve already reduced power consumption to the equivalent of 52K metric tons of CO2e, which far exceeds our goal of 25K.
 - 67% of our staff are working from home, exceeding our goal of 35%.
 - We estimate we’ve reduced over 10.3K cars coming to our offices, exceeding our goal of 10K.
 - 57% of our facilities are using LED lighting and we are on our way to achieving our 2025 goal.
 - 14 data centers closed, with an additional 5 in process for closure or consolidation, tracking at 79% of our 2025 goal.
 - 15% of our energy is coming from renewable sources, exceeding our 2025 goal of 10%.



Waste

- Focus on reducing waste that’s going to landfills.
- We have eliminated or recycled 76K pounds of paper and on track to achieve our goal by 2025.
 - We have achieved certification of 224K pounds of e-waste donated or recycled ethically, which represents 9% of our goal of 100% by 2025.
 - Over 3% of the products used in our construction projects consist of reclaimed materials – continuing to work towards our 2025 goal
 - 18% of our paper products are coming from sustainable methods, representing great progress towards our goal of 100% by 2025.



Ecosystems

- Work to help replenish our ecosystems.
- We have planted almost 50K trees to offset our global consumption of paper.
 - Our staff have volunteered over 10K hours to enhance the ecosystem which is 20% of our 2025 goal.

Social

Our Priority

Create a better place for people to work and live in the communities where we operate.

Our Commitments for 2025

- Create a culture for people to learn, grow and be at their best
- Give back to our communities
- Create workplaces that reflect the communities we are in
- Create a place that nurtures health, happiness and wellbeing for all staff

UN SDG Alignment



Our People Come First

“We kick off our culture statements with a commitment to being fanatical about our staff. This simple yet important promise — to always put our people first — is woven throughout the fabric of our identity as a business. By investing in the development of our people, culture, and environment, we ensure staff have the support they need to care for their families, contribute to their communities, and create genuine connections with our clients and their customers.”



Diane Hanson
GVP, People Solutions

We have a diverse staff with varying experiences, and we love it. Our priority going forward is to ensure we have staff representation that reflects the communities we are in. We are committed to investing in our talent through training, learning and development to deliver on our priorities.

This year we are focused on encouraging our staff to self-identify their ethnicity, sexual identity, and promotion of diversity in our business with commitments across three areas:



People, Culture & Community

We strive to make Concentrix a place people come to grow—professionally and personally. From learning and development to internal promotions, career pathways, and mentorship, doing more for our people and our communities is always our best investment. (Plus, happy staff means we can provide service-with-a-genuine-smile for our clients and partners.)



Diversity, Equity & Inclusion

We believe the best workplaces welcome all people and embrace the diversity of thought, experiences, and perspectives that each individual brings. To that end, we’re intentional about representation and diversity across all levels of our organization. Here, everyone’s voice is heard—and valued.



Wellbeing

We believe in fostering, facilitating and promoting staff wellbeing through a holistic approach to behavioral and mental wellbeing in and out of the workplace. This creates a positive working environment where all staff can thrive and extend an arm of support any time our people need it.

270K
Staff

49.9%
Female

49.7%
Male

0.4%
Other



Winnie Sun Scholarship:

We are committed to our communities in a concrete way that genuinely improves people’s lives, especially where equitable access to growth and education opportunities have been a battle.

In India we have partnered with the Lila Poonawalla Foundation—an Indian nonprofit that promotes girls’ education through needs-based scholarships and education programs—through our own Concentrix Winnie Sun Scholarship. Together we’ve awarded 75 scholarships to date towards the completion of engineering, nursing, and pharma degree programs to girls across India with limited or no access to higher education.



People, Culture & Community

Investing in our People

We’re a market leader because we are powered by passionate people. Our solutions are successful because they’re backed by the learning and perspectives of 270,000+ diverse staff members across the globe.

We owe everything to the people who make Concentrix what it is — so it’s our job to ensure they can grow their careers while they grow the business. Our training and recognition programs help our people develop their skills, reap the rewards of their hard work, and ultimately build careers that support the lives they want to live.



Rise up the ranks:

Jeannie L. - 48+ years tenure

Our longest tenured staff member began her career in July 1972 as a front-line Agent for an insurance client. Through her deep passion for people and intense dedication to her role, she grew as the company did—through multiple acquisitions!—before joining Concentrix in 2014 after an acquisition. Hardworking as ever, she stood out and quickly built a reputation as a trusted leader.

Jeannie was promoted to Senior Professional, Business Systems Analyst prior to her retirement in June 2021. We couldn’t be prouder of her incredible commitment over the years—she’s created amazing experiences, spread positivity, and changed lives.

