

STATEMENT OF NON-FINANCIAL INFORMATION 2025

KRONOSNET TOPCO, SL

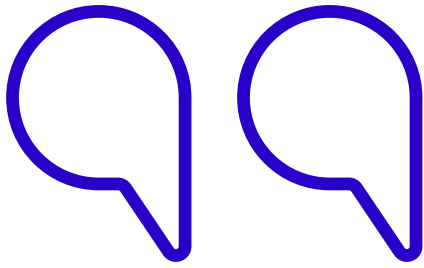
CONTENTS

MESSAGE FROM THE CEO	4	ENVIRONMENTAL PROTECTION	42
INTRODUCTION	8	Strategic approach to environmental management	43
Scope of the report	9	Decarbonization strategy	45
Key milestones and data for 2025	10	Actions taken	47
Business	10	Management of energy resources	50
Environment	10	Carbon footprint	51
People	11	Waste management and circular economy	55
Governance	11	Measures implemented	55
		Internal awareness-raising and sensitization	57
ABOUT KONECTA	12	TALENT MANAGEMENT: EXPERIENCE MAKERS	58
We are Konecta: business model	13	Konecta employee profile	59
Corporate governance	14	People Strategy	61
Katalyst 2028: Konecta's response	20	Governance of the People strategy	62
International expansion with a global and multilingual model	21	The "Better" framework match, growth and place	63
Portfolio and services	24	Progress of data in the configuration of the workforce	88
Positive impact throughout the value chain	27		
Readiness to tackle the challenges of the future	30		
A look into the future	31		
Konecta's ESG strategy	32		
Stakeholders and communication channels	34		
Materiality analysis	36		

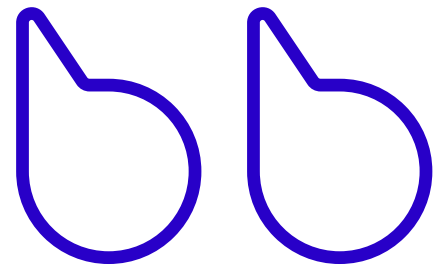
GOOD GOVERNANCE AND RISK MANAGEMENT	92	ANNEXES	126
A strategic approach to governance and risk management	93	Tables with quantitative data	127
Corporate risk management	94	Employee health and safety	128
Human rights and due diligence	105	Employee data	132
Privacy, cybersecurity and AI	106	Environmental data	194
Privacy and data governance	106	Konecta 2025 Awards	196
Information security and cybersecurity	108	Certifications	200
Corporate framework for AI management and governance	109	Industry associations, other memberships in national and international associations and organizations	202
CONTRIBUTION TO THE SOCIAL ENVIRONMENT AND VALUE CHAIN	112	Table of contents for the non-financial information statement	204
Social impact and community relations	113		
Job creation and social inclusion	114		
Employee engagement through volunteering and charity campaigns	118		
Partnerships and social awareness	118		
Customer satisfaction and service quality	119		
Complaints management	121		
Responsible Supply Chain	122		
Supplier management and certification	123		
Evolution of the procurement model	125		



NOURDINE BIHTMANE
CEO, KONECTA



We are delivering on our plan, driving sustainable growth, and strengthening our place as a global partner in digital services and CX.



To all our stakeholders:

2025 was a pivotal year in Konecta's history, marking the transition of our strategic vision into a tangible operational reality.

With the launch of our **Katalyst 2028 plan**, we set out to transform Konecta into an AI-driven Customer Experience (CX) organization, combining the power of cutting-edge technology with the irreplaceable value of human empathy.

Today, I am proud to say that we are strictly adhering to this roadmap, **driving sustainable growth** and strengthening our position as a global partner in digital services and CX.

Our business performance

this year has been marked by **rapid digital growth** and the continued implementation of our **international expansion strategy**. We have successfully expanded our presence by opening new service centers and

Global AI Competence Centers in key markets, including India and Egypt, while forging strategic partnerships to strengthen our technology offerings. It is worth noting that the launch of our portfolio of *future-ready* solutions and the creation of **Konecta Digital** guide our clients in their evolution toward an AI-driven CX and responsible digital modernization.

However, as we embrace this technological change, my vision for Konecta remains focused on our most critical asset: our people. Technology is only effective if the people using it are effective.

In this new era of AI, the role of our

professionals is neither diminished nor replaced; it is enhanced. A cornerstone of our strategy is the development of our workforce: **from traditional operators to experience makers**. These are professionals equipped and trained to manage complex, high-value interactions using advanced digital tools.

To support this, we have made significant investments in upskilling and reskilling, launching Konecta Academy to train our teams in AI and digital skills.

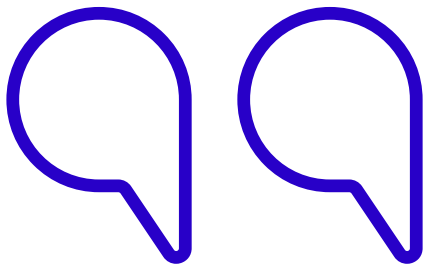
We believe that, in order to provide our customers with best-in-class experiences, our people must **grow alongside technology**, working in **an inclusive, diverse and equitable environment**—which remains our greatest strength.

As we transform our business, we place equal importance on advancing our sustainability goals. **Sustainability is not a secondary project**; it is a central part of our growth.

In 2025, we took a bold step

by announcing our ambition to **achieve net-zero carbon emissions by 2040**, accelerating our commitment by ten years ahead of the Paris Agreement deadline. Our carbon reduction plan is working, significantly reducing our direct emissions and increasing our use of renewable energy. Thanks to these ongoing optimizations and smart resource management, we have improved our overall environmental ratings, validating our path toward **a greener future**.

Our responsibility extends far beyond the walls of our offices, reaching the communities we call home. Through the **Konecra Foundation**, we turn our social mission into real opportunities for vulnerable groups, focusing on social and labor market integration and digital skills training.



My vision for Konecta remains focused on our most critical asset: our people.



This year, we are expanding our global community impact initiatives

to **fund social projects around the world**. We have also established local partnerships to create jobs where they are needed most; and our teams have volunteered their time, directly helping thousands of people in our communities.

Underpinning all of our actions is our firm commitment to **ethical business practices** and strong corporate governance. Given that digital transformation amplifies the importance of data protection, we have established robust frameworks to ensure that **our use of AI is ethical, transparent and compliant with regulations**.

In 2025, we proudly renewed our commitment to the United Nations Global Compact,

an initiative we have supported for more than two decades. We remain fully aligned with its Ten Principles on Human Rights, Labor, the Environment and Anti-Corruption, integrating these values into our daily operations and our supply chain.

I would like to express my gratitude to our incredible team, our trusted clients, and our strategic partners. Their dedication and teamwork are the true driving forces behind Katalyst 2028. Together, we are not only adapting to the future of customer experience; we are building it.

Introduction





Scope of the report

This **Consolidated Non-Financial Information Statement** (hereinafter CNFIS) sets out **the information required by Law 11/2018, of 28 December**, on non-financial information and diversity, and is prepared taking as a reference the international GRI Sustainability Reporting Standards and the contents defined in the selected GRI Standards, complying with the principles of materiality (see section "Materiality analysis").

The scope of the information included covers **the activity of Kronosnet Topco, S.L.** (hereinafter "Kronosnet Topco Group"; "Konecta," "the Group," or "the Company") **and its subsidiaries**.

Kronosnet Topco, S.L. is the entity required to present the Consolidated Non-Financial Information Statement as at 31 December 2025, which has been prepared and formulated, together with the **Consolidated Financial Statements** and **Consolidated Directors' Report** of Kronosnet Topco, S.L. and Subsidiaries, on 27 March 2026.

Kronosnet Topco, S.L. publishes its annual Consolidated Non-Financial Information Statement as part of its **commitment to transparency** with stakeholders. This document sets out the Group's performance in terms of **sustainability**, going in depth into each of the ESG (*Environmental, Social, Governance*) pillars, taking into account information from all the countries in which it operates directly and the identification of material issues.

The information presented in this Report includes all the activities carried out by the Group during the fiscal year 2025 (between 1 January 2025 and 31 December 2025).

Key milestones and data for 2025

BUSINESS

1,974,635

REVENUE
(in thousands of euros)

1,998,367

ECONOMIC VALUE DISTRIBUTED¹
(in thousands of euros)

15,960

INCOME TAX PAID
(in thousands of euros)

7,099

GOVERNMENT GRANTS RECEIVED
(in thousands of euros)

+500

CUSTOMERS

183

CENTERS

27

COUNTRIES

30

LANGUAGES

+ over 100

PROJECTS AND 15,000 GenAI SOLUTIONS

ENVIRONMENT

CARBON EMISSIONS
TARGETS

Net-Zero
by 2040

91,760.2

tCO₂e OF EMISSIONS,
-23% FOR SCOPES 1 AND 2

43.56%

OF ELECTRICITY CONSUMPTION COMES
FROM RENEWABLE SOURCES

95%

OF THE SURFACE ILLUMINATED WITH LEDs

98%

OF HAZARDOUS WASTE RECYCLED

PEOPLE²

107,949

WORKERS

65,7%

WOMEN

83,315

NEW HIRES

1,751

DISABLED³
WORKERS

+15,000

EMPLOYEES TRAINED
IN GENERATIVE IA

98.54

HOURS OF TRAINING
PER PERSON

450

DONATIONS
(in thousands of euros)

GOVERNANCE

ESTABLISHMENT

OF THE GOAL DATA
PROTECTION OFFICE
AND THE CORPORATE
FRAMEWORK FOR AI
MANAGEMENT AND GOVERNANCE

Climate

RISKS AND OPPORTUNITIES
MATRIX

47,721

HOURS OF TRAINING
IN ETHICS AND ANTI-CORRUPTION



¹ The economic value distributed is understood as the sum of supplies, personnel expenses, other operating expenses, financial income and financial expenses.

² The headcount data provided in the table refers to the number of employees as of 31 December 2025.

³ Data provided as of 31 December 2025.

About Konecta





We are Konecta: business model

Konecta has established itself as the leading global strategic partner in digital services, artificial intelligence (AI), and *Customer Experience Management (CXM)*.

With a presence in **27 countries** and a track record spanning **more than 25 years**, the company supports the transformation of its clients' business models through cutting-edge solutions that ensure agile, efficient, and personalized interactions.

Its business strategy is anchored in Katalyst 2028, a multi-year transformation roadmap designed to transform Konecta into a Customer Experience (CX) organization driven entirely by Generative AI (GenAI), within whose omnichannel ecosystem, **AI and human talent converge seamlessly to deliver experiences that combine technology and emotional empathy**. The plan is proceeding according to schedule.

Konecta has been providing digital and systems integration services for years, which is by no means a minor undertaking, and the Group's future growth is closely tied to this. Today, a significant portion of revenue comes from digital services and integration projects.

In line with this, throughout 2025, the company maintained its strategy of forming partnerships aimed at **offering agent-based AI solutions** designed to automate tasks and boost operational efficiency, as well as GenAI offerings to boost productivity, thereby fostering technology adoption by solving business challenges specific to each client.

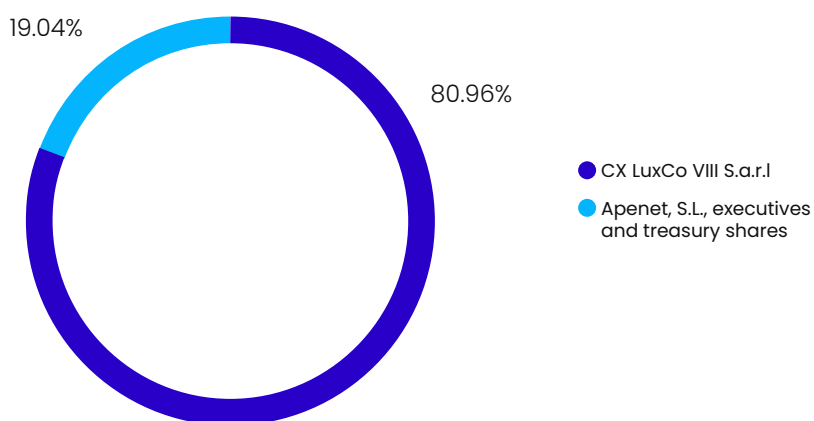
At the heart of this transformation lies **a firm commitment to responsible growth**. Konecta's investment in the development of its human capital reflects its belief that people must evolve alongside technology. Investments include its large-scale upskilling programs, the Konecta AI Academy, and the adoption of the Customer Operations Performance Center (COPC) operational excellence framework.

CORPORATE GOVERNANCE

Konecta's corporate governance is structured through the Board of Directors of Kronosnet Topco S.L., the Group's parent company, whose members are appointed in proportion to their shareholdings. Its primary function is to **define the company's strategic direction**, oversee its **implementation**, and integrate **financial, social, and environmental considerations** into decision-making.

Shareholder breakdown for Kronosnet Topco, S.L. at the end of 2025

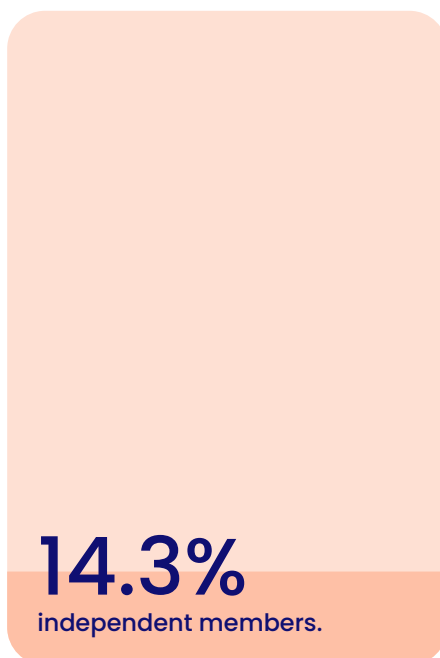
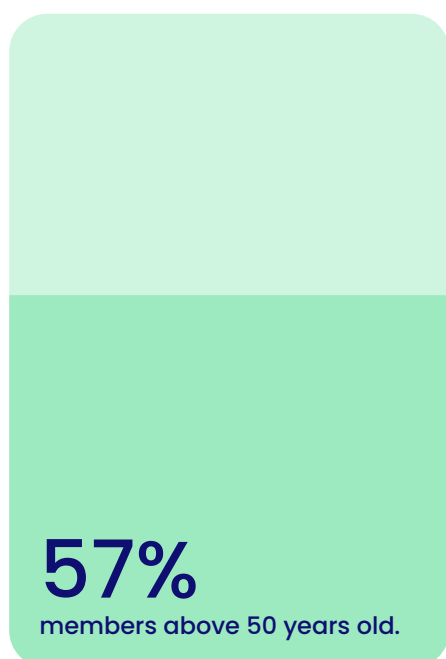
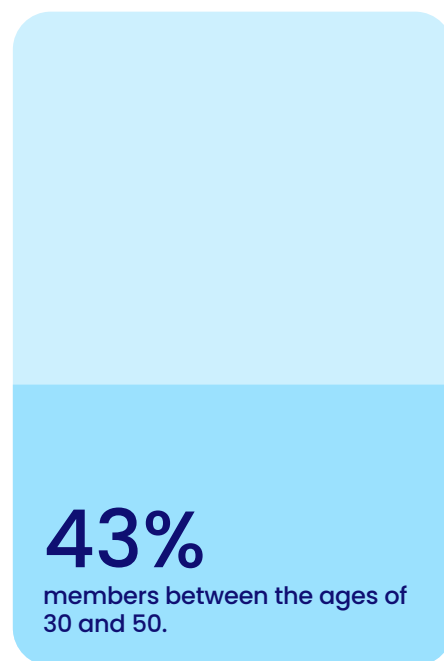
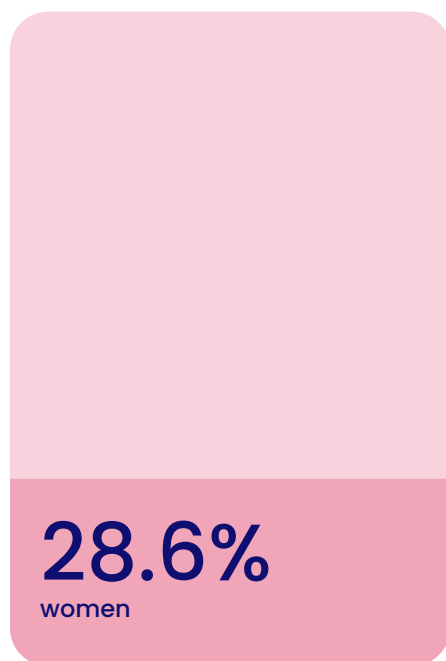
The share capital of Kronosnet Topco, S.L.:



Board members serve for an indefinite term, unless there are conflicts of interest, and non-executive members (including the independent director) serve a single term. The compensation policy incorporates ESG criteria: 10% of the CEO's variable compensation is tied to the achievement of sustainability goals, including the Decarbonization Plan aligned with *Science Based Targets (SBTi)*.



Composition of the Board of Directors of Kronosnet Topco, S.L. as of the end of 2025:



The Board is supported by specialized committees in finance, operations, IT, human resources, sustainability, and compliance, as well as by delegated committees that facilitate the oversight of the Group's management and strategic decision-making, notably the Executive Committee and the Audit Committee.

Board composition (as of the end of 2025)

BOARD OF DIRECTORS

JOSÉ M^a PACHECO GUARDIOLA

Chairman

(non-executive and non-independent)

Founder and Chairman of the Board. Economist with extensive experience in International Senior Management. Investor in sectors such as real estate, agri-food, mobility and leisure and tourism. Recognized for his social and business work with awards such as the Medal of Andalusia for Human Values and the Medal of the City of Seville.



NOURDINE BIHMANE

Chief Executive Officer

(executive and non-independent)

More than 25 years of global experience in technology and IT services. Expert in digital transformation and leadership. President of "Les Entretiens de l'Excellence", an international educational association. Engineer by CNAM and certified in Digital Leadership by INSEAD.



JAIME CHOCRÓN ISRAEL

Vice-President

(non-executive and non-independent)

General Manager and Head of Iberia at ICG, leading investments of over 3 billion euros in the region. Previously in Investment Banking at JP Morgan in London. Degree in Business Administration from ICADE.

JESÚS VIDAL BARRIO RIVAS

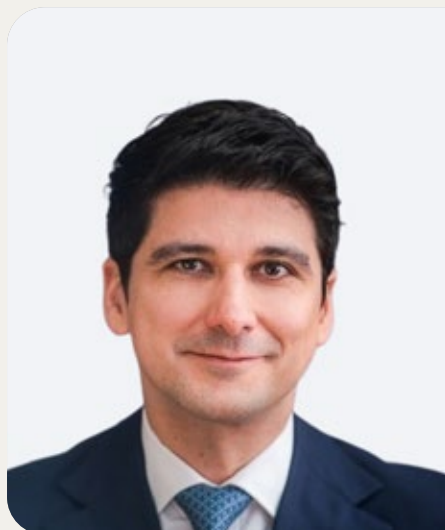
Director
(non-executive and
non-independent)

Specialist in Customer Experience and BPO, with previous experience in Santander Consumer Finance and audit at Peat Marwick. Economics Degree from Universidad Complutense and Executive MBA from Instituto de Empresa.

**ROSA QUEIPO
DE LLANO ARGOTE**

Director
(non-executive and
non-independent)

General Manager of Legal Affairs, Compliance and Sustainability at Konecta. With solid experience in corporate and financial law. Degree in Law from the University of Malaga.

**LUIS GONZÁLEZ FLORES**

Director
(non-executive and
non-independent)

Managing Director at ICG, with 20 years of experience in international investments. Previously at Investcorp and JPMorgan. He holds a degree in engineering from the Polytechnic University of Madrid.