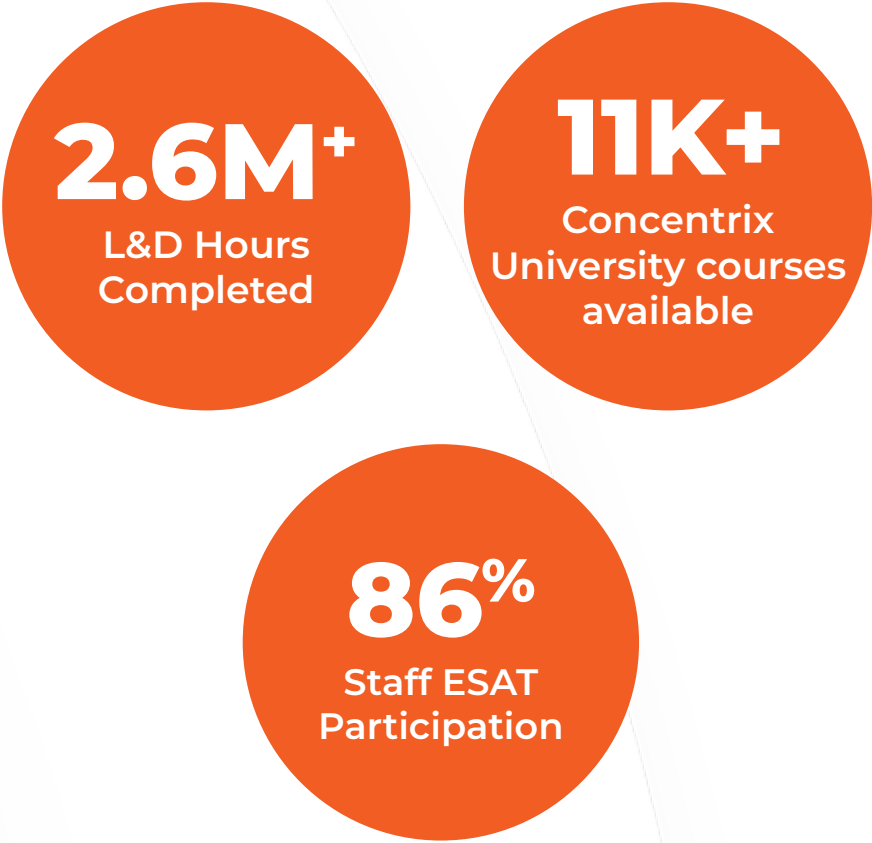
It’s the loyalty and passion of people like Jeannie that make it possible for us to help others and make real progress towards our goals.

Our Commitments for 2025:

Create a culture for people to learn, grow and be at their best

- Achieve a minimum 85% “happy staff” in our annual ESAT surveys
- 100% of new staff members trained on our culture in their first 90 days
- Complete 5 million hours of L&D training per year

AT A GLANCE



People, Culture & Community

Investing in our Culture



To keep our culture alive and well, we're grateful to our many culture ambassadors—staff members who champion our culture, ensure it stays fresh in our minds, and engage their peers through culture spotlights, exercises, town hall discussions, and more. Here are a few of our culture ambassadors and a sample of their thoughts:



"What inspires me is that truly mastering, modeling and living our culture makes all our relationships, activities, and life in general, better."

Tom F.
USA



"Our culture isn't just a set of words on a wall. It guides each of us every day - how we work, how we behave and how we relate to each other."

Jiquanda N.
USA



"Understanding that our cornerstone is being FANATICAL for our clients and staff, it creates an environment where we all are pursuing excellence."

Monica O.
Costa Rica



"For me, the culture is a foundation that shapes our environment and reinforces the behaviors which are common to us all. Those in turn translate into practices that guide us in our interactions or decisions and navigate us through change."

Patrycja S.
Portugal



"I'm a strong believer that culture defines success of an organization. My firm belief is that I am Concentrix and as a Culture Champion, it is my responsibility to live our culture every day and ensure everyone around me and throughout the organization is aligned."

Harish B.
India



"I'm passionate about learning new things and helping others grow, especially in my role as a culture ambassador at Concentrix."

Amy X.
China



"I'm truly honored to be part of this journey in propagating our Concentrix culture. As a Global Culture Champion, it is my commitment to promote our culture by striving for AUTHENTICITY in leading from the front."

Ramil C.
Philippines



"An organization's culture is its true differentiator and defines its success and identity. A shared organization culture unites all staff of different demographics and keeps them motivated."

Charu A.
ASEAN



"I believe organization culture is what binds us together and is our collective heritage which if nurtured will live on forever. I am really humbled to be a Global Culture Champion and to take on the responsibility to Master it, to Model it and Mentor others on this journey."

Ankit P.
Australia

People, Culture & Community

Investing in our Communities

Part of taking care of our people is investing in the places they live, work, and play. As stewards of our planet, we combine our global scale and local roots to make the greatest impact we can.