RAQUEL SERRADILLA JUAN

Director
(independent)

More than 30 years of experience in IT and Contact Center, with a strong international profile. Computer Engineer from the Polytechnic University of Madrid and leadership training at ESADE and IESE Business School. Expert in governance and diversity.

**IGNACIO HORNEDO VILLALBA**

Secretary non Director

PATRICIA FIGUEROA

Deputy Secretary non Director



Corporate committees

Area	Review/Committee	Key Participants
Shareholders	Monthly Results and Sales Dashboards	Shareholders
Global/Management	Monthly Business Review (ExCo)	ExCo
Sales	Regional Results, Customer Satisfaction, and Sales Performance	ExCo
Finance and Purchases	Budget, monthly closings, and Purchases Committee	ExCo, CEO/CFO regional
Technology & Transformation	Key Projects, Security, Data Center Optimization	CEO, CIO, ExCo, SteerCo
Human Resources	HR Executive Report	CEOs
Compliance & Sustainability	Compliance, ESG, and Sustainability Committees	CLO, CHRO, CFO, Risks & Compliance, Procurement, Marketing

Delegated Committees of the Board of Directors

The Executive Committee assists the Board of Directors with **senior management and risk and sustainability** oversight, meeting during months when the Board does not convene to ensure operational continuity.

For its part, the Audit Committee supports the ExCo in overseeing the external financial audit.

Composition of the Executive Committee as of the end of 2025:

NOURDINE BIHMANE
(CEO)

JESÚS VIDAL BARRIOS

JAIME
CHOCRÓN

LUIS
GONZÁLEZ

ROSA QUEIPO
DE LLANO

It had four permanent guests:

IÑAKI AGUIRRE
Group Chief Financial Officer

RAMÓN ROS
Chief Strategy and
Business Development Officer

JAVIER GONZÁLEZ
(ICG)

INÉS DE VERGARA
(ICG)

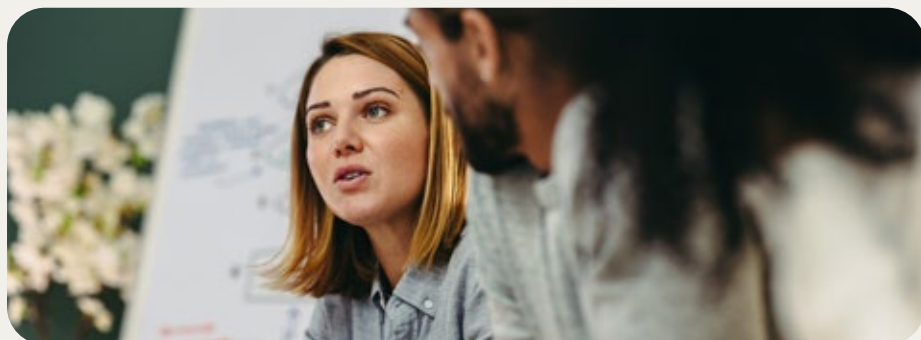
Additional guests may be added depending on information needs.



KATALYST 2028, KONECTA'S RESPONSE

In 2025 the company launched its Katalyst 2028 strategic plan, a key tool for its transformation and for capitalizing on market trends.

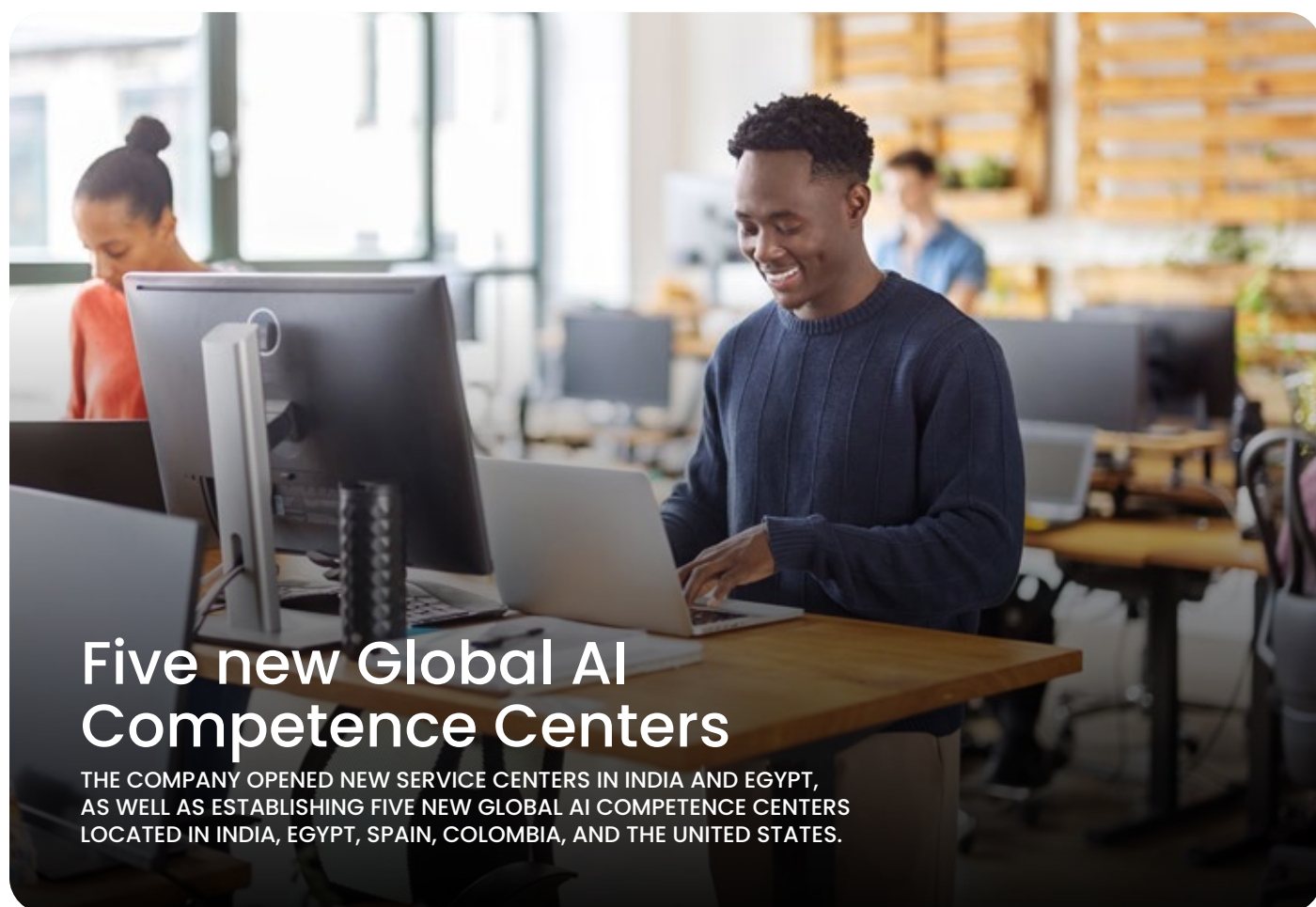
Strategic Pillar		Progress Made
DATA ACCELERATION, GENERATIVE AI, AND AGENT-BASED AI	It aims to transition toward transformative and scalable AI solutions that redefine customer experience (CX) and accelerate business transformation.	Development of its own agent-based AI platform in the alpha (internal) version. Its official launch is scheduled for the second quarter of 2026.
ACCELERATING DIGITAL GROWTH	Achieve Konecta's digital transformation by driving the shift of its portfolio toward new digital services and developing the skills of its internal talent.	The Konecta Academy and Gen AI initiatives train talent to lead in new technologies, prioritizing sound judgment and human empathy. This makes it possible to reassign professionals to emerging roles in response to operational changes, ensuring that AI serves as a driver of growth.
STRENGTHENING THE PARTNERSHIP ECOSYSTEM	Konecta works in partnership with technology leaders and strategic partners.	Partnerships with Kraken, aimed at transforming utility companies, and CrewAI, an agent-based AI platform designed to automate complex processes.
EXPANSION OF GLOBAL REACH	Expanding Konecta's international footprint and improving market penetration.	Between late 2024 and 2025, new centers were opened in Egypt and India. In addition, Konecta has completed acquisitions in France and Italy, where it already had a presence.



Sustainability is part of Konecta's transformation roadmap and is implemented through the strategy outlined in section 2.4 of this report.

INTERNATIONAL EXPANSION WITH A GLOBAL AND MULTILINGUAL MODEL

2025 was a pivotal year for the consolidation of Konecta's international strategy.

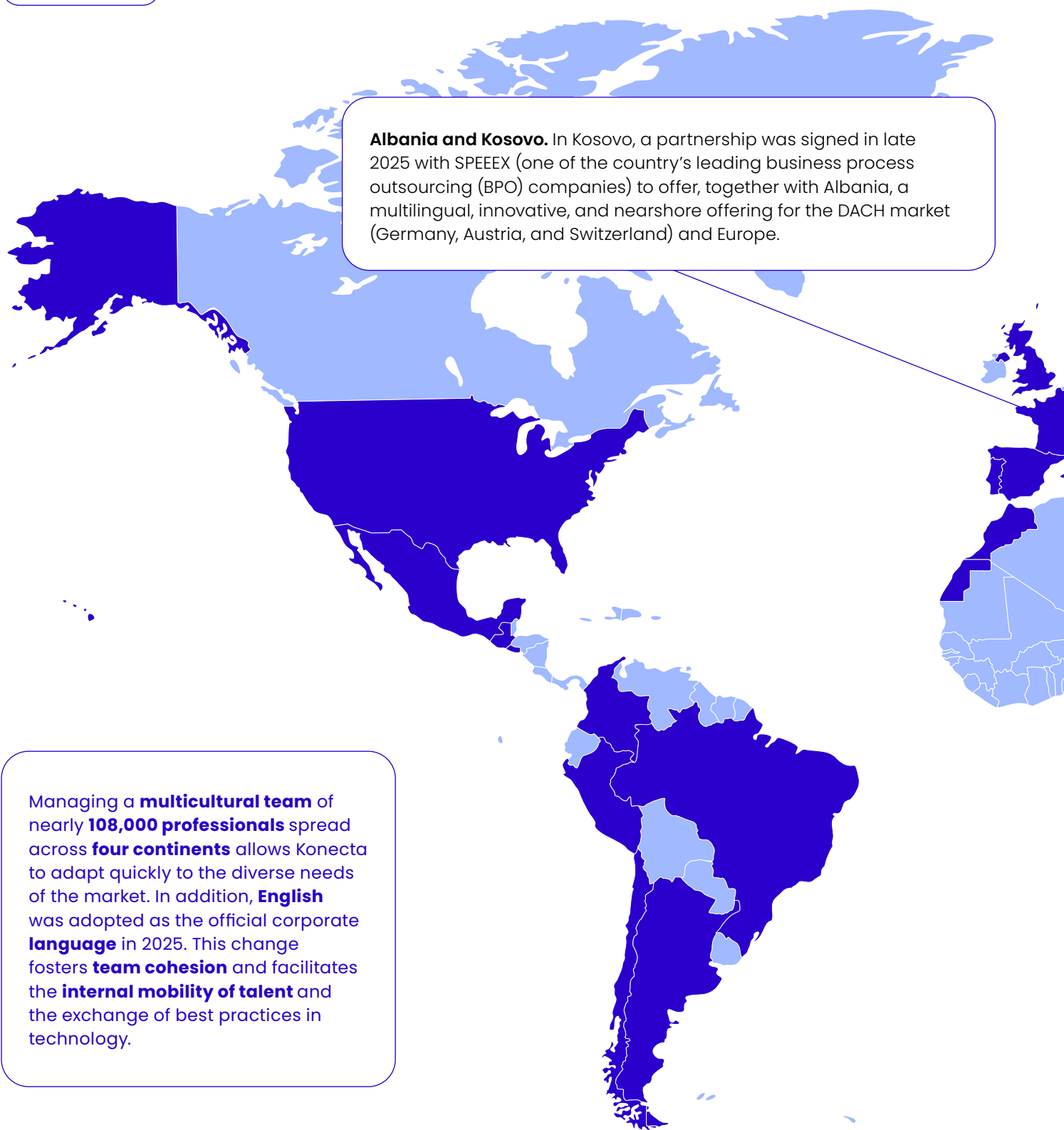


Five new Global AI Competence Centers

THE COMPANY OPENED NEW SERVICE CENTERS IN INDIA AND EGYPT, AS WELL AS ESTABLISHING FIVE NEW GLOBAL AI COMPETENCE CENTERS LOCATED IN INDIA, EGYPT, SPAIN, COLOMBIA, AND THE UNITED STATES.

In January 2025, Konecta established Egypt as its regional headquarters to provide digital services to customers in the Middle East, and announced the opening of a global service center and a Center of Excellence (CoE) for GenAI in Cairo.

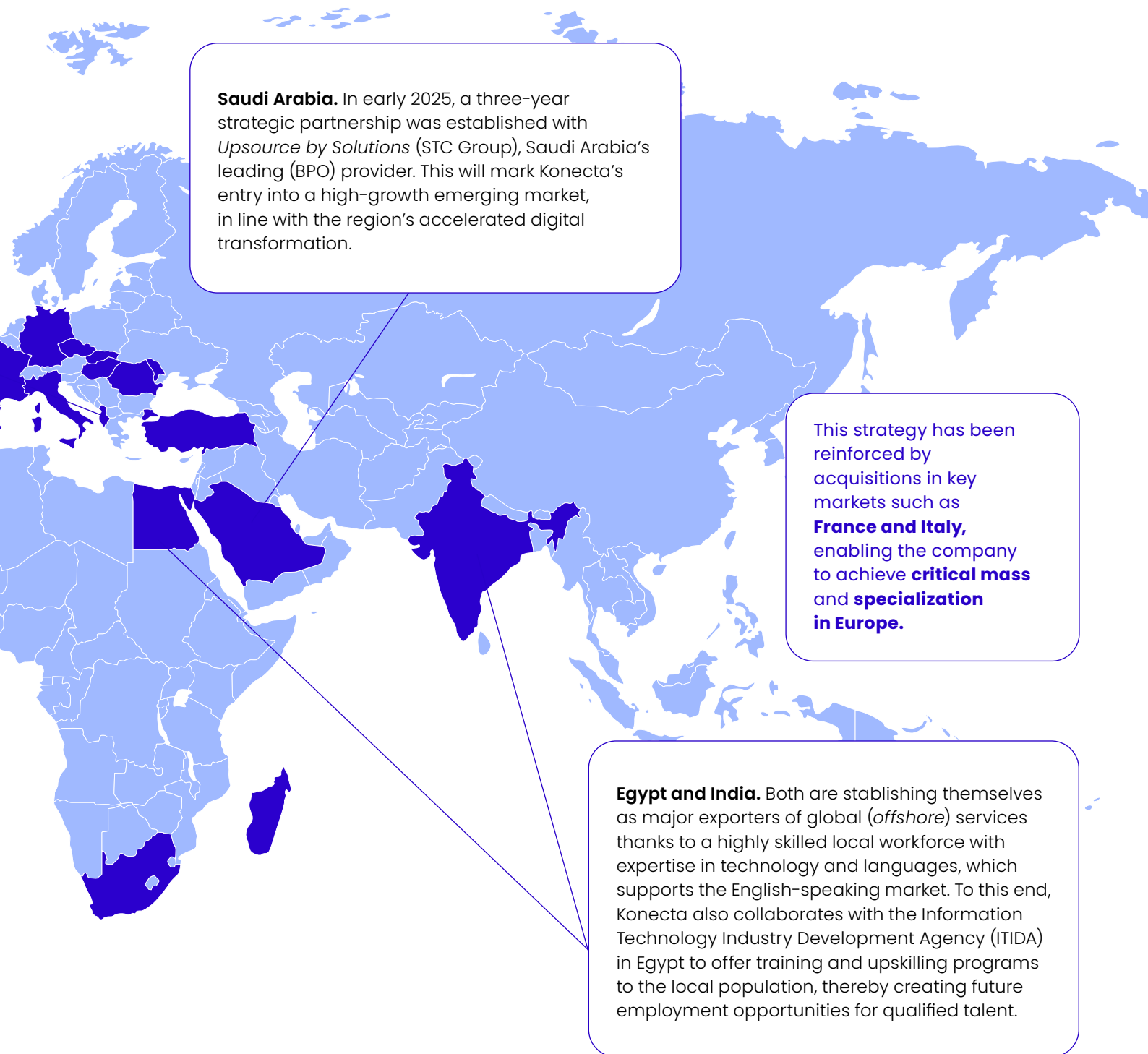
The goal is to diversify service delivery capabilities and expand the customer base. These activities will help improve the company's global revenue distribution—since its revenue currently comes mainly from Europe and Latin America—and support high-value markets from highly efficient centers.



Albania and Kosovo. In Kosovo, a partnership was signed in late 2025 with SPEEEX (one of the country's leading business process outsourcing (BPO) companies) to offer, together with Albania, a multilingual, innovative, and nearshore offering for the DACH market (Germany, Austria, and Switzerland) and Europe.

Managing a **multicultural team** of nearly **108,000 professionals** spread across **four continents** allows Konecta to adapt quickly to the diverse needs of the market. In addition, **English** was adopted as the official corporate **language** in 2025. This change fosters **team cohesion** and facilitates the **internal mobility of talent** and the exchange of best practices in technology.

COUNTRY		SITES	
Albania	3	Colombia	21
Germany	1	Egypt	1
Argentina	10	El Salvador	1
Brazil	8	Slovakia	1
Chile	1	Spain	32
		U.S.	1
		France	18
		Guatemala	1
		Hungary	1
		India	1



Italy	31	Peru	9	Romania	6
Madagascar	2	Portugal	2	South Africa	1
Morocco	9	Turkey	5		
Mexico	4	UK	3		
Moldova	1	Czech Republic	9		

PORTFOLIO AND SERVICES



In 2025, the company launched its Future-Ready Portfolio,

RESTRUCTURING ITS DIGITAL OFFERINGS AROUND INDUSTRY-SPECIFIC (VERTICAL) SERVICES, AGENCY CAPABILITIES, AND AN OUTCOMES-ORIENTED APPROACH.

This advancement, which goes beyond traditional CX, reinforces Konecta's position as a trusted partner in technology and data operations, delivering comprehensive value across all the industries in which its clients operate, while also driving its internal transformation through AI-based solutions and digital strategies.

One of the cornerstones of this transformation is the creation of two new vertical business lines:

- Solutions for Corporate Operations
- Agent-Based AI Solutions for Industries

These are integrated with the horizontal lines of work:

- Consulting and Advisory Services
- Creating Experiences and External Growth Services

AGENTIC ACCELERATORS

Pre-built, AI-powered solutions designed to transform operational and customer interaction processes faster

ENTERPRISE OPERATIONS

Pre-built accelerators to streamline horizontal enterprise operations processes

CORE EXPERIENCES

→ Customer experience

Hybrid agent solutions and AI-enabled innovations for both front- and back-office to revolutionize customer experience and fit client needs.

→ Employee Experience

Employee care solutions, from helpdesks to knowledge management, to support and engage Clients' employees and help the business thrive.

→ Grow, marketing & revenue generation

Outcome-based solutions to boost your sales, improve efficiency and achieve better ROI.

STRATEGY AND TRANSFORMATION

Agile advice and strategies from service design to technology implementation to process optimization



AGENTIC ACCELERATORS

Cross-industry accelerators

- Process intelligence & discovery
- Smart FAQs
- Email triage
- Digital collection
- VoC/VoE

Industry-specific accelerators

- BFSI
- Telecoms
- Retail
- Energy

ENTERPRISE OPERATIONS

Human resources

Finance

Procurement

CORE EXPERIENCES

→ Customer experience

- Customer care
- Technical support
- Back-office services
- CX modernization
- Customer data platform
- GenAI for CX (Insight, Copilot, Autopilot)
- CRM

→ Employee Experience

- Smart Employee care
- Digital Employee Experience
- Modern Workplace Services

→ Grow, marketing & revenue generation

- Lead generation
- Omnichannel AI orchestration
- End-to-end Sales
- Customer analytics & GenAI powered insights
- Loyalty program

STRATEGY AND TRANSFORMATION

GenAI /
Agentic AI
roadmap &
strategy

Data
assessment /
roadmap &
strategy

Employee
experience
strategy

CX Transfor-
mation

CRM trans-
formation

A key strategic priority has been scaling up digital capabilities through the creation of **Konecta Digital, a dedicated global business unit that combines innovation, consulting, and excellence in execution.**

This unit guides customers in their **transition toward AI-driven customer experience**, system modernization, and responsible digital transformation, marking a significant milestone in the consolidation of the company's capabilities across all geographies.

Positive impact throughout the value chain

Konecta's customer-centric approach is based on a robust value chain, which enables it to tap into the best capabilities to accelerate transformation.

This in-house development is also supported by an **extensive global technology ecosystem**, built through a structured network of strategic partnerships that include hyperscalers (Google Cloud, AWS), GenAI and Agentic AI platforms (Uniphore, CrewAI, Elevenlabs), CCaaS providers (Nice, Five9, Genesys, Salesforce), leaders in employee experience (Lenovo), and industry-specific technology specialists (Kraken).

The company's approach to partnerships is based on a selective model, in which all **collaborations are grounded in shared objectives**, value creation, and **strong governance** that ensures **transparency, compliance**, and **ethics**.

Through joint market entry strategies, capacity-building, and clear accountability, **Konecta promotes sustainable growth and knowledge sharing throughout its ecosystem**, while ensuring responsible and scalable service delivery within robust legal and operational frameworks.

UPSTREAM

As part of its Katalyst plan, Konecta is moving forward with a comprehensive transformation process that includes, in addition to developing AI capabilities, the formation of **strategic alliances with partners** such as Google Cloud, AWS, CrewAI, and Uniphore, as well as vendors that bring greater flexibility and agility to the solutions it offers.

IN-HOUSE OPERATION

It combines a global approach with **local operations on four continents**, enabling it to offer a hybrid and flexible service. It draws on the experience of its professionals, its technological *know-how*, and its digital and AI capabilities. **Konecta's commitment to talent** creates opportunities for *upskilling*, which contribute to the development of its teams.

DOWNSTREAM

Konecta meets the needs of **more than 500 clients**, including **leading companies in sectors** such as **telecommunications, energy, banking, automotive and mobility, e-commerce, and retail**, located throughout Europe, Latin America, North Africa, the Middle East, and Asia. Its value proposition centers on **innovation and quality improvement**, helping its clients capitalize on opportunities arising from technological disruption, with a focus on **generative AI, agent-based AI, and automation**. An average tenure of **more than 20 years** and a renewal rate of **over 95%** highlight Konecta's focus on building long-term relationships and demonstrate the level of **customer satisfaction with the service**.

KONECTA PLATFORM

EXPERIENCE OUTCOME

Customer Experience

Insights, Copilot y Autopilot



IIElevenLabs



Employee Experience

Insights, Copilot and Autopilot



Operacional Optimization

Back-office and front-office optimization

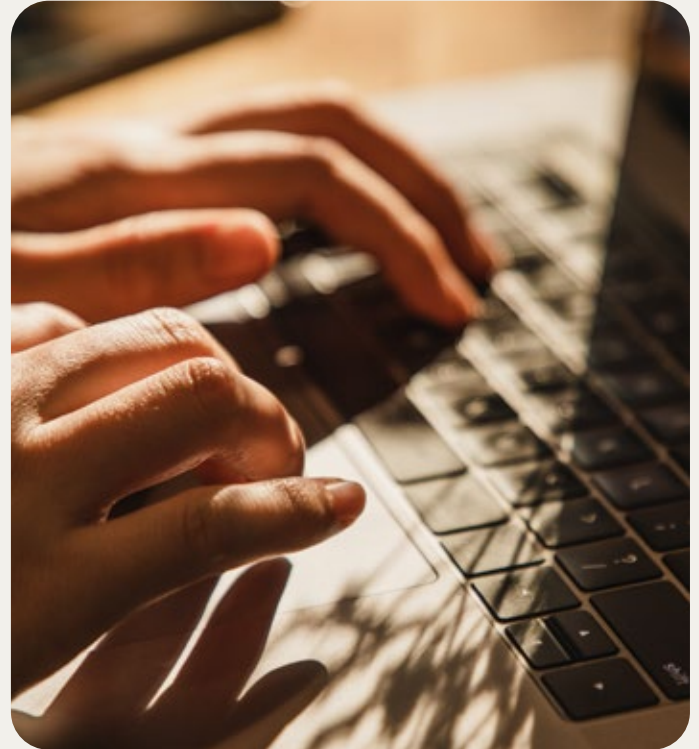


IIElevenLabs



Industry Accelerators

Prebuilt use case, data models & GenAI workflows



ORCHESTRATION

Patterns & Composition

Low-code and visual builder environments



MCP Servers

Konecta created MCP servers for customer external system of records

CORE RUNTIME

Core Agentic Platforms

Execution engines and agent orchestration platforms



LLMs + Agentic Layer

Developer frameworks & foundational models



Trust & Security

Responsible AI tooling, RBAC & model auditing



DATA & INTEGRATION FOUNDATIONS

Data & pipelines

Data ingestion, pipelines and RAG



databricks

Integration Hub

API Mgmt, Events, External Systems



Platform Lifecycle Mgmt

Deployment, monitoring, Prompt Ops & FinOps



Terraform

Readiness to tackle the challenges of the future



The disruption caused by AI, the convergence of BPO and digital services, and the growing demand for technology solutions are creating a new landscape for companies in Konecta's sector, one marked by both risks and opportunities for their growth and profit margins. Similarly, digital acceleration in 2025 was affected by increased regulatory pressure, which led to operational and tactical adjustments.

Furthermore, the demand from stakeholders that companies manage their businesses according to sustainability criteria and make genuine commitments in this regard is now a strategic component of the transformation.

To this end, Konecta's governance model—which is aligned with the EU AI Act and is in the process of obtaining ISO/IEC 42001 certification—ensures that AI is deployed ethically, transparently, and in full compliance with regulatory requirements, while maintaining relationships based on trust with current and potential employees, clients, and other partners.

A LOOK INTO THE FUTURE

With Katalyst, Konecta aims to lead the transformation of agent-based AI. The strategic priorities set out in Konecta's plan require a continued shift toward **digital services with higher added value**, while **enhancing the company's capabilities and the efficiency** of its operations.

In 2025, progress was made toward the following established goals:

ACCELERATED ADOPTION OF AI,

with the launch of 130 initiatives—for both internal processes and customer use cases—more than 90 of which are in production.

STRENGTHENING COMPETITIVE ADVANTAGES

through a solid foundation of intellectual property (IP), by acquiring perpetual licenses for cutting-edge technologies and ensuring their implementation across all regions.

EFFICIENCY AND MARGINS:

The Earnings Before Interest, Taxes, Depreciation and Amortization (EBITDA) margin increased year-over-year, driven by Katalyst 2028 initiatives.

COMMERCIAL AND DIGITAL GROWTH:

The total pipeline exceeded 2 billion euros, with a significant increase in Total Contract Value (TCV) won compared to 2024. This momentum is driven by digital growth, where revenue grew at a double-digit rate.



With Katalyst,
Konecta aims
to lead the
transformation
of agent-based
AI.

Konecta's ESG strategy

To meet the needs of tomorrow's customers, Konecta must integrate sustainability to create long-term value for all stakeholders throughout the value chain.

CORPORATE GOVERNANCE SDGS 16 AND 17

- A robust *compliance* program that allows for adaptation to the changing needs of the business.
- Actively listening to the expectations of its stakeholders and transparency.

SOCIAL SDGS 3, 4, 5, 8 AND 17

Human capital

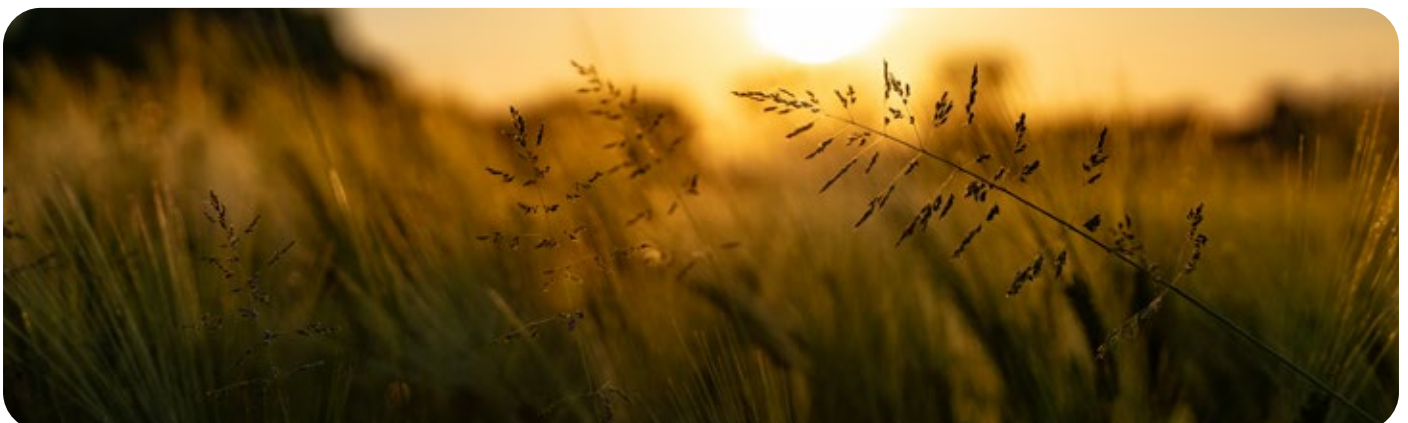
- Diversity, inclusion, and equal opportunities.
- Culture of safety, health and well-being at work.
- Developing the skills of its professionals to prepare them for the future.

Community support

- Integration of groups at risk of exclusion.
- Strategic alliances to enhance initiatives.
- Promoting solidarity among staff.

ENVIRONMENT SDGS 7, 11, 12 AND 17

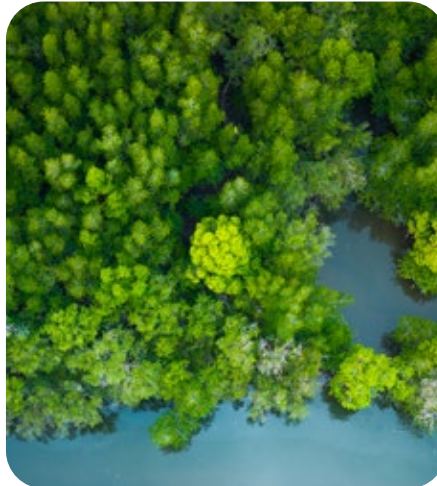
- To become a net-zero company by 2040.
- Reducing CO₂ emissions.
- Reducing resource and energy consumption.



The market environment in 2025 has led to key milestones for the strategy:

ENVIRONMENTAL

Konecta has announced its goal of becoming net zero by 2040, 10 years ahead of the deadline set by the Paris Agreement. In addition, it has made progress in optimizing its environmental impact, which has enabled it to improve its CDP rating to a "B".



This strategy is aligned with international standards such as the 2030 Agenda, the UN Sustainable Development Goals (SDGs), the SBTi initiative for climate change mitigation and adaptation, and the Universal Declaration of Human Rights.

In carrying out its commitments, Konecta has taken into account the expectations of its stakeholders and the results of its double materiality analysis, which has made it possible to **identify the Group's main impacts, risks, and opportunities** throughout its value chain.



SOCIAL

Digital acceleration helps reduce the number of positions that need to be filled and has driven the company's efforts to train its professionals in the skills of the future, for example, **specialized training in AI and GenAI through Konecta Academy**.

Its Corporate Sustainability department, supported by local teams in each market, is responsible for **coordinating, managing, and monitoring** implementation of initiatives. In addition, Konecta has **a Sustainability Committee**, which is described in detail in the section on "Good governance".

GOVERNANCE

The digital environment increases the risks associated with data protection and cybersecurity. **Konecta has implemented a Data Protection Impact Assessment (DPIA) and security framework** to ensure secure and auditable deployments of GenAI.



STAKEHOLDERS AND COMMUNICATION CHANNELS

Konecta has corporate and country-specific communication channels that are tailored to the characteristics of each group and region. This dialogue enables the company to incorporate the expectations and opinions of its stakeholders into its business model and build lasting relationships based on transparency, clarity, impartiality and professionalism.

Main stakeholders	Channels of dialogue
ALL STAKEHOLDERS: shareholders, government agencies, customers, financial institutions, NGOs/social organizations, employees, suppliers.	Konecta and Innovan.do Corporate Blogs. Whistleblowing channel. Email. Google Meet (virtual meetings). Sustainability Report. Corporate and local LinkedIn pages, Konecta Foundation's LinkedIn page. Press releases (traditional and digital). Social media platforms tailored to the country's needs (Instagram, Facebook, TikTok, X...) Corporate Website. Konecta Foundation Website. KonectaPro Website. YouTube.
SHAREHOLDERS	Committees (Board of Directors, Executive Committee). Reports.
CUSTOMERS	Customer Satisfaction Survey. Email News (Marketing Newsletter). Go to Webinar. Landing Pages (Epiron, Loope).
CLIENTS, EMPLOYEES	Press it!
CLIENTS, EMPLOYEES, PARTNERS	ExpoContact News Blog. Innovan.do Blog. Expocontact Annual Event.

Main stakeholders	Channels of dialogue
CLIENTS, EMPLOYEES, PARTNERS	Expocontact website.
	KonectaLab.
	Events organized by Konecta, such as local and trade fairs.
EMPLOYEES	Internal Communication Apps.
	Konecta Club App.
	Brand Portal.
	Internal chat platforms (OneChat, Messaging Pro, Google Chat, etc).
	Workplace Climate Surveys (GPTW, EMEA).
	The Pulse, global intranet.
	Local intranet (Konectados, Huamasys, IntegrAll...).
	Employee portals: Jarvis, My Portal, Employee Portal, Allo Customer Service.
	Konecta Inside Corporate Newsletter.
	Sustainability Matters at Konecta Newsletter.
	Local internal newsletters.
	Help support portal.
	Social media platforms tailored to the country's needs (Instagram, Facebook, TikTok, X...).
	Transformation Hub.
	Sustainability Hub.
	The Kiosk (commercial).
	Daily Press Roundup (Leaders + MarCom Managers).
SUPPLIERS	Purchasing portal.
	Achilles.
POTENTIAL RECRUIT	Outbound LPs.
	Pandapé employee portal.
	Talent Portal.
	Sherlok Job Portal.

MATERIALITY ANALYSIS

Since 2016, Konecta has been conducting a materiality analysis that allows it to identify sustainability priorities for its business and its stakeholders. In addition, as part of its preparations for the Corporate Sustainability Reporting Directive (CSRD), the company has been applying the dual materiality methodology since 2022. This is a strategic approach that considers two perspectives:

- **Impact:** assesses the positive or negative effects of Konecta's activities on its environment.
- **Financial:** assesses the risks and opportunities for the business arising from the social and environmental context.

In 2025, Konecta updated its dual materiality study, identifying 10 sub-themes relevant to the Group that encompass a total of 35 impacts, 26 risks, and 12 material opportunities.

A photograph of a person running on a rocky ridge at sunset. The person is wearing a blue and black jacket and black shorts. The background shows a hazy mountain range under a warm, orange sky. The text is overlaid on the bottom left of the image.

10 sub-themes relevant:
35 impacts,
26 risks,
12 material opportunities.

Description	Materiality		Value chain	SDGs	Further information
	Impact	Financial			
CLIMATE CHANGE ADAPTATION AND MITIGATION (6 impacts, 4 risks, and 5 opportunities)					
Konecta offers solutions that reduce its clients' emissions, creating a positive impact and opportunities such as improved market positioning, access to new markets, and cost savings. However, its operations generate emissions – particularly from electricity consumption and refrigerant gases – which may give rise to risks relating to compliance with regulations and expectations, or to costs. Phenomena associated with climate change can have negative impacts on employees and customers.	Negative	Risk	In-house operations and value chain	7, 13	Page 33 45-54
	Positive	Opportunity			
CREATION OF QUALITY JOBS (6 impacts, 4 risks)					
Konecta's operations rely heavily on human capital and the creation of hybrid work environments, thereby improving social and occupational integration as well as work-life balance. However, changes in the market and the socioeconomic context can affect this ability to create jobs or purchasing power, creating risks in the relationship with the teams. This situation applies to both in-house staff and subcontracted personnel in countries where operations are carried out through third parties.	Negative	Risk	In-house operations and value chain	8	Page 59-60 64
	Positive	Opportunity			
OCCUPATIONAL HEALTH AND SAFETY (4 impacts, 1 risk)					
The nature of Konecta's operations may pose certain inherent risks to employees' health, particularly musculoskeletal risks due to poor posture and voice use, as well as psychosocial risks due to stress in the case of certain specific activities.	Negative	Risk	In-house operations	3, 8	Page 71-78
	Positive	Opportunity			

Description	Materiality		Value chain	SDGs	Further information
	Impact	Financial			
DIVERSITY, EQUITY AND INCLUSION (4 impacts, 2 risks)					
Konecta has tools in place to foster an inclusive workplace and prevent negative impacts inherent to its operations, such as an unequal representation in leadership positions or potential instances of harassment or discrimination. The regulatory environment and stakeholder expectations can turn these potential impacts into risks for the company. This situation applies to both in-house staff and subcontracted personnel in countries where operations are carried out through third parties.	Negative	Risk	In-house operations and value chain	5, 8	Page 65-70 114-116
	Positive	Opportunity			
TALENT ACQUISITION, LEARNING, AND PROFESSIONAL DEVELOPMENT (4 impacts, 1 risk, and 3 opportunities)					
Securing the right talent for the future of the market is one of the main challenges facing Konecta, which helps to enhance its team’s employability through training and upskilling programs, including training in sustainability. In addition, the adoption of disruptive technologies presents an opportunity for talent development and recruitment.	Negative	Risk	In-house operations and value chain	4	Page 61-64 79-80 81-87
	Positive	Opportunity			
INFORMATION SECURITY FOR EMPLOYEES, CUSTOMERS AND USERS (3 impacts, 2 risks)					
In a context marked by increasing cybersecurity threats, Konecta has implemented tools and control mechanisms to ensure the privacy of the personal information of its staff, its clients, and their users.	Negative	Risk	In-house operations and value chain	9	Page 96 106-11
	Positive	Opportunity			

Description	Materiality		Value chain	SDGs	Further information
	Impact	Financial			
CUSTOMER SATISFACTION (1 impact, 1 risk, and 1 opportunity)					
Konecta's activities have a positive impact on its clients' efficiency and value creation. The company identifies risks and opportunities related to business transformation. Konecta is working to adapt its model to changing trends toward digitalization and the introduction of generative AI and agent-based AI.	Negative	Risk	In-house operations and value chain	9, 12, 17	Pág. 119-121
	Positive	Opportunity			
DIGITAL TRANSFORMATION (1 risk, 2 opportunities)					
The emergence of new technologies and the acceleration of digitalization are changing the context in which Konecta operates. Agile adaptation, driven by the Katalyst plan, is key to creating competitive advantages..	Negative	Risk	In-house operations	9, 12, 17	Pág. 20 81-83
	Positive	Opportunity			
COMPLIANCE AND CORPORATE ETHICS (4 impacts, 7 risks)					
Konecta contributes to the well-being of the communities where it operates by creating local jobs and paying taxes and contributions to national systems. Furthermore, it has oversight mechanisms and control tools in place to prevent, identify and remedy potential inherent risks linked to regulatory non-compliance, corruption and bribery, as well as to stakeholders' expectations of greater transparency.	Negative	Risk	In-house operations and value chain	17	Pág. 101-104
	Positive	Opportunity			
SUPPLIER MANAGEMENT (3 impacts, 3 risks, and 1 opportunity)					
Konecta's work in partnership with suppliers and strategic partners creates opportunities to improve the resilience of its value chain and increase its positive impact. However, potential misconduct by third parties could pose a risk to the company.	Negative	Risk	Value chain	8, 12, 17	Pág. 92-95
	Positive	Opportunity			

→ Methodology of the analysis

The methodology developed by Konecta is aligned with the Guidance on the Preparation of Double Materiality Reports, published by the *European Financial Reporting Advisory Group (EFRAG)* in May 2024. In addition, the analysis follows the guidelines established by the *Global Reporting Initiative (GRI)* for assessing the materiality of impacts.