We like to think of it as global connectivity with local intimacy—meaning that no matter where we operate, we support similar causes and do good in the ways that matter most to our staff.

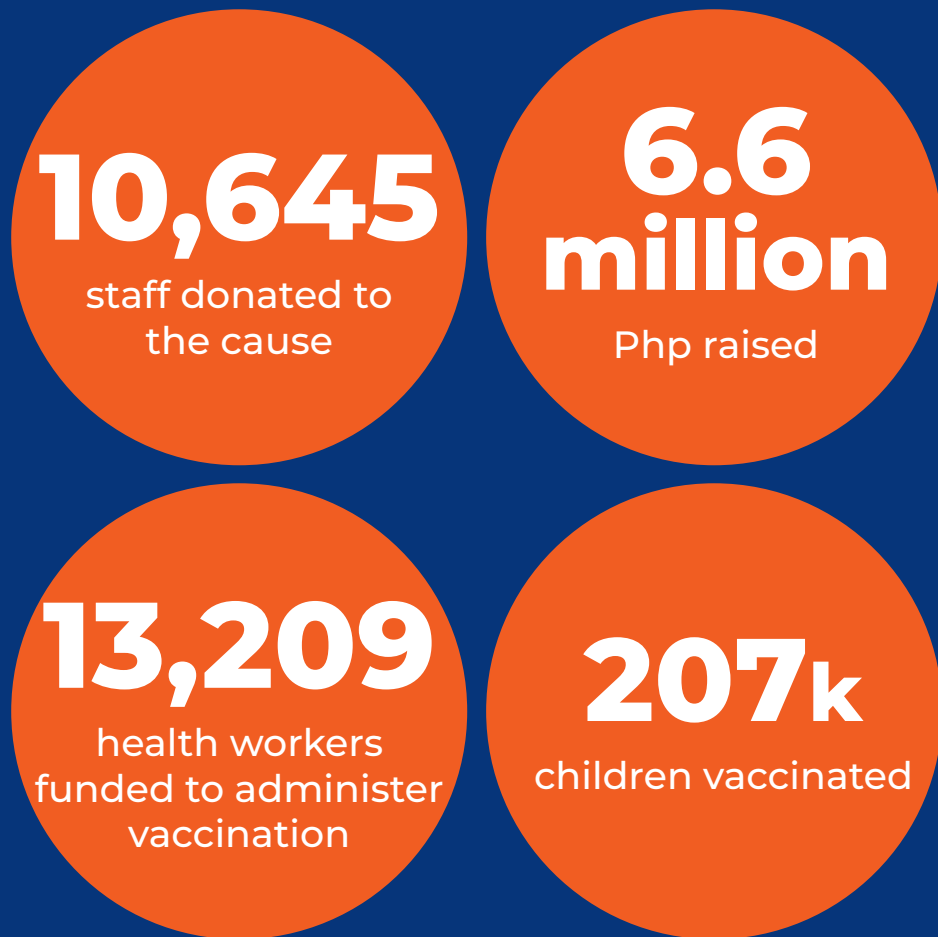
We also empower our local teams with the resources to create their own partnerships and support the causes they care about through volunteering and fundraising.



● **PH - UNICEF anti-measles staff donation drive:**

When the Philippines was struggling with a measles outbreak across the country, Concentrix teamed up with UNICEF as their sole corporate partner to bring immunizations to all barangays and geographically isolated and disadvantaged areas in remote parts of the country.

Our staff donated to the cause and these funds were used to fund health workers to go out into remote areas of the country and administer anti-measles vaccinations. The outcome of these contributions was impactful!



People, Culture & Community

Community Spotlight

Here we spotlight some of the causes closest to our hearts across the globe. In 2020 and 2021, our philanthropic contributions to our staff and communities – through donations, paying staff who were unable to work during COVID-19, transportation, housing, personal protection equipment and vaccinations totaled over **\$100M**.

United States: Laredo gives back

Our passionate staff in our Laredo, Texas site operate with a true culture-from-the-heart philosophy. During the pandemic, they created innovative, contactless ways to help others—like local food drives; car parades for the Alzheimer's Association; donating essentials for Bethany House of Laredo, a nonprofit that shelters and feeds the homeless; Habitat for Humanity volunteer work; and much more. It's through the dedication of teams like Laredo that our culture—and communities—continue to flourish and grow.



El Salvador: Donation for the elderly

Our fanatical staff in San Salvador ran a campaign to collect hygiene products to donate to Asilo de Ancianos San Vicente de Paul, a shelter for the elderly in San Salvador. Helping those in need is just part of who we are here at Concentrix.



EMEA: Trash collections

In Northern Ireland, France, Spain and Portugal, our staff volunteer to collect trash in their communities to provide cleaner and healthier beaches, lakes, rivers and town centers. We have also been planting trees and plants in our communities to help combat global warming by absorbing carbon dioxide and releasing oxygen back into the air.