Konecta applied the following process:

1. Understanding the context

The objective of this phase is to identify potentially relevant issues based on an analysis of the context, the opinions and expectations of stakeholders, and the activities of Konecta and its value chain.

Analysis includes both internal and external sources of information:

- **External sources:** reporting standards, such as the European Sustainability Reporting Standards (ESRS), GRI, TCFD, AA1000 APS (2018), or the Sustainable Development Goals (SDGs); analysis of market best practices; positioning and relevant issues in the sector; main sustainability initiatives; analysis of media appearances; the regulatory environment in the countries where Konecta operates; key topics for analysts and investors; customer contract requirements; investors and shareholders.
- **Internal sources:** Konecta's internal policies; Corporate Responsibility and Sustainability Master Plan; stakeholder map; value chain identification and process map; previous materiality analyses; risk matrix SWOT analysis; and the human rights due diligence analysis conducted for Colombia and Spain.



2. Identifying impacts, risks, and opportunities

This exercise identifies the ESG impacts, risks and opportunities that are potentially material to Konecta. In this phase, the management team's perspective and relationships with stakeholders are integrated, along with an external perspective on material issues. To that end, meetings are held with the functional areas responsible for managing sustainability issues.

In addition, a comparative analysis of the internal and external vision is conducted for each theme in order to align strategic priorities and those of stakeholders.

3. Double Materiality Assessment

For the 2025 fiscal year, Konecta identified its main impacts, risks and opportunities (IROs) related to ESG issues.

The impact analysis considers the scope, severity and likelihood of occurrence. For risks and opportunities, the operational and reputational importance and internal management of each detected aspect is assessed. Finally, all material IROs are classified based on their relevance, time horizon and position in the value chain.

→ Changes from the previous materiality assessment

The results of the analysis are consistent with those published in previous years. However, slight changes can be observed due to the change in methodology.

Material topic 2025	Previous material topic
CLIMATE CHANGE ADAPTATION AND MITIGATION	Decarbonization strategy. Environmental management.
CREATION OF QUALITY JOBS	Quality jobs and fair pay. Social commitment.
OCCUPATIONAL HEALTH AND SAFETY	Occupational health and safety.
DIVERSITY, EQUITY AND INCLUSION	Equity, diversity and non-discrimination.
TALENT ACQUISITION, LEARNING, AND PROFESSIONAL DEVELOPMENT	Attracting and retaining talent.
INFORMATION SECURITY FOR EMPLOYEES, CUSTOMERS, AND USERS	Information security and confidentiality. Quality service and customer satisfaction.
CUSTOMER SATISFACTION	Economic growth and new markets.
DIGITAL TRANSFORMATION	Technological innovation.
COMPLIANCE AND CORPORATE ETHICS	Governance and risk management. Ethics and compliance. Communication and transparency with stakeholders. Social commitment.
SUPPLIER MANAGEMENT	Supply chain.

Of the environmental issues analyzed, only climate change exceeds the materiality thresholds. The topic "Environmental Management" is included under "Climate Change Adaptation and Mitigation", which outlines the company's main efforts to reduce its negative environmental impacts and ensure regulatory compliance.

"Social Commitment", previously a standalone topic, is now divided into the topics "Creation of Quality Jobs" and "Compliance and Corporate Ethics", which encompass the positive impact on society and public systems resulting from job creation and contributions.

Given the nature of the methodology, "Risk Management" is considered across the board in all topics that involve material risks.

Environmental protection



A man with dark hair and a beard, wearing a red jacket, is shown in profile, looking out over a landscape. The background is a clear blue sky.

Strategic approach to environmental management

Konecra's business model has a **limited environmental impact**. However, the Group takes into account the environmental impacts and risks arising from its operations, regulatory requirements, and the needs of its stakeholders, for example the increasingly visible effects of climate change. The **Board of Directors** is **directly involved** in decision-making and environmental strategy, from approval of Konecra's **Environmental Policy** to authorization of various initiatives.

The Group's Environmental Policy is aimed at ensuring continuous improvement in its performance. Available since 2017, this policy has been revised periodically to integrate Konecra's commitments. Its latest update incorporated the target for reducing greenhouse gas (GHG) emissions verified by the SBTi initiative.



Principles of Environmental Policy

RESPECT AND CARE FOR THE ENVIRONMENT

Minimize negative environmental impact.

Comply with current legislation and voluntary commitments made.

RESPONSIBLE AND SUSTAINABLE CONSUMPTION

Implement technologies and processes that reduce waste generation.

Implement technologies and processes that promote energy conservation.

AWARENESS-RAISING

Strengthen internal communication to raise awareness and train the team.

Promote the active participation of staff and stakeholders.

INFORMATION FOR STAKEHOLDERS

Maintain proactive communication to ensure that they are kept informed about decisions regarding sustainability.

COMMITMENTS

Apply the life-cycle approach.

Incorporate environmental criteria into procurement and new projects.

Mitigate the impact of climate change.

Konecta's **highest governing body responsible** for approving and monitoring the Environmental Policy and climate goals is the **Board of Directors**. The **Sustainability Committee** and the Compliance

Department are responsible for reporting on ESG risks, the controls in place, and the status of the Group's commitments.

Decarbonization strategy

Konecta has placed **climate action at the heart of its environmental strategy**, reinforcing the management of risks and opportunities linked to the transition to decarbonized economies. In 2025 the **Group's Decarbonization Plan** was approved, which will enable it to achieve its climate goals. This Plan outline Konecta's courses of action to achieve **the goal of net-zero emissions by 2040**, with one of the most important being the integration of the value chain.

Konecta has made a **commitment to decarbonization in line with the global SBTi initiative**, which is integrated into its **Katalyst Strategic Plan**, which focuses on efficiency and digitalization as tools for the Group's transformation.

Climate commitment: Between 2022 (base year) and 2033:

REDUCE THE COMPANY'S GHG
EMISSIONS, SCOPES 1 AND 2, BY

54,6%

REDUCE EMISSIONS RELATED TO EMPLOYEE
COMMUTING AND BUSINESS TRAVEL BY

61,1%

BETWEEN 2022 AND 2033

Konecta's roadmap is structured around four pillars:

FACILITIES

Konecta is developing a new global facilities management model designed to enable more efficient management and establish precise guidelines for the refurbishment of its sites. It is also continuing to optimize the use of workspaces by streamlining its facilities and promoting remote working. The Group promotes ISO 14001 certification at its key sites and encourages circular economy initiatives.

IT SOLUTIONS

Renewal of equipment for more efficient versions, use of eco-efficient software and migration to the cloud.

MOBILITY

Progress is made in replacing the renting fleet with sustainable vehicles and responsible mobility practices are promoted, such as the choice of less polluting modes of transport for business trips. In addition, when the nature and requirements of the service allow, hybrid or remote work arrangements are provided.

SUPPLY CHAIN

The Achilles tool has been implemented as a criterion for selecting suppliers in accordance with ESG standards. Konecta is also working to identify strategic suppliers and set joint emissions reduction goals.

The measures implemented have enabled Konecta **to improve its rating** under the CDP standard, achieving a "B" rating in 2025 (up from a "C" in 2024).

As part of its Decarbonization Plan and in order to advance the continuous improvement of non-financial reporting, Konecta reviewed its 2023 and 2024 carbon footprint in 2025 in accordance with the GHG Protocol guidelines. To ensure the historical comparability of the information, some of the comparative data for both fiscal years have been adjusted.

ACTIONS TAKEN



→ Energy efficiency

The **strategy focuses on energy consumption**—on which Konecta's operations depend—with measures aimed at increasing the use of **renewable energy** and **on-site generation**.

- **100% renewable electricity** at work sites in Germany, Spain, Italy, Moldova and the United Kingdom, with operational oversight. In addition to promoting the use of renewable energy sources at the Group's other locations, such as Albania, Argentina, Brazil, Chile, France, Peru and Turkey.
- Installation of **photovoltaic panels** at some of its facilities. In 2025, self-generation of electricity reached **151.43MWh**.

Other measures that have been implemented include:

ENERGY AUDITS

Throughout 2025, energy audits were conducted in seven locations where there was no legal requirement to do so, in addition to those required by law.

AUTOMATIC INVOICE-READING USING AI

The development of this initiative, which will be implemented in 2026, uses AI to minimize errors and reduce the time required for data management.

REPLACEMENT OF LUMINAIRES WITH LED TECHNOLOGY,

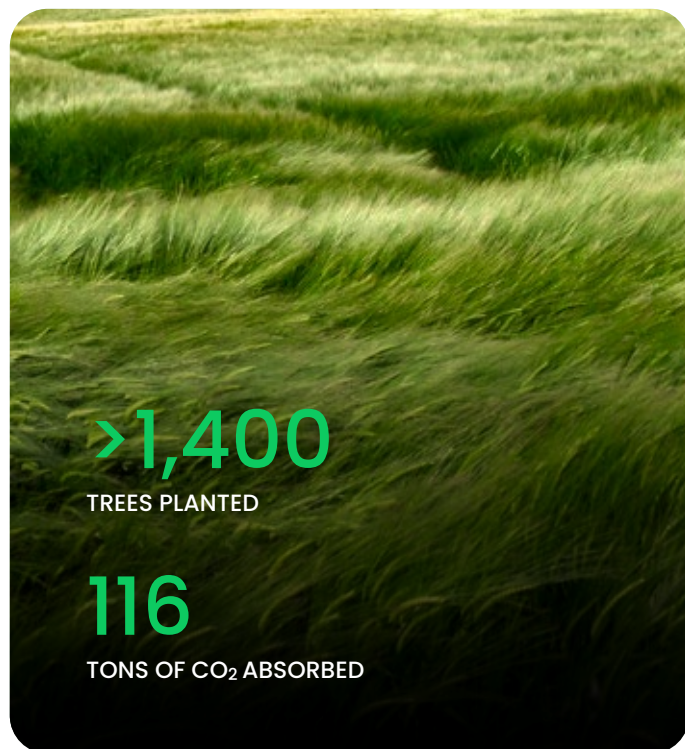
reaching a coverage of 95% of the total illuminated surface in all geographies.

93% OF THE SURFACE AREA HAS EFFICIENT HVAC SYSTEMS,

which reduce energy consumption without affecting *comfort*.

→ Offsetting programs

Konecta develops programs **to offset its carbon emissions** through reforestation and renewable energy.



In 2025, the company carried out **reforestation projects in Colombia and Peru**, planting more than 1,400 trees. In Spain, it implemented two carbon offset projects that absorbed 116 metric tons of CO₂.

In addition, Konecta's collaboration in Italy with the Ente Parco Nazionale delle Foreste Casentinesi is noteworthy; this partnership includes **funding for environmental, educational and research activities**, the restoration of five hectares, and the study of pollinating insect species.

In addition, **a corporate offsetting project** was launched in 2025, centered on the construction of a 102 MW **wind farm** in Mexico. The construction of this wind farm contributes to the decarbonization of Mexico's electricity market, helping to reduce GHG emissions. This project has resulted in the offsetting of 667 VCU (*Verified Carbon Units*), which corresponds to **667 metric tons of GHG**.

The project has also had the following positive impacts:

JOB

creation during the construction, operation, and maintenance phases.

ATTRACTING

foreign capital and diversifying the national energy portfolio.

CONTRIBUTION

to the improvement of power generation infrastructure.

CONTRIBUTING

to the development of local communities in three different areas: basic rights, basic services and sustainability.

→ Internal carbon price (ICP)

Throughout 2025, Konecta developed its own methodology to quantify its ICP. The objective is to calculate and establish an initial value for the domestic carbon price using the *"Implicit Carbon Pricing"* methodology. This is characterized by its use of the economic cost of the actions an organization is taking to reduce its emissions.

This has already been integrated into the organization and helps inform strategic decision-making from the perspective of the transition to a low-carbon economy.



MANAGEMENT OF ENERGY RESOURCES

In the 2025 fiscal year, Konecta's recorded **electricity consumption** stood at 68,653.98 MWh, of which 43.56% came from renewable sources, representing a reduction of 17.62% of total consumption compared with the previous year. Energy intensity stands at 0.64 MWh per working person.

Electricity consumption	2023	2024	2025
Electricity consumption (MWh)	87,614.34 ⁴	83,336.78 ⁵	68,653.98
Electricity consumption from renewable sources (MWh)	25,642.43	24,971.81	29,907.37
Electrical intensity MWh/employee	0.72	0.71	0.64

Konecra uses **other direct energy sources** for its activity.

The following fuel consumption has been recognized for 2025:

Fuel consumption from non-renewable sources	2023 ⁶	2024 ⁷	2025
Biofuel (liters)	-	5,945.93	9,190.05
Diesel (liters)	335,993.45	296,702.80	271,116.05
Liquefied petroleum gas (LPG) (liters)	5,886.00	5,720.47	-
Natural gas (MWh)	1,621.62	1,201.3	1,122.82
Refrigerant gases (kg)	2,668.80	5,506.42	1,123
Fuel (liters)	87,891.78	134,686.92	137,012.16

⁴ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

⁵ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

⁶ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

⁷ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

CARBON FOOTPRINT

Konecta calculates and monitors its carbon footprint across all its scopes on an annual basis. In 2025, total emissions reached 91,760 tCO₂e. This figure represents an intensity of 0.85 tCO₂e per employee.



CARBON FOOTPRINT (tCO ₂ e) ⁸		2023 ⁹	2024 ¹⁰	2025
SCOPE 1	Direct emissions from fuel consumption by the vehicle fleet, facilities, refrigerant gases from air conditioning systems and extinguishing agents in fire extinguishing systems.	3,737.65	2,899.23 ¹¹	3,283.90 ¹²
SCOPE 2	Indirect emissions derived from electricity consumption. (<i>Market-based</i>).	14,745.14	12,796.69	10,783.10
	Indirect emissions derived from electricity consumption. (<i>Location-based</i>).	20,588.84	18,479.91	18,454.52
SCOPE 3	Emissions resulting from business travel and employee commuting.	73,613.11	47,033.65	59,238.68

⁸ The carbon footprint calculations for 2025 were performed using the 2024 emission factors, as these are the most recent figures published and made available by MITERD. These figures will be updated once the new emission factors are published.

⁹ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

¹⁰ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

¹¹ The decrease in direct emissions is due, among other actions, to the reduction in natural gas consumption and the replacement of the boiler in León (Spain), as well as the reduction in fuel consumption by company cars and the use of biodiesel.

¹² The increase in Scope 1 emissions in 2025 is primarily due to an increase in fugitive emissions. During this period, fire extinguishers were inspected, which made it possible to record actual consumption more accurately. As a result of these improvements in data collection and updating, there has been an increase in the reported figure.

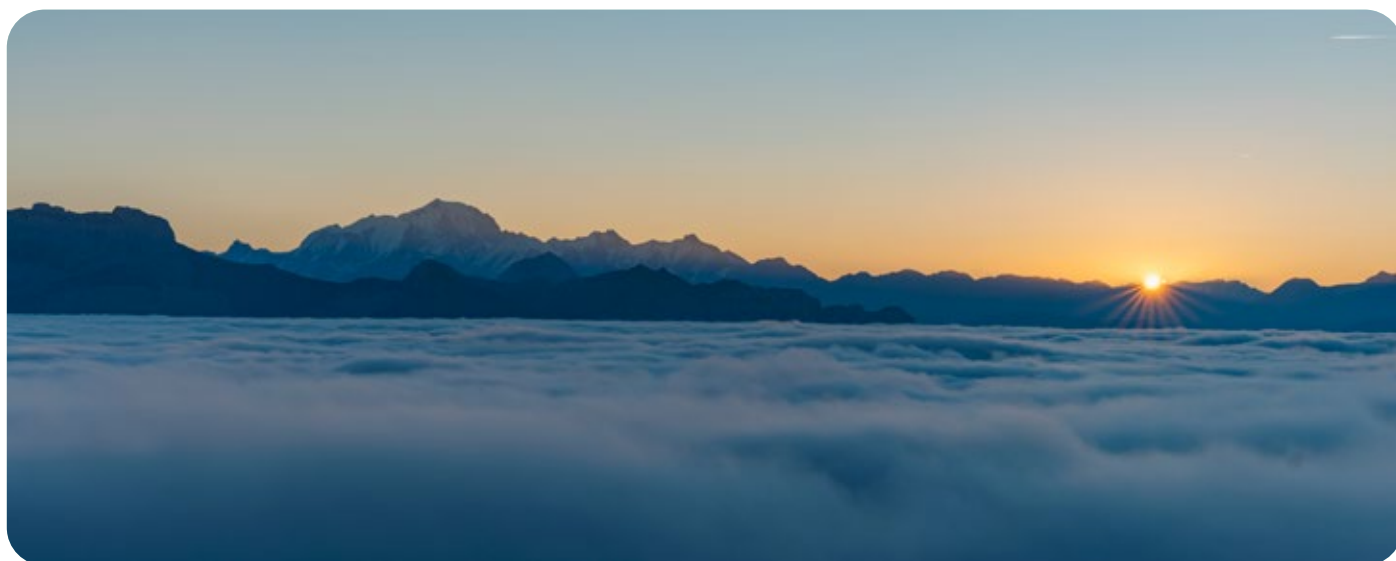
2025 Carbon Footprint Distribution:

● Scope 1 ● Scope 2 ● Scope 3



CARBON FOOTPRINT – tCO ₂ e by source		2023 ¹³	2024 ¹⁴	2025
SCOPE 1	Permanent facilities	583.8	479.73	464.77
	Company vehicles	767.34	787.20	748.81
	Fugitive emissions	2,386.51	1,632.30	2,070.32
SCOPE 2	Purchased electricity (<i>market-based</i>)	14,745.14	12,796.69	10,783.10
SCOPE 3	Trips on itinere	72,208.33	45,005.40	56,223.55
	Business travel	1,404.78	2,028.25	3,015.13

In Spain, Konecta publishes its individual carbon footprint on the **MITERD platform** as a demonstration of its **commitment to transparency** and compliance with local regulations regarding the disclosure of carbon footprints. This exercise facilitates the **management of local impact**, as well as the **comparability** and **credibility** of the information for public authorities and other stakeholders.



¹³⁻¹⁴ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

¹⁵ Carbon emissions for Spain total 148.74 tCO₂e for Scope 1, and for Scope 2, 3,192.42tCO₂e (*location-based*) and 0tCO₂e (*market-based*).

In 2022, the Group approved its **Reduction Plan** for its Spanish operations, setting targets based on the base year of 2022.

In 2025, the time horizon was **extended to 5 years** (2023–2027) in accordance with Royal Decree 214/2025.



Years	2022	2023	2024	2025	% reduction in 2025 vs 2022
Emissions tCO ₂	676.80	319.03	225.08	148.74	-78.02%

The following table shows the projected percentage reduction for each year compared to the previous year, broken down by the various emission sources for which an action is established:

Scope	Source	Projected emissions by year and source (2023–2027) (%)				
		2023	2024	2025	2026	2027
SCOPE 1	Heating (heating oil)	0%	0%	0%	100%	0%
	Air conditioning systems	5%	5%	5%	5%	5%
SCOPE 2	Electric power	100%	0%	0%	0%	0%

Applying these reductions would yield the following carbon footprint values for each year of the specified period:

Scope	HdC	Estimated Carbon Footprint (2023–2027) (tCO _{2e})				
	2022 (base year)	2023	2024	2025	2026	2027
SCOPE 1	451.38	437.13	423.59	410.72	368.57	356.96
SCOPE 2	225.41	0.00	0.00	0.00	0.00	0.00
TOTAL EMISSIONS FOR SCOPES 1 AND 2	676.80	437.13	423.59	410.72	368.57	356.96

Since its inception, Konecta has worked continuously in Spain to implement various measures aimed at achieving the defined objectives. These include:

Procurement of electricity with a Renewable Energy Guarantee of Origin at 100% of its sites.

The initiative began in 2023 and is annual. By 2025, this initiative was 100% complete, and the contract will be renewed annually.

Upgrade air conditioning equipment to more efficient systems.

By 2025, this action will be 100% complete; this target will be set again for 2026 and subsequent years, as it is linked to annual budgets.

Replace the heating boiler at the León headquarters with a more efficient heating and cooling system (100% complete). This action has led to a significant reduction in the primary source of emissions; it was originally scheduled to be phased out by 2026 but was ultimately achieved in 2024.

Replace company vehicles with more efficient alternatives. In 2024, 39% of cars were hybrids; by 2025, that figure had risen to 68.9%.

Reduce business travel by promoting online meetings. There has been a reduction in consumption, which is reflected in the final figures for Scope 3 emissions, which reached 74.20 tCO₂e in 2024 and 65.98 tCO₂e in 2025.



As a result, **emissions in 2025 have been reduced by 78.02%** compared to the base year, far exceeding the targets set for this year. Consequently, during the next fiscal year, the Group will conduct a **detailed analysis of actual emissions**, as well as the current reduction plan, in order to adjust it to business reality and ensure that it remains aligned with changes in business activity.

Waste management and circular economy

Through responsible consumption and waste management Konecta works alongside the value chain to reduce dependence on materials amid growing competition for resources. In addition, this helps prevent the costs and risks associated with waste management and reduce emissions generated throughout the value chain.

MEASURES IMPLEMENTED

The company has implemented **technologies and processes** designed to reduce waste generation and promote energy conservation, ensuring that its waste management focuses on prevention, reduction, recycling and reuse.

Konecra prioritizes **responsible consumption** and promotes the **reuse of materials** through partnerships with specialized organizations.

Furthermore, the Group continues to drive the **reduction of paper consumption**, favoring the use of digital media such as email, screens and electronic signatures. These initiatives are complemented by workforce **awareness campaigns** to promote proper recycling.

For example, in 2025 Konecra Colombia participated once again in the **"Puntos Verdes Lito" initiative**, which enables waste electrical and electronic equipment (WEEE) that is properly collected and managed to be converted into accumulated points that are then allocated to various social causes. In 2025, the team from Colombia earned 6,004 Lito green points, which they donated to the ITAQUERAS project "clothing with a social purpose" to support the employment of 30 female heads of household.

In addition, in 2025 Colombia launched **three internal contests** to encourage **waste recycling** among employees who could win a bicycle for participating. With these initiatives, the company ranked first in the **Top 10 for Ecobot**, a smart container system, in Colombia, Guatemala and Costa Rica.

During 2025, Konecra intensified its efforts in **hazardous waste management**, achieving a significant increase in its recycling percentage.





Waste ¹⁶		2023	2024	2025
HAZARDOUS WASTE	Hazardous waste generated (t)	111.08	134.37	88.32
	Recycled hazardous waste (t)	79.76	103.47	86.89
	% HW recycled	72%	77%	98%
	Intensity of HW generation (t/employee)	0.0010	0.0011	0.0008
NON-HAZARDOUS WASTE	Non-hazardous waste generated (t)	3,459.13	2,032.18	3,154.07
	Recycled non-hazardous waste (t)	180.47	284.79	382.14
	% NHW recycled	5%	14.01%	12.12%
	Intensity of NHW generation (t/employee)	0.03	0.02	0.03

¹⁶ Does not include data from companies located in Germany, Egypt, El Salvador, Slovakia, France, Guatemala, Morocco, Mexico, Portugal, the United Kingdom, and the Czech Republic; for which no up-to-date data is available.

Internal awareness-raising and sensitization

Konecta has intensified **internal communication** with the aim of **raising awareness** and **training its team** on the importance of respecting the environment. This awareness-raising work facilitates the **active participation** of stakeholder groups in the development and management of its Environmental Management System.

A good example of this is the 2025 launch of a new internal initiative, **the Sustainability Hub**, which was created by and for the Group's **sustainability community**. It highlights key **initiatives implemented by Konecta teams in their day-to-day work**, serving as **inspiration** for all professionals in the Group.



Progress of data on environmental performance:

Water consumption ¹⁷	2023	2024	2025
Water consumption (m³)	497,246.31	447,695.42	468,531.33
% source regional water network	100%	100%	100%
Water consumption intensity (m³/employee)	4.13	3.78	4.34

¹⁷ Since in some communities the cost of water consumption is included in the overall rent, not been possible to obtain data on 100% of water consumption.

Talent management: experience makers¹⁸





Konecta employee profile

As of the end of 2025, Konecta has a global, diverse, multigenerational and multicultural workforce of **107,949 professionals**, 88% of whom work as call center agents. In line with the trend of recent years regarding the Group's workforce profile, **65.7% of employees are women**, and more than **89% are under 50 years of age**, with an average age of 34.8 years.

107,949
professionals

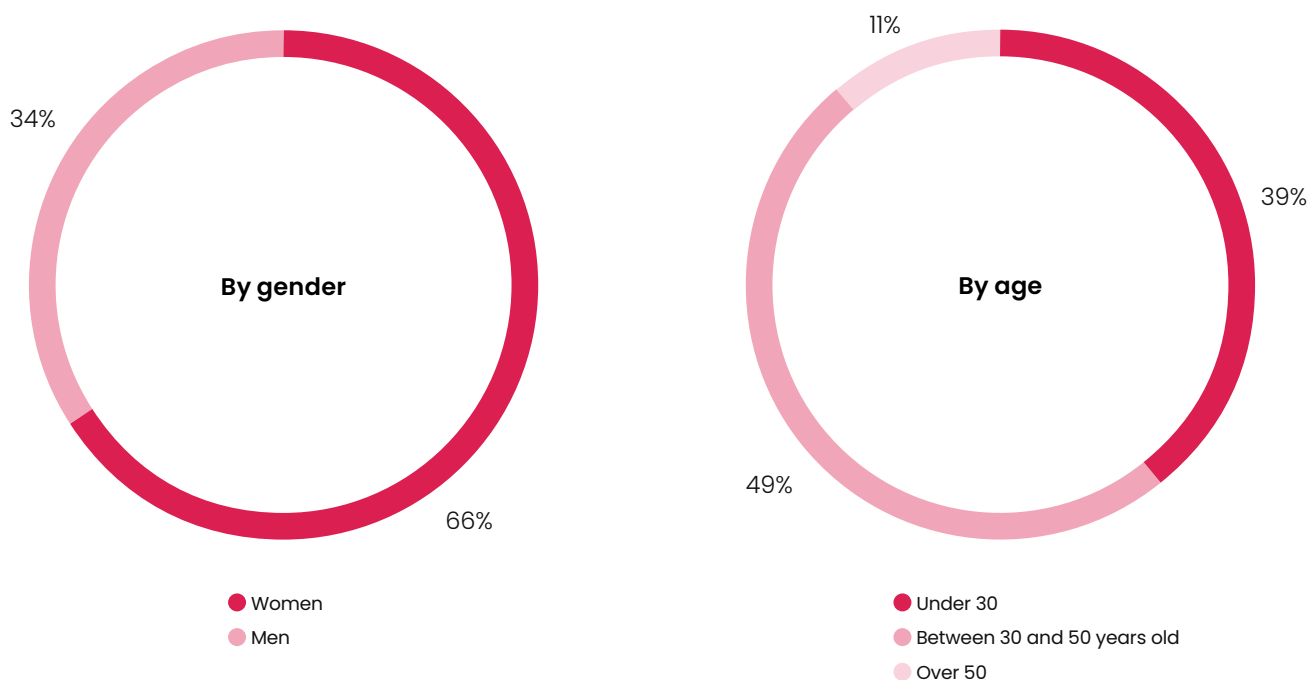
34.8
average age: 34.8 years

65.7%
women

89%
under the age of 50

¹⁸ Quantitative data on the workforce at the end of the year.

Workforce distribution:



At 2025 year-end, **2,150 employees** deliver services subcontracted through third parties, without a direct management relationship with the company (**2,275**

employees at the end of 2024), representing a **5.5% decrease** from the previous year. **96% of workers** in this category are based in Italy and South Africa.



People Strategy

Konecta's commitment to talent is a key pillar of its growth and transformation. Throughout 2025, its Human Resources strategy—**People strategy**—continued to evolve to drive the Group's transformation plan, Katalyst 2028.

It is based on evolving **the company's DNA** to position Konecta as a **global leader in its sector**, driven by GenAI and with a commitment to integrating the talent of its people with digital skills and AI capabilities.



To achieve the business goal of generating **30–40% of revenue** through GenAI-based services by 2028, the following measures have been implemented:

EVOLUTION INTO EXPERIENCE MAKERS:

change management to enable the shift from “BPO Operator” to “Experience Creator” by refocusing professionals' efforts on managing complex interactions and training them in digital tools.

TALENT ALIGNMENT + GENAI:

introduction of specialized learning pathways, using corporate tools such as **Didactik and local tools** to ensure that its professionals see GenAI as a strategic ally.

SALES EXCELLENCE:

training for the company's sales force on the new digital portfolio and user experiences powered by GenAI.

NEXT-GENERATION LEADERSHIP:

to provide senior leadership and management with the tools they need to lead a technology organization through the **TalentUp** program.

In addition, to deliver talent management within a corporate framework, operational efficiency and scalability are promoted through:

GLOBAL HUMAN RESOURCES OPERATIONS:

a shift from a decentralized model to a globalized one, standardizing practices and streamlining strategic decision-making.

SHARED SERVICES CENTERS (SSC):

Egypt and Latin America's strategy to centralize administrative functions while maintaining high levels of service.



GOVERNANCE OF THE PEOPLE STRATEGY

Konecťa's People strategy **governance model** ensures **strategic alignment, decision-making** at the executive level, **global-local coordination, consistent implementation** of initiatives across all geographic regions, with **effective allocation** of resources.

Initiatives are implemented **in collaboration with Human Resources managers in each country**, ensuring that they are tailored to local needs while remaining **consistent** with corporate strategy and priorities. The development and implementation of the strategy and related action plans are supported by specific budget allocations (OPEX), which are defined based on this global-local approach.

The **Executive Committee (ExCo)** monitors progress through **monthly meetings** in which it reviews the status of key priorities and projects, including milestones, risks and business impact. Key updates, strategic decisions and major milestones are brought before the **Board of Directors**.

THE "BETTER" FRAMEWORK:

MATCH

GROWTH

PLACE

In order to foster a workforce that is prepared for the future, Konecta's People strategy is built on the following pillars:



BETTER MATCH

CONNECTING WITH TALENT
IN THE BEST POSSIBLE WAY

Standardizing global recruitment methodologies and updating the Talent Value Proposition (TVP) to attract high-potential digital talent.

BETTER PLACE

CREATING THE BEST
POSSIBLE ENVIRONMENT
FOR OUR TALENT

Using **People Analytics** as the sole source of information to monitor engagement and ensure an inclusive environment.

- Diversity and open management, promoting delegation and training at all levels.
- Wellbeing in a modern work environment, promoting healthy habits, shared responsibility for workplace safety, and a strong sense of community.
- Human resources and employee experience services that use data as a foundation to improve every interaction with the team and drive success through employee satisfaction.
- Recognition by rewarding performance with meaningful rewards and opportunities for career advancement.

BETTER GROWTH

BOOSTING THE BEST
POSSIBLE VERSION
OF OUR TALENT

A **Unified Career Model** with transparent pathways for internal mobility.

BETTER MATCH TALENT ACQUISITION

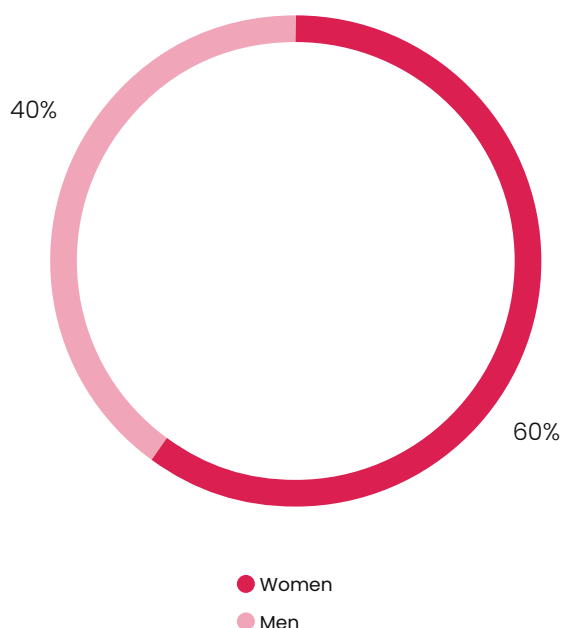
A – ATTRACTING AND RETAINING TALENT THROUGH HIGH-QUALITY EMPLOYMENT AND DECENT REMUNERATION

Over the past year, **recruitment efforts** have focused on **attracting candidates** with the **necessary digital** and **technical skills** to provide solutions in **AI, digital transformation, cybersecurity, big data and analytics, IoT, technical support, and multilingual customer service**.

Konecta also collaborates with Egypt's Information Technology Industry Development Agency (ITIDA) to offer training and upskilling programs for the local population, thereby fostering future employment opportunities for qualified talent.

A.1 – New hires

In 2025, there were **83,315 new recruits**, of whom **60% were women**—a figure that has remained unchanged since 2023. **61%** were professionals **under the age of 30**, 2% fewer than the previous year. **98%** of new hires were to fill **call center agent** positions, just as in 2024.



A.2 – Unified global brand

Konecta has continued to **standardize its human resources management practices** across all countries in which it operates. In 2025 it implemented standardized processes in key areas such as recruitment and salary conditions, guaranteeing **greater transparency** and **fairness** throughout the organization.



In addition, **English** is being adopted as the **official corporate language**, which helps foster team cohesion by standardizing content and the employee experience, while also facilitating the **internal mobility** of talent and the **exchange** of best practices across different regions.

BETTER PLACE

DIVERSITY, EQUITY AND INCLUSION—KONECTA'S KEY STRENGTHS

A – EQUALITY, DIVERSITY AND NON-DISCRIMINATION

To formalize Konecta's commitment to diversity, equity and inclusion (DEI), **a dedicated strategic DEI position has been created at corporate level**, reporting directly to the Human Resources Department, and a global organizational assessment has been launched.

The strategy is based on **strengthening leadership skills**, with a special emphasis on **empathy, inclusive innovation and diversity** management. At the same time, universal career development plans are implemented to ensure equitable development opportunities for all employees.

To support these initiatives, work has been underway to develop key performance indicators (KPIs) as part of the **DEI Strategic Plan** to ensure rigorous monitoring of progress in the areas of inclusion and representation.

In 2025, the Group's highest governing body approved the update to the **Diversity, Equity and Inclusion Policy**, which serves as a cross-cutting framework for all Human Resources processes and procedures. It promotes a culture based on equal opportunity that recognizes diversity in terms of generation, gender, culture, function, and sexual orientation and identity.

This commitment is further reinforced in the **Human Resources Framework Policy** and its associated sub-policies, as well as in the **Code of Ethics**, ensuring that there is no bias in recruitment, promotion or professional development processes.

In 2025 women accounted for 65.7% of the company's global workforce, remaining at similar levels to 65.1% in 2024. The percentage of women in management positions at global level reached 29%, with their representation on the Board of Directors at 28.6% and an average compensation for female Board members was equivalent to 15% of the average compensation received by male Board members, whose average remuneration is equivalent to 92% of the total remuneration of the Board of Directors.



65.7%

IN 2025, WOMEN REPRESENTED 65.7% OF THE GLOBAL WORKFORCE

29%

FEMALE REPRESENTATION ON THE BOARD OF DIRECTORS

Initiatives implemented to promote diversity, equity and inclusion are tailored to the specific circumstances of different regions. They include:

IMPROVING ACCESSIBILITY IN THE WORKPLACE

Konecta ensures inclusive spaces through regulatory compliance and preventive protocols. Of particular note are: adaptations made in accordance with the Accessibility Decree (France) and the CTE (Spain); annual inspections in Peru; and the “Buddy System” in Turkey, which is mandatory protocol for assisting people with disabilities, older people and pregnant women during emergencies.

TRAINING AND AWARENESS-RAISING INITIATIVES

aimed at the workforce. In 2025, 30,000 hours of training were provided on equality, equity, diversity or prevention of gender-based violence and harassment. The LIFE (Women’s Leadership) and ELLOS (New Masculinities) programs continued. At the local level, notable initiatives include diversity literacy programs and identity surveys in Brazil, the “Act for Diversity” program (Madagascar), and the “We Trust in Your Talent” wellness benefits project (Italy).

EQUALITY PLANS

In Spain, plans have been finalized for 10 legal entities, including comprehensive assessments of access to employment, career progression, training and remuneration to close gender gaps.

PROTOCOLS AND PROGRAMS TO PREVENT VIOLENCE, SEXUAL HARASSMENT AND GENDER-BASED HARASSMENT,

including: “Basta Ya” and the participatory tool “ELSA” against workplace harassment in Peru, which focuses on preventing violence, sexual harassment and workplace harassment; the IKO Channel (Chile) under the Karin Act; and victim support programs such as “Polo de la Mujer” and “A tu lado” (Argentina) or “Woman Don’t Cry” (Italy).

STRATEGIC PARTNERSHIPS

established in various regions with public and private entities to foster female talent in technology and facilitate the integration of vulnerable groups into the workforce across all company regions.



INCLUSIVE BENEFITS

promote an environment of respect for identity through the implementation of gender-neutral restrooms, marriage and adoption licenses for same-gender couples, and the use of identity-affirming names on identification cards and in emails (Peru).

PRINCIPLE OF EQUAL REMUNERATION

with a comparison of the average remuneration received by men and women in 2025 showing an overall difference of 8%, two points lower than in the previous year, which reflects the company’s commitment to continuous improvement.

¹⁹ Calculated as (Average remuneration of women - Average remuneration of men) / Average remuneration of men.

A.1 – Social and occupational integration into the workforce

Across Konecta's regions, **programs and initiatives** promote **integration into the social and labor market of people who belong to vulnerable groups or who face difficulties** with entering the labor market, including the long-term unemployed, displaced people, vulnerable migrants, unemployed young people with limited resources, women facing social hardship, victims of gender-based violence and armed conflict, members of the LGBTIQ+ community, and people aged over 45.



Country	Program / Initiative	Impact and Results 2025
ARGENTINA	Program to attract and include diverse talent	70 hires from groups facing barriers to employment (11.88% of total hires). Breakdown: 17 young people, 25 people over the age of 45 or 50, 12 migrants, 12 long-term unemployed individuals, and 4 vulnerable women.
COLOMBIA	Inclusion Path & ID Talent	More than 40% of the workforce belongs to diverse groups. Turnover reduced from 8% to 5%, with an average tenure of more than two years.
SPAIN	Inserta Agreement (ONCE Foundation)	Strategic partnership for talent identification and the design of training pathways. More than 200 people with disabilities have been hired to date.
CZECH REPUBLIC	Konecta PRO	A social enterprise in which 70% of the employees have disabilities. An impact model in which 50% of the profits are reinvested in well-being and accessibility.
BRAZIL	Projects in Favelas (Paraisópolis and Embu das Artes)	32 employees at local workplaces, with the support of the local NGOs G10 Favelas and Amor Philia, to revitalize peripheral economies and improve quality of life.
PERU	InKluye	Training and job placement program for people with disabilities, the LGBTIQ+ community, older adults and migrants.