India: Fighting hunger

During COVID, hunger became a big challenge in India. Concentrix staff and our partner NGO supported impacted families in vulnerable communities. Our staff COVID warriors supported over 200K families providing food, rations, medicine, and hygiene essentials. In addition, as part of our ongoing endeavor to make education accessible to all, online virtual sessions were conducted on Life Skills, Digital Training and Dental Hygiene by our staff volunteers impacting 2.8K students and faculty.



Japan: Bazaar & Food Drive

Our team in Japan give back to their communities by supporting their local Single-Mothers and Widows Welfare group. Our staff organized a bazaar and collected food and daily-use essentials, collecting 600+ items to donate.



Philippines: Family Day

We know that behind every one of our staff, there is a family that supports them, and we celebrate that. Every year we run "Family Day" for our Philippines teams, from fun events to hiring entire amusement parks, and we weren't going to let a pandemic stop us this year, so we took it virtual. We launched our #DifferentTogether campaign, including celebrity guests, family TikTok challenges, online performances and 10 MILLION ₱ in prizes for our staff and their families!



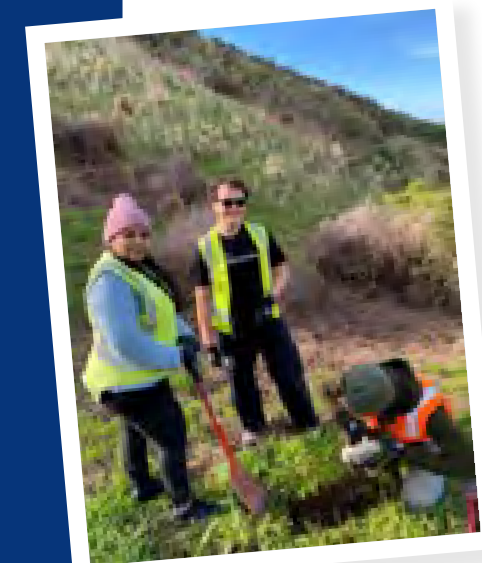
Malaysia: Feeding underprivileged kids

Our staff supported underprivileged kids by donating food packets which were distributed to 46 kids and six elderly people at Sri Sai Home Centre, Klang. Our Staff in Malaysia donated over MYR1,000 for this noble cause.



New Zealand: Tree planting challenge

We teamed up with Conservation Volunteers NZ to compete in their annual tree planting challenge, held in Auckland and Wellington. We competed against other companies to see who could plant the most trees within 2 hours. Our Wellington team planted 126 trees and our Auckland team planted 475!