In Colombia, Konecta works in coordination with employment agencies, foundations, compensation funds and public entities to promote labor inclusion and expand access to formal employment for vulnerable populations. This strategy includes the “**Inclusion Pathway**”, which is a structured process that uses the ID Talento platform to enable candidates to self-categorize based on sociodemographic factors, with the aim of

implementing affirmative action measures that start with the selection process.

Thanks to the DEI strategy in Colombia, turnover has been reduced from 8% to 5% among under-represented populations, increasing the average tenure to more than two years (compared to the market average of 14 months), with outstanding performance in more than 80% of key performance indicators.

Partnership with PagBank and the NGO G10 Favelas in Brazil.

The project aims to establish a **workplace in Paraisópolis**, the second-largest favela in São Paulo. Its aim is to **revitalize the local economy** in the periphery, promote **access to employment** and improve employees' **quality of life** by enabling them to work closer to their homes. The partnership between PagBank and Konecta **has financed the facilities** and promoted local hiring and professional development. Along the same lines, in 2023, Konecta partnered with the **NGO Amor Philia** to open a vocational center in another outlying community of São Paulo, **Jardim do Colégio, Embu Das Artes**.

In 2025, 32 workers were hired through these programs: 19 through the project with Amor Philia in Embu, and 13 through the project with PagBank and G10 Favelas in Paraisópolis.



Since its founding in 2019, **Konecta PRO** has established itself as a leader in workplace inclusion in the Czech Republic. It currently employs **85 people with disabilities**, who make up more than **80% of its customer service staff**. The organization has its own

inclusion support team dedicated to adapting the work environment and reinvests **50% of its profits** in training, accessibility, and wellness programs for its employees.



At the end of the 2025 fiscal year, Konecta has 1,751 people²⁰ working with disabilities, 62 more than at the end of 2024. In addition, 12,280 people are employees over the age of 50, a generational profile with greater obstacles in the labor market.

²⁰ Data provided as of 31 December 2025.

A.2 – Responding to cases of discrimination

During the reporting year, **39 complaints were submitted under the category of Diversity, Equity and Inclusion** through the Group's reporting channels, which are available on the corporate website. Of these, 7 could not be pursued because the informants did not provide sufficient information. In 16 cases, the allegations could not be substantiated; these cases were closed as inconclusive due to the inability to gather sufficient evidence. With regard to formal decisions, in 8 of the investigations, the **"implementation of corrective measures"** was explicitly ordered in response to incidents of hostility, leadership issues, discriminatory comments, or xenophobia.

The remaining reports were escalated to the HR department or to the **Coexistence Committee** in Colombia, regulatory clarifications were issued, or these events occurred after the whistleblower resigned. It is worth noting as a best practice that, even with a large proportion of cases closed or remaining inconclusive due to lack of evidence, **the organization proactively sought guidance and direct feedback** from the leaders involved. Furthermore, in a specific case involving neurodiversity, general guidance on inclusion was provided to the service team, along with reinforcement through **mandatory courses** available on Didactik, focusing on Compliance in Focus 2.0 and HR R – Diversity and Inclusion 2.0 **to mitigate risks and ensure a discrimination-free environment.**



B – WELLBEING IN THE WORKPLACE

Konecta's business is closely tied to human talent. Therefore **safeguarding wellbeing in the workplace** becomes a strategic measure for the continuity and proper conduct of its operations.

Konecta implements measures related to workplace health and safety, as well as measures aimed at promoting emotional well-being and improving working conditions.



B.1. Workplace health and safety

Konecta treats **occupational health and safety** as a non-negotiable strategic commitment, supported by its Corporate Occupational Safety and Health Policy, which is included in the Human Resources Framework Policy and **applies across** the Group.

The organization operates under **management systems focused on continuous improvement**, consolidating its leadership in the sector through **ISO 45 001:2018 certification in Argentina, Chile, Italy, Peru, the Czech Republic and Turkey. In Spain**, this is backed by AENOR's Regulatory Audit; in Colombia the system is based on the standards set forth in Decree 1,072 of 2015, verified by the Occupational Risk Insurance Agency.

During fiscal year 2025, the company took significant steps in Colombia to **increase the efficiency** of its system. Of particular note is the external audit conducted at two of its locations with the highest operational volume—Buro Itagüí and Buro 24 (Colombia)—with the goal of developing a rigorous action plan to facilitate their transition to ISO 45 001 international certification.

Preventive management is based on **ongoing assessments of physical and psychosocial hazards**. This comprehensive risk analysis is crucial for designing specific matrices and controls **tailored to the operational realities** of each location. This technical framework ensures that any incident is investigated to identify its root cause and that the findings are translated into precise corrective actions tailored to the specific needs of the work environments.

B.1.1 – Psychosocial and physical well-being with measurable impact

Konecta prioritizes the **preservation of mental and physical health** as a central pillar of its operational resilience, deploying a protective infrastructure tailored to the specific characteristics of each region. In Europe and Africa—specifically in France and Madagascar—psychosocial risks are formally incorporated into the **Single Risk Assessment Document**. This is reinforced by technical training for leaders in Mental Health First Aid, equipping them with tools for early detection and effective support.

In Latin America, the organization provides psychological **direct psychological support programs**, including initiatives such as “**Estamos con Vos**” and the “**HiWork**” tool in Argentina, and “**A tu Lado**” in Peru. In line with this approach to **holistic wellbeing**, operations in Colombia have strengthened their intervention model through the preventive efforts of the Workplace Harmony Committee and the strategic implementation of the “**Armónicamente**” and “**Zentir**” programs.

The Armónicamente program coordinates psychological support and psychosocial risk management in a highly demanding environment.

Resultados de 2025 de Armónicamente:

>1,000

emotional support interventions, of which 256 were managed directly through the Zentir platform.

302

cases referred for specialized evaluation.

117

employees who began psychotherapy by seeking care at a partner healthcare provider.



Zentir is a tool that allows organizations to **monitor their emotional climate** by analyzing employee interactions, using an approach based on **active and analytical listening** to ensure a **professional, preventive, and humane approach** to emotional well-being in the workplace.

In 2025 there were:



To drive adoption, the program is complemented by **on-the-ground initiatives** such as the **Zentir Caravans**, which tour the various locations to introduce the tool to teams through participatory activities. These make it easier to understand the tool, encourage emotional expression, and enable users to access available support channels, integrating technology into their daily lives.

Essential to Konecta's preventive approach is the **active participation of employees** through a model of shared responsibility. Currently, 66% of the countries where the company operates have **fully operational Health and Safety Committees**.

In line with the expansion achieved in 2025, efforts have begun to **coalesce these organizations** in new regions, notably in Egypt, where the process of establishing official committees—scheduled for early 2026—is already underway.

66%

of the countries where the company operates
have fully operational Health and Safety
Committees.



B.1.2 - Accident management and a culture of prevention

Konecta addresses workplace accidents using a proactive investigation model focused on risk mitigation. In the event of any accident, incident or work-related illness, the company activates protocols in accordance with the relevant laws of the country. This process not only ensures timely reporting to the relevant authorities, but also serves as a critical tool for operational safety.

The focus of this process is on identifying the root causes of each incident. Through this technical assessment, corrective actions are identified and implemented to mitigate risk factors and prevent the recurrence of similar events.

In this way, accident investigation is integrated into the company's continuous improvement cycle, transforming data into concrete preventive measures to ensure the safety of the entire workforce.

Occupational accidents with lost days by gender:

● Female ● Male



Employees with occupational diseases by gender:

● Female ● Male



Accident rate

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Frequency index ²¹	1.70	1.12	1.49	0.92	2.01	1.14
Severity index ²²	0.06	0.02	0.026	0.025	0.037	0.019

No. of hours of IT absenteeism by gender²³

Hours of IT absenteeism (no.)

Gender	2023	2024	2025
Female	9,036,056	8,393,761	8,486,284
Male	2,594,125	2,615,342	2,719,959
Total	11,630,181	11,009,104	11,206,240

No. of hours of absenteeism by gender

Hours of absenteeism (no)

Gender	2023	2024	2025
Female	19,285,433	18,043,605	16,368,516
Male	6,990,576	6,514,799	6,086,508
Total	26,276,009	24,558,404	22,455,024

Total absenteeism hours decreased by 8.6% while IT absenteeism increased by 1.8% compared to the previous year, both for men and women.

²¹ Total accidents with sick leave/ Total days worked*10⁶.

²² Total days lost/Total hours worked*10³.

²³ IT absenteeism refers to absenteeism caused by temporary incapacity.

B.2 – Wellbeing and working conditions

Improving workplace well-being is based on listening and data, which enables Konecta to identify new opportunities to foster engagement and promote wellbeing among its employees. The company promotes working conditions that facilitate a balance between personal and professional life.

The Global **Digital Disconnection Protocol** establishes guidelines and limits on the use of digital devices and electronic communications outside of working hours. This policy ensures that employees' rest periods are respected, in accordance with local regulations.

Remote or hybrid working is facilitated in all operations where possible. In 2025, 35.5% of the workforce performed their work in these modes: 23% remotely and 12.5% in hybrid remote/off-site mode. These working arrangements have become more widespread compared with 2024, when 31.8% of the workforce used them.

35.5%

In 2025, 35.5% of the workforce performed their work in these modes:

23%

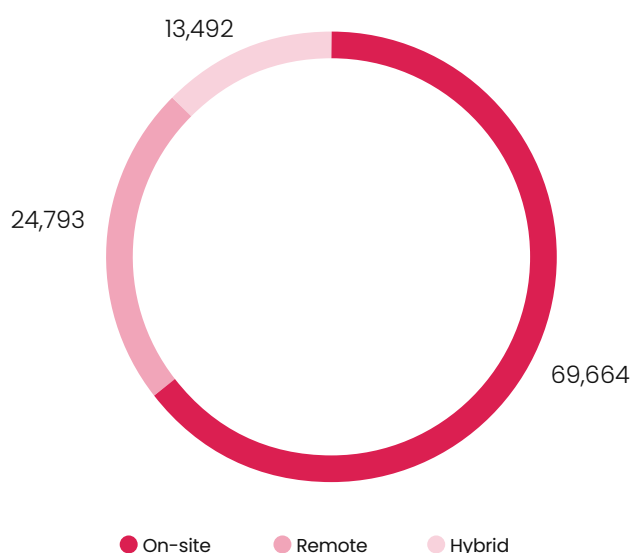
remotely

12.5%

in hybrid
remote/off-site mode



Distribution of workers by type of work:



Konecta adapts work-life balance measures in each country to enable its professional team to reconcile their work and personal lives.



These include:

Reduced working hours and leave to care for minors and family members.

Priority in the choice of holidays for people with dependent children.

Maternity, paternity and breastfeeding leave.

Telework and mixed modalities.

Flexible working hours and a variety of shifts.

Konecta guarantees access to **maternity and paternity** leave and facilitates the return to work after maternity and paternity leave.

3,083 employees (2,386 on maternity leave and 697 on paternity leave) took **maternity or paternity leave in 2025**, of whom **77.4%** were **women**. In addition, **1,679 people** exercised their **right to take leave to care** for a family member or dependent.

Year	2023	2024	2025
No. of people taken in	4,810	3,992	3,083
% Female	77%	77%	77%
No. of people reinstated	3,574	3,634	2,622
% Female	74%	78%	75%

Finally, the Group is implementing measures to promote well-being and prevent workplace stress:

- Wellness programs and stress management workshops.
- Active breaks and psychological counselling.
- Awareness-raising and health promotion campaigns.



Workshops are led by **professionals with degrees in social work and psychology** who connect with **Konecta employees** about various issues of concern to them, **both in their work and personal lives.**

Through a process of active listening and support, in the most critical cases steps are taken to improve the psychosocial wellbeing of employees. This initiative is being implemented in other countries, such as **Peru** (“A tu Lado”) and **Colombia.**

B.3 – Occupational health and safety for workers in the value chain

Konecta's **culture of prevention** is fully integrated into its supply chain, requiring suppliers to meet **the same health and safety standards** as its own workforce. This commitment, formalized in the **Responsible Procurement Policy** (2025), prioritizes physical wellbeing and the mitigation of occupational risks throughout the operational ecosystem to ensure safe work environments.

To ensure this protection is effective, the **Procurement Portal** acts as a **preventive filter.** Activities must demonstrably comply with the relevant occupational safety laws in each country. This ensures that only companies that prove their ability to **guarantee the safety of their employees** may conduct business or provide services on the Group's premises.

Due diligence is reinforced through the **Achilles platform**, which is used to verify the existence of safety management systems in accordance with the statements and certifications provided by suppliers. In addition, a dedicated channel is available for reporting issues related to workplace well-being and safety.

This model is **universally** applicable and is enforced with equal rigor in regions such as India and South Africa. While Konecta uses professional third-party services in these countries, **external personnel are subject to the same safety, health and performance protocols**, ensuring consistent **protection across** all global operations.

B.4 – Employee satisfaction and engagement

In 2025, Konecta has maintained its commitment to active listening and measuring the satisfaction of its teams through two key initiatives:

GREAT PLACE TO WORK (GPTW) CERTIFICATION:

Argentina, Brazil, Chile, Colombia, El Salvador, Guatemala, Mexico and Peru participated in the organizational climate survey conducted in accordance with GPTW standards. Argentina, Colombia, El Salvador, Guatemala, Mexico and Peru ultimately received certification—three more countries than in 2024. **The total number of participants across all Konecta countries was 31,961, representing a 76% participation rate.**

A total of **6,718 responses** were received, representing an **overall response rate of 59%** and a **confidence score of 77%**. El Salvador, Guatemala and Mexico achieved certification, with participation rates of **97% in El Salvador, 99% in Guatemala, and 60% in Mexico**. A total of **2,485 employees** participated in these three countries, with a **confidence score of over 80%**.

INTERNAL SATISFACTION SURVEY IN THE EMEA REGION,

with a **response rate of 40%** and a total of **46,765 people** surveyed, yielding an **overall satisfaction score of 6.7 out of 10**.

In addition, the Group was named a “**Best Place to Work 2025**” in Europe, further strengthening its reputation as a leading employer.



As a result of these tools, a corporate strategy based on the following three pillars is being implemented to address the most common feedback:

1. Profit optimization. A comprehensive review of non-monetary benefits and health plans to enhance the overall value proposition for employees.

2. Leadership development. Standardized refresher courses in various regions to ensure that managers are equipped to conduct high-quality evaluations and maintain a constructive dialogue with their teams.

3. Workplace improvements. These range from IT support and equipment maintenance to facility upgrades.

Furthermore, with the strategic goal of promoting data-driven management, Konecta is working to link the results of these surveys to specific KPIs and metrics (absenteeism rate, staff turnover, etc). This model will make it possible to identify the root causes of talent management incidents and implement specific interventions to improve the work environment.

Average of all statements

Level of satisfaction GPTW:

Country	2024	2025
Argentina	79%	67%
Colombia	75%	80%
Peru	84%	83%

Ownership interest GPTW:

Country	2024	2025
Argentina	73%	76%
Colombia	61%	100%
Peru	88%	59%

New countries certified in 2025

Country	Level of satisfaction GPTW 2025	Ownership interest GPTW 2025
Brazil	71%	64%
Chile	62%	94%
El Salvador	81%	97%
Guatemala	83%	99%
Mexico	71%	60%
GLOBAL	77%	76%

BETTER GROWTH UPSKILLING FOR THE FUTURE

A – TRAINING AND PROFESSIONAL DEVELOPMENT FOR EVERYONE

In line with Konecta's strategic shift toward a "**Service as Software**" (**SaS**) model, the Learning and Development (L&D) strategy has been instrumental in supporting the company's digital transformation and rollout of its new portfolio.

KONECTA ACADEMY

To address the skills gap required for this transformation, the **Konecta Academy** was launched in 2025, with an initial focus on *upskilling* the sales force and a specialized training plan designed to integrate GenAI into the group's offerings and drive a cultural shift toward consultative selling.

CERTIFICATION PATHWAYS

As a complement to the internal curriculum, the technology ecosystem has been strengthened through strategic collaborations with leading partners, promoting certification tracks with **Google and AWS**, and extending these opportunities to both technical and non-technical roles to democratize access to cloud and AI skills throughout the organization.

GEMINI

In addition, the delivery of specific training on **Gemini** is aimed at promoting widespread internal adoption in order to improve individual performance and productivity, ensuring that teams operate with the same efficiency that is offered to customers.

GENAI ACADEMY AND TRANSFORMATION HUB

Beyond role-specific training, the company continues to promote digital literacy through the expansion of the **GenAI Academy** and the creation of the **Transformation Hub**. This centralized platform supports change management by disseminating knowledge through structured learning: the **Explorer Track** (podcasts) and the **Navigator Track** (advanced training modules).



16,772.38 hours

IN THE FIRST YEAR SINCE THE LAUNCH OF THIS TRAINING STRATEGY FOCUSED ON GENAI AND AI, A TOTAL OF 16,772.38 HOURS WERE COMPLETED GLOBALLY, INCLUDING 10,509.25 HOURS IN GOOGLE CERTIFICATIONS AND 763.7 HOURS IN AWS CERTIFICATIONS.

These resources ensure that the “**Ambassadors of Transformation**”—who comprise the expanded Executive Leadership Team (ELT), the sales force, and operational leadership—remain aligned with strategic objectives.

In combination with local initiatives, this approach lays the groundwork for achieving Konecta’s medium-term goal of extending these capabilities to all levels of its organization. To ensure that this cultural shift is driven by senior leadership, a dedicated session was held for the **Executive Leadership Team (ELT)**, focusing on the disruption caused by GenAI and the implications of the new market paradigm. The learning and development strategy is essential to the organization’s digital transformation and the rollout of the new portfolio.

A.1 - Other training initiatives

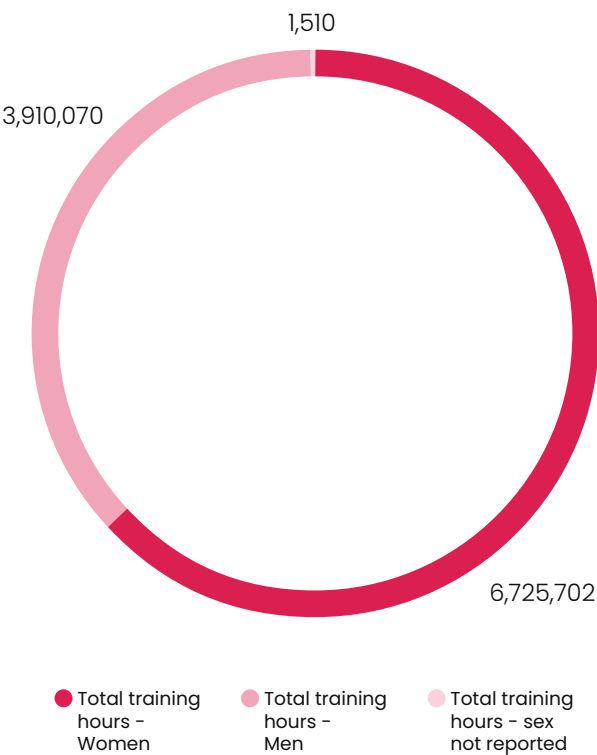
TRAINING FOR JOB REASSIGNMENT.

With the focus on highly complex services, employees can be reassigned to specialized positions that require greater experience. Konecta's training and development approach anticipates the potential negative effects of automation by prioritizing employability and internal mobility.

RECERTIFICATION AS A TALENT RETENTION STRATEGY.

Priority is given to improving the skills of the current workforce to meet the demand for new digital profiles generated by Katalyst. The integration of AI tools into training is a means of professional recertification, reducing vulnerability to market changes. The goal is to make internal talent the preferred choice for vacancies arising from the Group's digital transformation.