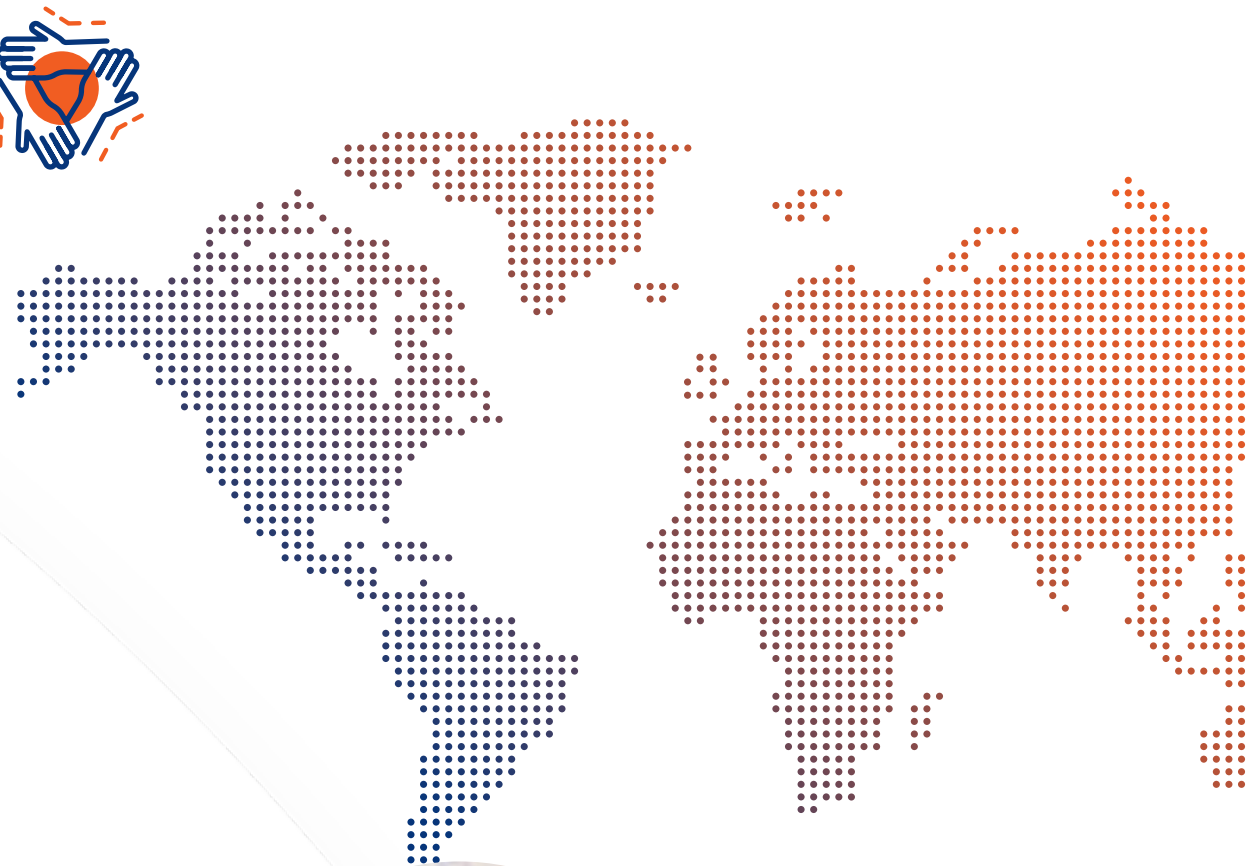
Diversity, Equity & Inclusion

Creating a diverse, equitable, and inclusive work environment takes hard work, dedication, and a commitment to doing the right thing. We're here to put in the work — and continue to improve our culture of belonging by listening, sharing, and learning.

Cultivating our workplace — **where all people can shine** — is worth it a thousand times over. When we embrace the diversity of thought, experience and perspectives our people bring, we all thrive.

Not only is it the right thing to do, it makes us stronger — we can collaborate and innovate better; eliminate hidden barriers to success; attract and advance top talent, especially from underrepresented backgrounds; and do what's right for our people across the world.

We bring our DEI goals to life across four focus areas:





Madhu S., India



Belle C. & Paul F., Philippines



Tyra D. USA

Be Seen, Be Heard, Be You
is our campaign to encourage staff to self-identify their diversity.

30k
Staff Self-identified

Everyone belongs at Concentrix

Staff Resource Groups play an essential role in ensuring our people's voices are heard and their needs met. These voluntary, staff-led groups serve as a resource for our people to connect and spread awareness about the causes that matter most to them.




Dubai, India marathon

1.6k
people with disabilities



"It's not just that I want to be in this Staff Resource Group and share my experience; it's that I **NEED** to be involved in this group, and **WE NEED** to be involved...We are all human and deserve to be accepted regardless of race, color, beliefs and preference... I keep thinking 'if I won't involve myself, then who will?'"

Mark R., PRIDE member



Wellbeing

Our staff are the heart of our company and their wellbeing is our top priority. The Concentrix Wellbeing program is built on an understanding of the many factors that contribute to and affect overall wellbeing. It provides resources to support both mental and physical health — encouraging healthier behaviors and positive lifestyle changes in a supportive, safe environment.

We are off to a great start with 30 professional wellness staff developing and deploying our wellness programs, backed up by 9 external EAP firms around the world. We have also trained 1600+ mental wellness partners globally.



Wellnest

Wellnest is a complete wellness program for our content moderation staff. It's designed to support their behavioral and mental health resilience—in and out of the workplace—through counseling, coaching, therapy, and more. It's backed by our team of wellness experts, supported by clinically-led research, and accessible anytime through digital resources.

Clinically-led wellness support: professionals provide counseling, therapy and coaching services to our moderators.

Digital community portal: on-line wellness-focused resources are available to staff, including a support line, confidential messaging, and a counseling scheduling tool.

Cognitive innovation and research hub: clinically-led cognitive behavioral studies explore preventative mental health.

Experience hubs: moderation workspaces include decompression zones to unwind, fitness suites and yoga rooms for rejuvenation and counseling rooms for 1:1 coaching.



Wellnest
by Concentrix

Our Commitments for 2025:

Create a place that nurtures health, happiness and wellbeing for all staff

- 100% of people managers receive mental health awareness training (rev 2021)
- For certain work types, 6 months post-employment support
- 100% of our staff have access to Employee Assistance Programs (EAP)

Social

Our Progress

FY 2021

Under our Social framework of Culture, Diversity Equity & Inclusion and Wellbeing, we have positively impacted those around us and contributed to the broader communities where we live and work. In the third and fourth quarters of 2021, we made some progress on our social commitments and goals, while others were refined or removed to better reflect ongoing initiatives⁽¹⁾.

⁽¹⁾Some of the goals and commitments in this area from our original Sustainability Report have been slightly modified, refined and updated. Those changes are specifically addressed on the Appendix page of this report.

Create a Better Place for People

To work and live in the communities where we operate.



People, Culture + Community

Create a culture for people to learn, grow and be at their best.

- In our FY21 Staff Satisfaction Survey, over 83% of our staff described themselves as “satisfied” or “highly satisfied” at Concentrix, against our goal of 85%
- We have raised our minimum hourly wage for U.S. staff members to \$14 last July, and a second increase to \$14.50 in January 2022. A final increase to \$15 per hour will occur in July of 2022
- We have donated \$2.7 million to support community causes in 2021 exceeding our yearly goal of \$2.5 million



Diversity, Equity + Inclusion

Create workplaces that reflect the communities we are in.

- Our vendor spend with diverse suppliers has increased 11% YOY



Wellbeing

Create a place that nurtures health, happiness and wellbeing for all staff.

- Over 50% of our people managers have received mental health awareness training and we are well on our way to reaching our goal of 100%
- 100% of our staff in certain work types are receiving six months of post-employment support
- 75% of our staff have access to Employee Assistance Programs (EAP) out of a goal of 100%



Governance

Our Priority

Act with integrity and do the right thing.
Always.

Our Commitments

- Lead with diversity of thought and a view to the future
- Enforce standards for ethical business conduct
- Lead in cybersecurity and data protection practices

UN SDG Alignment



Doing Right is What We Do

“Growing our clients’ businesses and caring for their customers is a responsibility we all share, which is why our clients put a great deal of trust in our people. They know Concentrix has the right combination of skills, integrity, and passion.”



Jane Fogarty
EVP Legal + Corporate Secretary

Trust is the backbone of our business, and we know we must earn it every day. It’s built deep into our culture to act with integrity and do the right thing. Always. We govern and operate through commitments across three areas:



Board & Executive Diversity

Our diverse Board of Directors bring different experiences, backgrounds, and points of view that all contribute to a more effective decision-making process and better output for our stakeholders.



Ethics & Compliance

The duty to act ethically is baked into our culture and shapes every single decision we make.



Cybersecurity & Data Protection

We strive to be a leader in cybersecurity and data protection best practices. We value the trust our clients place in us—it’s the reason we take our dedication to integrity so seriously.

63%
Female BoD

380+
Years of
Executive
Experience

~100%
Code of Ethics
Compliance
Annually

88%
of Staff
CyberSecurity
Trained

AT A GLANCE



Day 1 Going Public

Choosing a diverse board

“Concentrix has a distinct culture our people have all worked very hard to build, so it was critically important we choose the right Board Members to guide our leaders. Similar to the qualities we look for in our own people, our goal with the Board was to form a team of exceptional advisors with diverse backgrounds, unique qualities, passion, and a variety of experiences, as well as diversity to represent our staff. We wanted a Board who had the dedication to take Concentrix to the next level with the sincere belief that our culture and amazing staff will get us there.”

Chris Caldwell
President & CEO

Governance

Board Diversity

Meet our Board of Directors

We are fanatical about our people and have a deep commitment to caring for our staff, stockholders, clients, communities, and planet. The way we govern is shaped by that culture.

Our passionate leadership team, who is responsible for guiding Concentrix each day, are diverse and well-tenured thought leaders with more than 380 years of aggregate experience steering companies through competition and business challenges to success.

Advising them is our diverse Board of Directors, elected by our stockholders, who provide guidance to our management team as they lead our company through innovation and growth. The members have exceptionally strong business leadership backgrounds and are deeply experienced in the areas that matter most to our success, including tech-enabled businesses, talent management, and finance.

Among other matters, the board oversees our risk assessment and risk management activities, including information technology, cybersecurity and privacy, and our ESG efforts. By reporting to our board regularly on such matters, our leaders work together to put action to thought and exceed our ESG goals and action plans.

Our Commitment:

Lead with diversity of thought and a view to the future

“If you make a company a better place to work at and you create career opportunities for individuals that they might not have dreamed of you can really make the world a better place.”

Kathy Marinello
Chairperson of the Board



Kathryn Marinello
Chairperson of the Board

Kathryn Marinello is a natural and passionate business leader and was chosen to serve on our board due to her extensive leadership experience, including on several public company boards of directors, and her strong background with the consumer services, technology, and BPO industries.



Teh-Chien Chou
Director

T.C. Chou is a seasoned business leader who was chosen to serve on our board due to his strong background in finance and his substantial experience with public company boards of directors, including several technology-focused companies.



Jennifer Deason
Director

Jennifer Deason is a strong tech leader who was chosen to serve on our board due to her experience with consumer-focused, technology-enabled businesses and her strong background in financial and operating roles.



Dennis Polk
Director

As the Chief Executive Officer of SYNnex, Dennis Polk has deep knowledge of Concentrix and our industry. He also brings to our board strong leadership skills and an extensive background in finance, operations, and distribution.