Hours of training by gender in 2025:



In addition, the countries where Konecta has a presence implement development and training plans to adapt employee skills to the needs of their market. **The different geographies offer coaching and support to their employees or develop training** in digital skills, soft skills, languages, leadership, or health and safety.

In 2025, a total of **10,637,282 hours of operational and skills training were delivered**, with an average of **98.54 hours of training per person** (96 hours in 2024).





A.2 – Progress of learning and professional development indicators

No. of hours of training per professional category

Professional category	2023	2024	2025
Agent/Clerical Staff /Validator	10,788,353	11,032,311	10,471,873
Quality	15,452	23,292	5,112
Coordinators	137,344	76,530	45,845
Force / Instructor	21,018	28,753	11,094
Services Line Manager	7,513	8,496	52,166
Other Operations staff	1,502	12,534	1,565
Structure / SG&A	26,392	32,011	34,265
Other Operation Managers	558	3,991	385
Person in charge of services	6,065	4,272	3,632
Supervisor	26,015	22,131	11,345
Total	11,030,212	11,244,321	10,637,282²⁴

²⁴ The total number of training hours is reduced due to the decrease in the total number of employees. However, the ratio of training hours per employee is higher than in 2024.

No. of training hours associated with sustainability topics

Theme	2023	2024	2025
Leadership	30,913	25,603	33,063
Anti-corruption / Money laundering	9,435	4,797	4,645
Digital capabilities / Digital transformation	39,953	20,755	63,773
Human rights	12,736	8,343	6,109
Ethics / code of ethics / Compliance	12,856	43,401	43,076
Equality, equity, non-discrimination, workplace harassment, diversity, disability awareness	14,158	20,964	22,559
Prevention of gender-based violence, harassment behaviors	24,264	17,248	7,369 ²⁵
Data protection - GDPR	45,653	312,166	114,040 ²⁶
Environmental protection / climate change / recycling	101,630	24,685	25,798
Information security	35,625	38,072	29,782
Health and safety of workers / Emergency prevention/ Covid-19	146,168	160,146	266,983 ²⁷
Generative AI / GenAI Training	-	-	17,113 ²⁸
Total	442,478	676,180	634,311



²⁵ The reduction in hours is due to the fact that the workplace violence prevention course was not offered in Peru, as it is currently being updated.

²⁶ The number of hours in 2024 was very high because refresher training was provided to all employees in Madagascar; that is why the number of hours decreases in 2025.

²⁷ The number of hours has increased because Colombia has implemented bimonthly in-person sessions lasting 15 minutes, focused on prevention and health care.

²⁸ Training in generative AI began in 2025, so no comparative data is available.

B – RECOGNITION, MEANINGFUL REWARDS AND OPPORTUNITIES FOR CAREER ADVANCEMENT

Konecta prioritizes the development of internal talent through its *upskilling* system and a comprehensive internal promotion model, which allows the company to meet its talent needs with its own staff.

**INTERNAL
MOBILITY
PORTAL**

The internal mobility portal was launched in 2025. This enhances the transparency of the process and allows employees to apply for open positions or submit unsolicited applications, thereby facilitating the creation of a skills map to address the company's future needs.

**INSPIRING
TALENT**

In 2025, the "Inspiring Talent" event was held, highlighting talent as the true driving force behind the company's transformation. During the event, participants explored how AI and new technologies can help amplify talent, fostering agility and professional development.

**GLOBAL
VARIABLE
INCENTIVE PLAN
(BSC)**

Furthermore, the Global Variable Incentive Plan (BSC), implemented in 2024 for all countries, helps align individual goals with business results. The BSC combines financial indicators with individual and role-specific objectives. In 2025, the mandatory inclusion of transformation objectives for all senior executives at the highest organizational levels was implemented, ensuring direct accountability for the execution of strategic and structural transformation initiatives.

**SALES PULSE
ACCELERATOR
(SPA)**

In addition, 2025 saw the launch of the Sales Pulse Accelerator (SPA), a customized incentive plan designed to support Konecta's growth strategy and strengthen new business development, with a differentiated approach for traditional markets and the digital market. Through this program, business performance is closely aligned with strategic growth priorities, while maintaining a common global framework that ensures internal fairness and transparency.



The implementation of this range of initiatives has enabled Konecta to reduce its voluntary turnover rate each year:

Voluntary turnover rate evolution

Female			Male		
2023	2024	2025	2023	2024	2025
0.042	0.0396	0.037	0.051	0.048	0.044

Progress of data in the configuration of the workforce

Distribution of workforce by gender and professional category

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	71,309	35,229	69,487	34,979	63,892	31,165
Quality	817	428	638	306	759	362
Force / Instructor	623	623	506	595	844	829
Coordinators	3,541	2,529	3,226	2,354	2,960	2,108
Supervisor	850	664	783	615	841	643
Service Manager	263	272	198	186	188	163
Service Officer	383	306	331	279	372	306
Other Operations staff	51	95	54	83	38	71
Structure / SG&A	840	1,355	845	1,239	886	1,288
Other Operations Officers	39	78	94	174	84	150
Total	78,716	41,579	76,162	40,810	70,864	37,085
Total Global	120,295		116,972		107,949	

Distribution of workforce by gender and professional category

	2023			2024			2025		
	<30 years	30 to 50 years	>50 years	<30 years	30 to 50 years	>50 years	<30 years	30 to 50 years	>50 years
Agent / Clerical / Validator	50,337	47,072	9,129	47,558	47,050	9,858	44,832	10,713	39,512
Quality	512	670	63	344	539	61	618	75	428
Force / Instructor	563	640	43	404	655	42	927	58	688
Coordinators	1,573	4,056	441	1,343	3,738	499	3,389	557	1,122
Supervisor	272	1,057	185	230	985	183	1,063	207	214
Service Manager	25	418	92	28	289	67	257	71	23
Service Officer	71	556	62	43	496	71	531	89	58
Other Operations staff 8	20	107	19	21	95	21	67	20	22
Structure / SG&A	442	1,384	369	367	1,293	424	1 307	454	413
Other Operations Officers	8	103	6	11	225	32	187	36	11
Total	53,823	56,063	10,409	50,349	55,365	11,258	53,178	12,280	42,491
Total Global	120,295			116,972			107,949		

THE PERCENTAGE OF PERMANENT CONTRACTS IN 2025 REACHED 75% OF THE TOTAL, REPRESENTING A TWO POINT INCREASE COMPARED TO 2024. WITH REGARD TO THE TYPE OF WORKING HOURS, 73% OF CONTRACTS ARE FULL-TIME (THE SAME FIGURE AS IN 2024), WHICH REINFORCES THE QUALITY OF EMPLOYMENT.

PERMANENT CONTRACTS

75%

FULL-TIME

73%



100% of workers in Germany, Brazil, Spain, France and Italy are covered by collective bargaining agreements. Argentina (89%), Chile (83.7%) and Mexico (85.1%) have company-level agreements, whereas in Colombia, only a small percentage of workers—0.82%—are covered by a company-level agreement.



Employees who are not subject to a collective bargaining agreement in the other geographies are covered and supported by the applicable legislation in force in the country, as well as by the conditions set out in the employment contract.



Distribution of workforce by gender and type of contract

2024				2025			
Indefinite		Temporary		Indefinite		Temporary	
Female	Male	Female	Male	Female	Male	Female	Male
56,212	28,665	19,950	12,145	54,263	26,628	16,601	10,457
116,972				107,949			

Distribution of workforce by gender and working hours

2024				2025			
Full-time		Part-time		Full-time		Part-time	
Female	Male	Female	Male	Female	Male	Female	Male
53,129	31,956	23,033	8,854	49,929	29,234	20,935	7,851
116,972				107,949			

Good governance and risk management



A photograph of two women in a professional setting, likely a meeting. One woman is wearing glasses and a dark patterned top, while the other is wearing a grey blazer. They are both looking towards the left side of the frame. The background is slightly blurred, showing what appears to be a window or a wall with some papers.

A strategic approach to governance and risk management

Corporate governance and risk management are fundamental pillars for the long-term sustainability and resilience of Konecta's business model in an increasingly complex business environment characterized by regulatory, technological and social changes.

Konecta's approach combines **strategic oversight by the Board of Directors**—delegated to the Executive Committee—with **operational management** through the various corporate committees, as well as **control and compliance mechanisms** that enable the identification, assessment and mitigation of financial and non-financial risks.

Sustainability is an integral part of this governance model, and is being progressively integrated into decision-making processes, risk management, and the development of corporate policies.

CORPORATE RISK MANAGEMENT

Konecna has an **enterprise management system** that integrates financial, operational, technological, regulatory, criminal, environmental and social risks under a common framework aligned with the principles of good governance, sustainability and internal control. This system is designed to **identify, assess and mitigate** events that could affect the achievement of its strategy and business objectives.

These risks are identified and assessed through a process coordinated by the various Risk departments and the Compliance department, combining assessments in the different countries with a consolidated analysis at Group level. This which makes it possible to anticipate emerging events and review the effectiveness of the controls in place.

In 2025, **the Group conducted a review of its corporate risk management system** with the aim of strengthening its effectiveness and ensuring methodological consistency across regions.

This system is complemented by the **Compliance and Criminal Risk Prevention Model**, whose framework was expanded during the 2025 fiscal year to include all of the Group's subsidiaries, thereby strengthening internal control mechanisms and oversight of contingencies arising from legal and regulatory issues.

As in the previous fiscal year, the company has reviewed and updated its corporate risk map, taking into account developments in the economic, technological and regulatory environments, as well as the results of the double materiality analysis conducted in 2025.



→ Key risks identified

The main risks identified by the Group fall into the following categories:

- A – SOCIAL RISKS RELATED TO EMPLOYMENT AND TALENT
- B – CUSTOMER AND MARKET-RELATED RISKS
- C – TECHNOLOGY AND INFORMATION SECURITY RISKS
- D – COMPLIANCE, ETHICS, AND CORPORATE GOVERNANCE RISKS
- E – ENVIRONMENTAL AND CLIMATE RISKS



A – SOCIAL RISKS RELATED TO EMPLOYMENT AND TALENT

Konecta's business model depends largely on its talent management and trends in the labor market. Highlights include:

Challenges in attracting and retaining talent in certain markets or for certain professional profiles.

Increased regulatory or social requirements regarding working conditions, work-life balance, equal opportunity, and workplace wellbeing.

Risks related to occupational health and safety, including workplace accidents and occupational diseases.

Risks associated with absenteeism, stemming from factors such as working conditions, the work environment, or the health status of the workforce.

The need to strengthen employee training and professional development to adapt to technological changes and the new skills required by the market.

Furthermore, the adoption of new technologies can give rise to risks associated with social or regulatory perceptions of the impact of automation on employment.

B – CUSTOMER AND MARKET-RELATED RISKS

The evolution of the market for customer experience and digital services, as well as rising customer expectations, poses risks related to the Group's ability to adapt its business model. Highlights include:

Adapting to new models of digital service delivery and incorporating emerging technologies, including solutions based on AI.

The evolution of customer expectations regarding service quality, operational efficiency and user experience.

The potential entry of new competitors with more digitized or efficient business models.

Changes in economic conditions or customer demand that could affect the volume of business or the profitability of contracts.

C – TECHNOLOGY AND INFORMATION SECURITY RISKS

The Group's increasingly digitalized operations entail risks related to information security, system availability and technological resilience. Highlights include:

Cyberattacks or security incidents that could compromise information about employees, customers or the company.

Violations of personal data privacy or breaches of applicable data protection regulations.

Dependence on technology providers or critical infrastructure for the delivery of services.

The need to maintain ongoing investment in technology to prevent obsolescence and ensure the competitiveness of the business model.





D – COMPLIANCE, ETHICS, AND CORPORATE GOVERNANCE RISKS

Konecta operates in various countries with different regulatory frameworks, which entails risks related to regulatory compliance, corporate integrity, and responsible management of the value chain. Highlights include:

Regulatory changes or stricter regulatory requirements in the markets where the Group operates.

Risks associated with corruption, bribery, fraud, or money laundering in certain jurisdictions.

Regulatory violations that could result in administrative penalties, litigation, or reputational damage.

Risks associated with managing third parties and suppliers in the value chain.

E – ENVIRONMENTAL AND CLIMATE RISKS

In 2025, Konecta updated its climate risks and opportunities matrix, aligning it with the **CSRD** and **CDP** reporting frameworks, as well as with the recommendations of the **IPCC**, **COSO Enterprise Risk Management**, and the **TCFD**. The analysis combines qualitative and quantitative methodologies and considers **both physical risks stemming from climate change** and **transition risks** associated with regulatory, technological and market changes linked to the shift toward a low-carbon economy.

As a result of this exercise, the following climate risks were identified:

Regulatory changes related to the environment or climate that could increase legal obligations or operating costs associated with energy consumption or emissions.

Changes in the sustainability expectations of customers and other stakeholders that may influence procurement processes or the requirements placed on suppliers.

Increased costs or limitations on access to energy resources used in the Group's operations.

The need to adapt infrastructure, operations, or working conditions to new climate conditions or to the increased frequency of extreme weather events.

The effects of heat stress on employee wellbeing and productivity, particularly in certain regions.

Increase in energy consumption and costs associated with the operation and cooling of technological equipment.

Operational incidents related to fires or other extreme weather events that could affect service continuity.

Reputational and regulatory risks associated with indirect emissions from the supply chain (Scope 3) and employee mobility.

The analysis also helped identify **opportunities related to the climate transition**, including improving corporate reputation through climate commitments, reducing exposure to energy price volatility through the use of renewable energy and power purchase agreements (PPAs), and promoting sustainable procurement practices in the supply chain.

The results of this exercise are incorporated into the Group's **corporate risk map** and serve as the basis for developing adaptation strategies and operational planning..

In recognition of the quality of its climate management and its transparency in environmental reporting, **Konecta received a "B" rating in the 2025 CDP (Carbon Disclosure Project) assessment**. In addition, the company received an **"A" rating in CDP's Supplier Engagement Assessment (SEA)**, which evaluates the integration of climate criteria into supply chain management.

→ Business continuity and crisis management



KONECTA ENSURES THE CONTINUITY OF ITS OPERATIONS THROUGH ISO 22301 CERTIFICATION IN ALBANIA, ARGENTINA, CHILE, SPAIN, ITALY, MOROCCO, MEXICO, PERU, PORTUGAL, ROMANIA, TURKEY AND THE UNITED KINGDOM, WHICH GUARANTEES ITS ABILITY TO CONTINUE PROVIDING SERVICES IN THE EVENT OF INCIDENTS OR CRITICAL SITUATIONS.

As part of this model, it **has established a system** for the early **detection and management of reputational risks and/or crises**—both potential and actual—with the goal of **minimizing negative impacts** and enabling a **swift and effective response**. To this end, a global reputation management team and regional and local committees composed of representatives from various departments have been established.

In 2025, coordination among these teams was strengthened, which has improved real-time monitoring of various information channels and accelerated the identification and management of reputational risks.

Furthermore, to ensure a coordinated and efficient response, a **Crisis Manual** has been developed that establishes procedures, responsibilities, and mechanisms for identifying and resolving special situations that could affect operations or the company's reputation.

Throughout 2025, the company handled **various special situations** related primarily to **labor and workforce management issues**. In all cases, coordinated action plans were adopted by the departments involved, and proactive communication was established with the media and other stakeholders, which helped mitigate potential negative impacts.

As a result, **no significant crises with a material reputational or financial impact on the organization were recorded during the 2025 fiscal year.**

Crisis management is complemented by **a corporate communications model** designed to position the company and ensure consistency in the messages directed at various internal and external audiences.

To this end, in 2025 a strategic communications framework was established to **ensure brand consistency** and a **two-way dialogue** with various stakeholders. This infrastructure is built on three key pillars: the **ongoing development** of internal talent centered on the brand as a fundamental cultural imperative, the **centralization of corporate identity resources**, and the **enhancement of digital channels**—both internal and external—to transparently communicate the Group's mission and commitments.

→ Business ethics and regulatory compliance

In 2025, Konecta strengthened its **Compliance Program** by establishing a regulatory framework structured around two corporate framework policies that incorporate the Group's main rules and procedures.

Compliance Framework Policy, which includes:

Policy on the Prevention of Corruption, Bribery and Money Laundering.

Artificial Intelligence Management and Governance Policy.

Privacy and Confidentiality Policy.

Security and Cybersecurity Policy.

Fiscal Policy.

Funding Policy.

Human Resources Framework Policy, which includes:

Human Rights Policy.

Diversity, Equity, and Inclusion Policy.

Occupational Safety and Health Policy.

These policies are complemented by corporate tools such as the **Code of Ethics** and the **Supplier Code of Ethics**, as well as procedures that adapt corporate guidelines to local realities. In addition, the Group has other relevant corporate policies that reinforce the integration of ESG criteria into its management practices, such as the **Environmental Policy**, the **Quality Policy**, the **Responsible Procurement Policy**, and the **Sustainability Policy**.



A – STRUCTURE AND FUNCTION OF THE COMPLIANCE DEPARTMENT



In 2025, the corporate Compliance department was established,

RESPONSIBLE FOR ENSURING THE CONSISTENT IMPLEMENTATION OF THE COMPLIANCE PROGRAM AND OVERSEEING ITS EXECUTION ACROSS THE GROUP'S SUBSIDIARIES.

Its main responsibilities include **coordinating with the Legal department** to keep regulations up to date, overseeing internal control systems, and supporting local units to ensure the proper application of the corporate standards. In addition, the department leads **reviews of critical processes** and oversees the operation of the corporate whistleblowing channel—"Information Channels"—ensuring its effectiveness, confidentiality, and alignment with the principles of the compliance program.

During the fiscal year, these reviews were conducted for key processes, including **those carried out in the Procurement and Human Resources departments**, which covered areas such as hiring procedures, payroll management, and compliance with tax obligations.

Similarly, a review of the **corporate whistleblowing channel's** operations was conducted with the aim of strengthening internal controls and improving consistency in the application of compliance criteria across the entire Group.

These measures helped **strengthen the internal control system and improve the management of legal, regulatory and ethical risks.**

A.1 – Corruption prevention and criminal risk management

Konecna manages the risks associated with corruption as part of its responsible business conduct model, viewing it key to maintaining the trust of its stakeholders.

The **Policy on the Prevention of Corruption, Bribery and Money Laundering**, which is part of the Compliance Framework Policy, establishes mechanisms designed to prevent, detect and punish any form of public or private corruption, fraud or money laundering.

Throughout 2025, the company continued its process of identifying, analyzing and assessing criminal risks, reviewing existing controls with the aim of strengthening their effectiveness and improving prevention mechanisms.