Chris Caldwell
Director

As the leader of Concentrix for more than 15 years, Chris Caldwell has extensive knowledge of the industry and is uniquely qualified to understand the opportunities and challenges facing our business.



LaVerne Council
Director

LaVerne Council is an innovative industry leader who was chosen to serve on our board due to her strong background in information technology and expertise with leading transformational change.



Kathryn Hayley
Director

A dedicated business leader, Kathryn Hayley was chosen to serve on our board due to her strong background in information technology, financial services, and talent management as well as her extensive experience as a public company leader.



Ann Vezina
Director

As a SYNnex Board member, Ann Vezina has a strong background with Concentrix and is deeply familiar with its offerings. She also has extensive experience in the BPO industry and with personnel management.

Governance

Executive Leadership

Meet our Executive Team

Our clients place deep trust in us to represent their brands every day. We take that responsibility seriously. Each choice we make in the way we do business and every connection with every customer has the potential to affect this trust.

Our Senior Executive team sets high expectations for ethical behavior through the leadership and exemplary character they model, driving a focus on unwavering ethical business behavior, best-in-class cyber security and protection of data for our staff, our clients and their customers.



Philip Cassidy
Executive Vice President
Strategic Projects and Corporate Strategy
Started February 14, 2000



Jason Marasigan
Senior Vice President,
Corporate Development
Started April 2, 2012



Diane Hanson
Global Vice President
People Solutions
Started October 3, 2005



Monica Egger
Senior Vice President
Financial Planning and Analysis
Started July 28, 1997



Dinesh Venugopal
President, Concentrix Catalyst
Started October 5, 2020



Cormac Twomey
Executive Vice President
Global Operations and Delivery
Started June 7, 2014



Chris Caldwell
President and CEO
Concentrix Corporation
Started September 5, 2005



Debbie Gonzalez
Senior Vice President
Global Marketing and Communications
Started September 21, 2020



Jane Fogarty
Executive Vice President
Legal and Corporate Secretary
Started September 20, 2021



Andre Valentine
Chief Financial Officer
Started August 18, 1997



Guy Brosseau
Executive Vice President
Information Systems and Security
Started October 1, 2012



Kathy Juve
Executive Vice President
CX Technology, Analytics and Insights
Started January 4, 2016



Rick Rosso
Executive Vice President
Global Sales and Account Management
Started March 14, 1984

Governance

Ethics & Compliance



Code of Ethical Business Conduct

By having all our people embrace our commitment to integrity annually by signing the COEBC, we not only ensure everyone understands how important ethical business conduct is to our success; we keep it fresh in their minds.

Our leadership also sets strong examples from the top down on the importance of the COEBC and its principles. Because of this, we have consistently achieved near 100% acceptance from our staff.

In fiscal years 2018 and 2019, the acceptance rates were 99.99% and 99.98% respectively. And during fiscal year 2020, in the midst of the COVID pandemic and all the hardship and disruption that came with it, we're proud to report that more than 97% of our staff around the world affirmed their commitment to ethical behavior by signing the COEBC.

Anti-Corruption

We have zero tolerance for bribery, kickbacks, or any other form of corruption. Staff are prohibited from accepting or offering any form of improper payment when conducting our business, and our COEBC emphasizes strict compliance with the U.S. Foreign Corrupt Practices Act, the United Kingdom Anti-Bribery Act, and similar laws around the world.

Our COEBC also requires that business decisions be made free from conflicts of interest. All staff, regardless of level, are prohibited from exploiting their position for personal gain and are required to report any actual or apparent conflicts that could interfere with acting in the company's best interests.

By taking such a strong stance against corruption, we aim to assure our people, clients, and shareholders that doing good is in our DNA, through and through.

Whistleblower Program

We encourage staff to help keep our company ethical not only through their actions, but by reporting any misconduct through our whistleblower program. It provides multiple avenues to report concerns anonymously, including a confidential website with multilingual reporting capabilities that's accessible 24 hours-a-day, 365 days-a-year. Staff can also submit concerns through regional toll-free hotlines or by directly contacting the Chair of our Audit Committee or our outside corporate counsel.

We investigate all credible complaints received through our whistleblower program and report to the Audit Committee on complaints received at least once per quarter. This helps us serve our clients, people, and business in a way that meets our strict ethical commitments.

Our Commitment:
Enforce standards for ethical business conduct

- ~100% COEBC staff sign-off
- Promotion of whistleblower and anti-corruption programs globally
- 100% compliance with Vendor Code of Conduct (rev 2021)

Cybersecurity & Data Protection

Cybersecurity

Keeping the data of our business, people, and clients secure is fundamental to our commitment to doing the right thing, and it's critical for our business success. All it takes is one person violating our clients' trust to compromise the reputation of our company. We are incredibly inspired by our people's commitment to recognize the magnitude of that responsibility and put in the dedication every day to live and work by it.

Data theft attempts are on the rise every day. That's why we invest heavily in security technologies to safeguard our infrastructure and people.


Innovation CIO
Award Cyber
Security


Information
Security
Master Award


CSO NEXT
Award


Top 100 CISO
Award


EDGE Cyber
Security
Conclave


2018
Graphie
Award

Data Protection

We also take our obligations under the European Union's General Data Protection Regulation (GDPR), the Philippines Data Privacy Act, the California Consumer Privacy Act, and similar laws seriously, and extend the same level of protection to all personal data as a baseline.

We have a focused monitoring and review program to continually mature the management system through internal and external review and audit programs. The management systems are certified for ISO 27001:2013, PCI DSS, HITRUST CSF version 9.3, SOC 2, ISO 22301:2019, ISO 22320:2018, ISO 27032:2012.

Our Cyber Defense Operations Center operates 24 hours-a-day, 7 days-a-week, year-round to ensure all anomalies are handled per defined procedures and risk is minimized.

To help our staff stay updated with the changing dynamics of cybersecurity and privacy, we invest in education and awareness. Our staff are regularly trained on identifying and reporting information security risks and vulnerabilities that may require increased vigilance, and more.

During fiscal year 2021 alone, 88% of our people completed our dedicated data security and cybersecurity training, a testament to our commitment to protecting the data we work with at all costs.



Our Commitment:
Lead in cybersecurity and data protection practices

- Ensure we never let our guard down
- Ensure compliance in cybersecurity training
- Invest in industry-leading security infrastructure

Governance

Our Progress

FY 2021

Our clients put a lot of trust in Concentrix every day. Over the last six months, we have continued to earn that trust and uphold the highest standard, whether it be in the critical areas of Compliance, Ethics, Cybersecurity, or Data Protection⁽¹⁾

⁽¹⁾One of the goals and commitments in this area from our original Sustainability Report was slightly modified. It is specifically addressed in the Appendix to this report.

Act with Integrity

And do the right thing always.



Board + Executive Diversity

Our diverse Board of Directors continue to bring different experiences, backgrounds, and points of view that all contribute to a more effective decision-making process and better output for our stakeholders.



Ethics + Compliance

Enforce standards for ethical business conduct.

- In FY21, 99% of our staff have committed to comply with our Anti-Corruption policies and applicable anti-corruption legislation, through their signoff of our Code of Ethical Business Conduct (COEBC)
- Our Whistleblower program is communicated annually through our Code of Ethical Business Conduct process
- We continue to strengthen our supplier governance, and we will be launching a revised Vendor Code of Conduct in 2022 and updating our assessment of supplier compliance



Cybersecurity + Data Protection

Lead in cybersecurity and data protection practices.

- 88% of our staff completed cybersecurity training in 2021



10K Thank Yous



Thank you!

Most of these types of reports end with an appendix with a lot of data and fine print. You’ve probably noticed by now, we tend to do things a little differently. Our goal with our inaugural report was to share a little about who we are and some of our favorite stories of our people doing good around the world. So we thought it fitting to end with one last story. One of our favorites that shows the power of one and how it is real here at Concentrix. Every day.

Following our IPO, we wanted to do something special to recognize all the amazing staff who’ve ensured our success over the years. So, we asked our people to spread kindness by sending 10,000 thank you messages on social to each other. Right in the heart of a global pandemic—when compassion, humanity, and a deep dedication to the common good were more important than ever—our staff sent more than **36,000 thank you messages** to each other, lighting up social with the power of positivity. **#10KThankYous**

Appendix

Commitments that have been changed or removed since our last Sustainability Report was released.

SOCIAL:

Page 21: “100% of our global recruiting team are trained on inclusive sourcing” was changed to “100% of Concentrix Talent Acquisition team are trained on inclusive sourcing” (Concentrix has a team focused on recruiting non-advisors globally, regardless of location, while another group focuses on advisors in specific countries or geographies. The change was implemented to reinforce that ALL Concentrix recruiters will be trained on inclusive sourcing.)

Page 22: “100% of supervisors will receive mental wellness first responder training” was changed to “100% of people managers receive mental health awareness training”. This change was implemented to be consistent with the actual training course that is given to all staff who manage people.

Page 22: The goal “100% of staff have access to anonymous and confidential mental wellness support” was REMOVED. We have captured the intent of this goal in “100% of our staff have access to Employee Assistance Programs (EAP)” commitment (which we are retaining).

GOVERNANCE:

Page 28: “Vendor certification for compliance with COEBC” was changed to “100% compliance with Vendor Code of Conduct”. Concentrix has a standalone vendor code of conduct, so the reference to our Code of Ethical Business Conduct (COEBC) was unnecessary.