The prevention system is based on a structured approach that combines **corporate oversight, standardized operational controls,** and

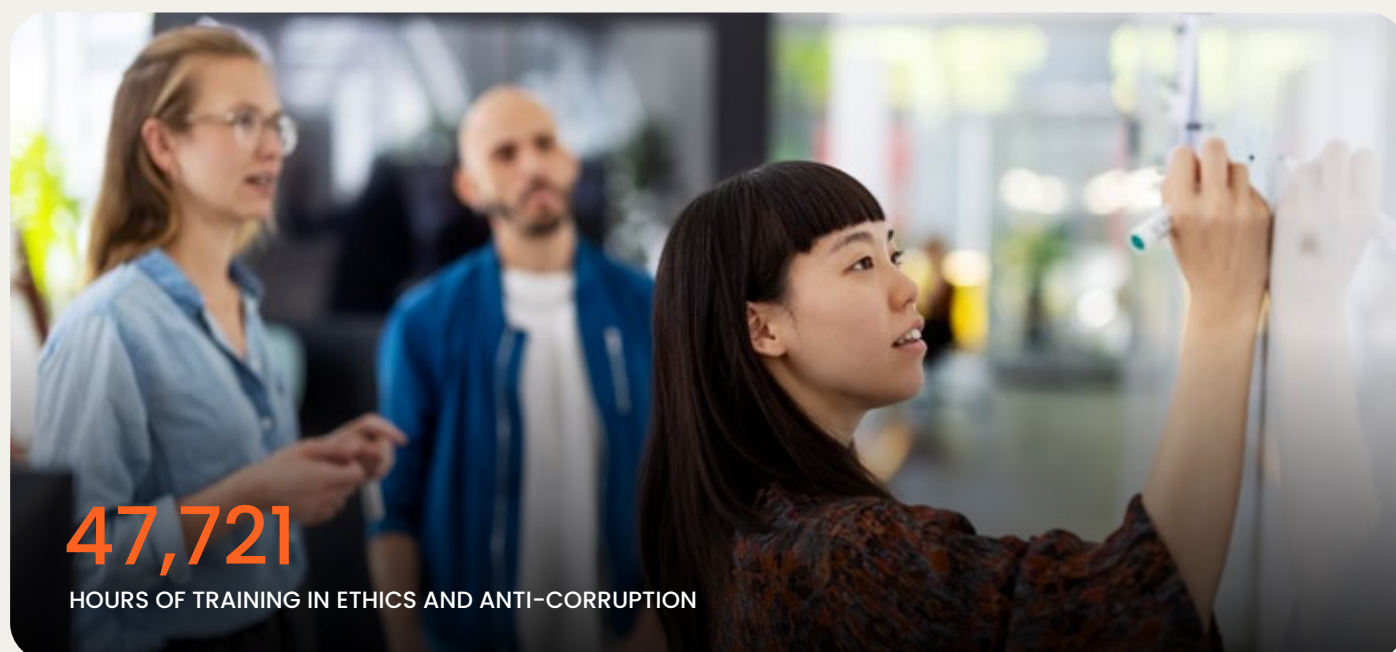
early-detection mechanisms. This approach includes periodic criminal risk assessments and reviews of existing controls, as well as ongoing awareness and training programs on ethics and anti-corruption for the group's employees.

It also includes mechanisms that are accessible to employees, suppliers and third parties for reporting and communicating irregularities.

In 2025, **47,721 hours of training in ethics and anti-corruption** were provided, compared with 48,198 hours in 2024.

The model pays special attention to those positions with the greatest exposure to illegal practices, such as roles with decision-making authority or influence over hiring processes, bids, or relationships with suppliers and public entities.

In addition, several Group companies hold certifications aligned with the **ISO 37001 standard for anti-bribery management systems**, including those in Italy, Albania, and Romania. In Peru, the validity of the "Business Leaders for Integrity (EXI)" certification—which is based on the criteria of this same standard—is currently under review.



→ Information and reporting channels

Konecta provides its employees and stakeholders with a direct channel of communication with the company, called "Information Channels," available on the corporate website. This means that anyone can confidentially report any non-compliance or violation of the principles contained in the codes of ethics and corporate policies, with specific channels for human rights, human resources, crime prevention, privacy and security, and AI.

The system is multilingual and allows for the secure tracking of communications, ensuring the confidentiality of those who submit reports.

In 2025, **3,786 communications** were processed, compared with **4,047 in 2024**, representing a **6.5%** decrease.

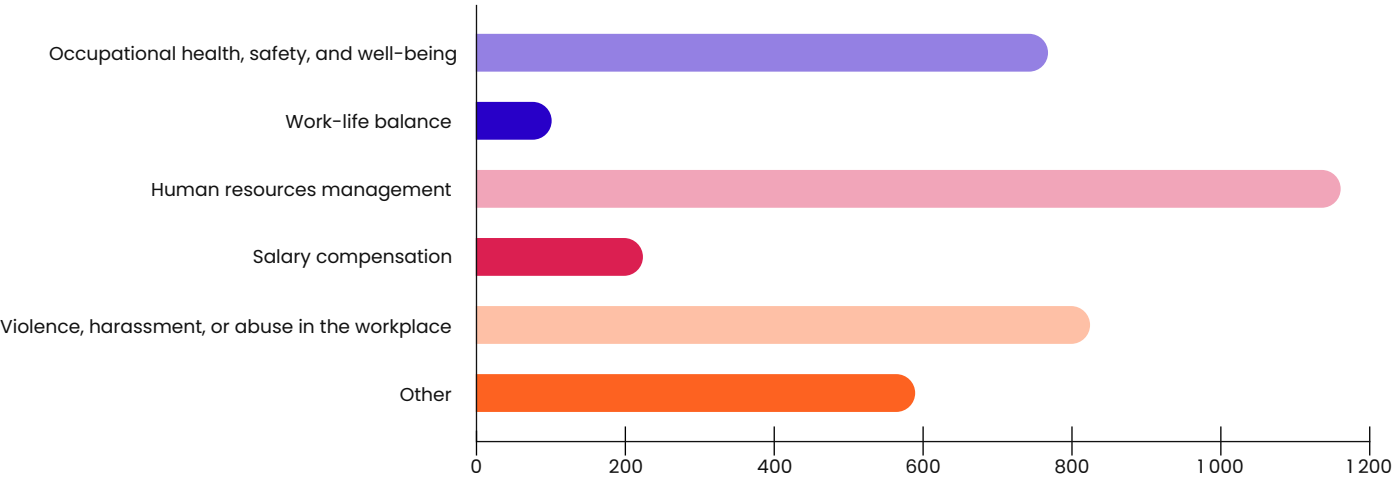
In line with the Group's activities, most communications related to **human resources management**, which



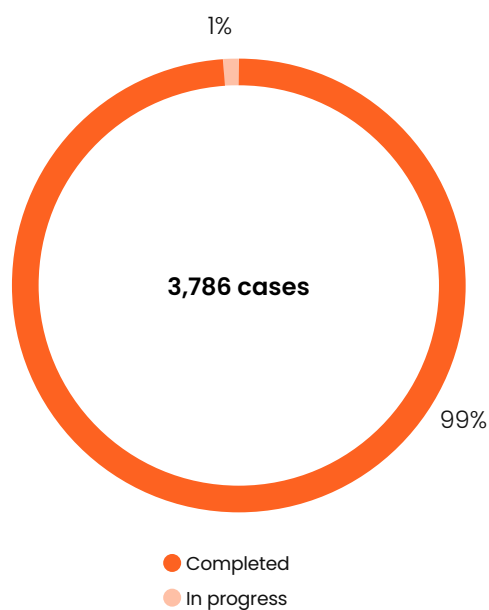
accounts for approximately **95.5% of the total**, with **administrative management** and **employee wellbeing** proving particularly prominent.

3,786
communications
(6,5% reduction)

The system includes **safeguards** against retaliation and internal investigation procedures to ensure reports received are **handled promptly and independently**. Complaints are reviewed by the **Compliance department**, which coordinates their analysis and, when appropriate, the implementation of corrective or disciplinary measures.



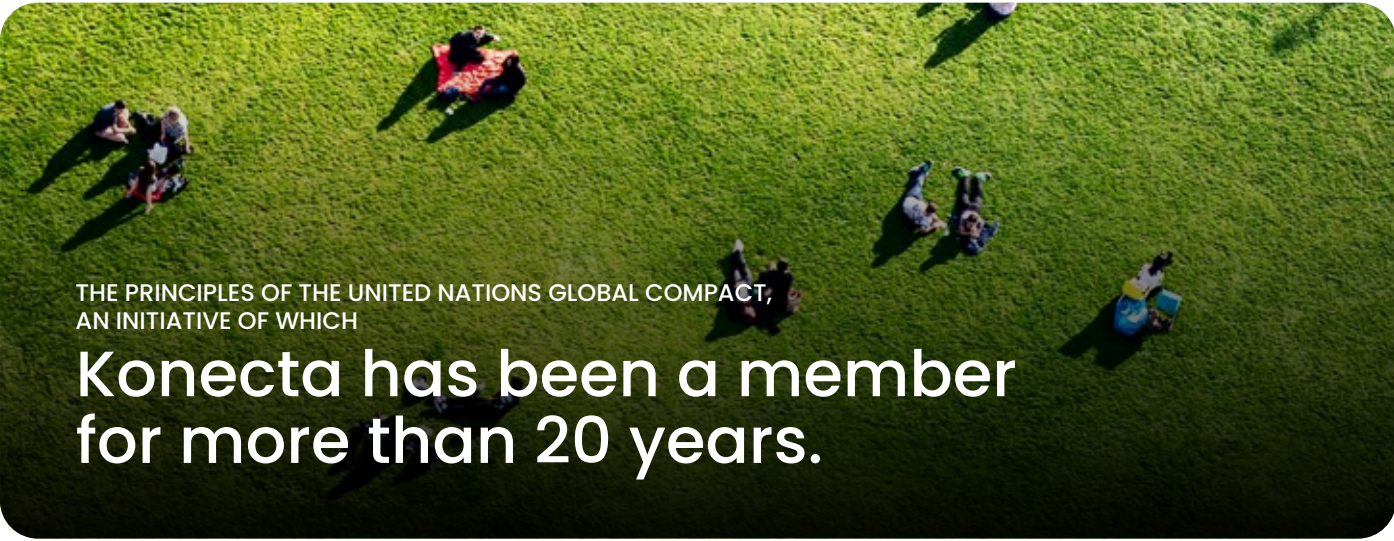
In contrast, reports related to **crime prevention**, as well as **privacy and information security**, account for 0.045%, a significantly smaller proportion of the total number of reports. In terms of the number of reports, most came from **Colombia and Brazil**, continuing the trend from the previous fiscal year.



Human rights and due diligence

Konecta integrates respect for human rights into its management and compliance model, considering the potential impacts on people and the value chain as a matter of importance to the Group.

This commitment is carried out through the **Compliance Program** and the **Human Rights Policy**, which are aligned with the **Universal Declaration of Human Rights** and the principles of the **United Nations Global Compact**, an initiative of which Konecta has been a member for more than 20 years.



THE PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT,
AN INITIATIVE OF WHICH

**Konecta has been a member
for more than 20 years.**

The **Human Rights Policy** is part of the **Human Resources Framework Policy** and is supplemented by the **Code of Ethics and the Supplier Code of Ethics**.

In 2024, Konecta launched a **structured** human rights and environmental **due diligence** process that covers both its own operations and its value chain.

This process is based on the **OECD Guidelines** for Multinational Enterprises and includes identifying potential impacts, assessing their severity and likelihood, prioritizing risks, and defining mitigation measures.

In 2025, the **second phase of the project was completed** by reviewing existing controls, thereby strengthening the due diligence model. **The first phase of implementation has focused on Spain and Colombia**, given their greater operational significance, with plans to gradually extend it to other regions.

Privacy, cybersecurity and AI

Konecta considers data protection, cybersecurity and AI governance to be essential for ensuring the trust of customers, employees, and stakeholders, as well as operational resilience in the face of technological and regulatory risks.

PRIVACY AND DATA GOVERNANCE

The company has a **Privacy and Confidentiality Policy**, which is incorporated into the Compliance Framework Policy and is aligned with the GDPR, international standards and local regulations, ensuring the lawful, fair and transparent processing of personal data.



IN 2025, GOVERNANCE WAS STRENGTHENED
THROUGH THE CREATION OF

**the Global Office
of Data Protection
and AI Governance**



In 2025, governance was strengthened through the creation of the Global Office of Data Protection and AI Governance, which is responsible for:

Centralized definition of policies and standards.

Local implementation tailored to each jurisdiction.

Integrated oversight through a single point of contact.

Ongoing coordination between global and local teams.

The goal is to **ensure a consistent and scalable approach** to managing privacy and AI, while ensuring **regulatory compliance and the protection of individuals' rights**. Those interested may exercise their rights of access, correction or deletion through the channels established by the company.

As of 2025, no incidents of this nature have been reported to the supervisory authority.

INFORMATION SECURITY AND CYBERSECURITY

Konecta maintains a **corporate inventory of information security risks and a cybersecurity model** overseen by the Global CIO, a member of the Executive Leadership Team. This model combines:

Continuous monitoring and automation of controls.

Ongoing assessment of internal and third-party vulnerabilities.

Periodic attack simulations (Red Team) and phishing campaigns.

Privileged Access Management (PAM) and Data Loss Prevention (DLP).

Enhanced Active Directory protection and secure corporate browsing.

The Group holds **ISO 27001 international certifications** in all countries where the Group operates, supplemented by **ISO 27017, ISO 27018 and ISO 27701**, which are externally audited to ensure the effectiveness of its controls.

Konecta integrates **business continuity** and disaster recovery into its cybersecurity model, which is partially aligned with the **ISO 22301** standard, ensuring resilience in the face of critical incidents.

Throughout 2025, **143,822 hours of training on data protection and cybersecurity** were provided. This figure is lower than that of 2024 because, in that fiscal year, a training program was conducted for the entire workforce in Madagascar. However, the figure is consistent with the levels reported in 2023.



CORPORATE FRAMEWORK FOR AI MANAGEMENT AND GOVERNANCE

In 2025, **Konecta strengthened its comprehensive approach to AI**, combining risk management and governance within a framework consistent with its corporate strategy and applicable regulations (including the European Artificial Intelligence Regulation – AI Act (EU) 2024/1 689).

A – AI RISK MANAGEMENT

The company systematically identifies and assesses **the potential legal, ethical, operational, and reputational impacts** arising from the use of AI systems. This process makes it possible to anticipate adverse situations and mitigate risks associated with:

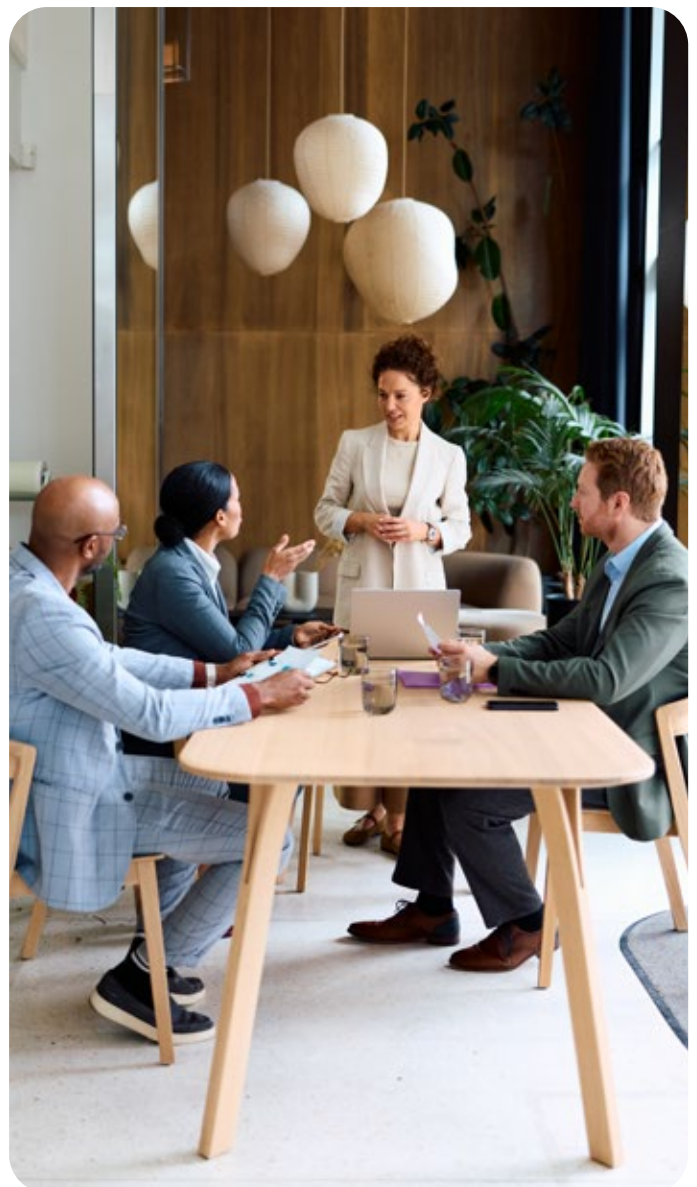
Inappropriate or unauthorized use of AI systems.

Impact of automated decisions on individuals or customers.

Dependence on technology or external suppliers.

Failure to comply with applicable regulations and ethical standards.

The assessment is conducted using the **corporate tool HighBond**, which centralizes use cases, applies controls based on risk level, and ensures traceability throughout the system lifecycle. **Each case is validated locally**, maintaining a clear separation between risk management and operational governance mechanisms, thereby avoiding duplication.



B – AI GOVERNANCE

Konecta has established **a corporate AI governance framework that defines policies, procedures and oversight structures to ensure** responsible and compliant use. This framework includes:

Centralized registry of use cases and regulatory monitoring.

Controls commensurate with the level of risk, ensuring human oversight and traceability.

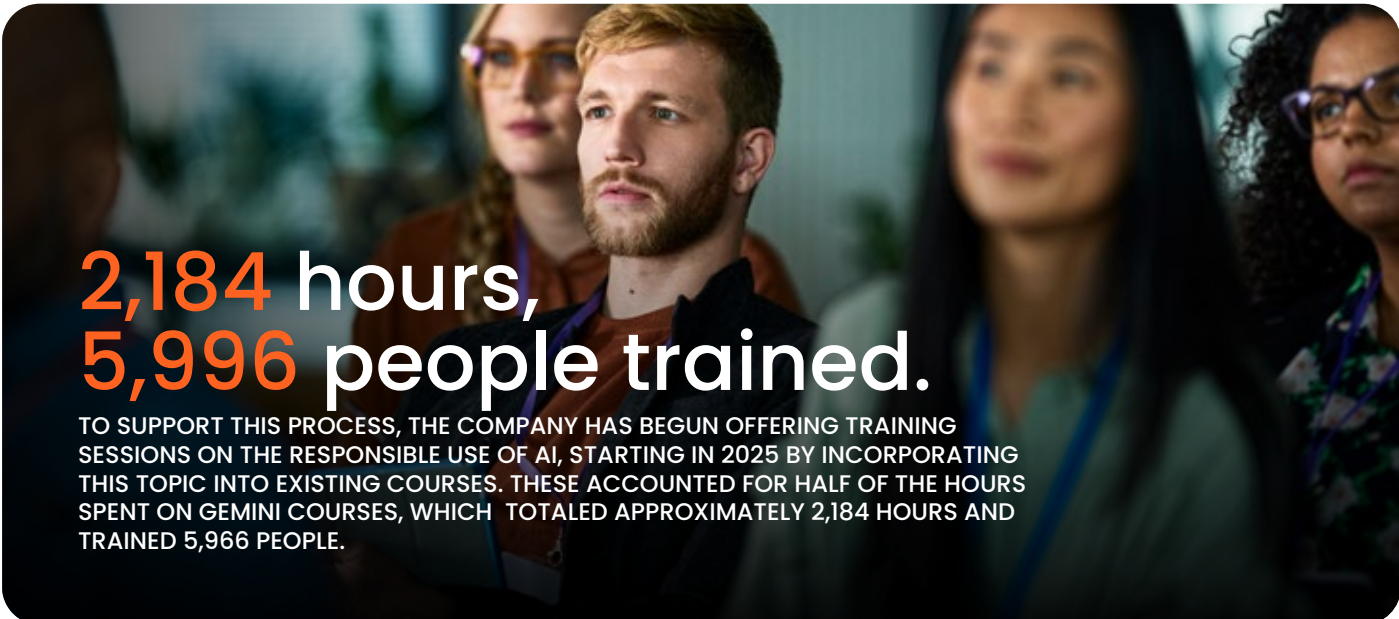
Clear roles and committees for the validation of high-risk initiatives.

Corporate policy and mandatory procedure for the entire Group.

Governance ensures that **AI is integrated into corporate strategy**, reinforcing ethics, transparency, and trust among customers, employees, and regulators. Risk management has an operational focus to identify, assess and mitigate potential impacts linked to the technological and cybersecurity risks described in previous sections.

To support this process, the company has begun offering **training sessions on the responsible use of AI**, starting in 2025 by incorporating this topic into existing courses. These accounted for half of the hours spent on Gemini courses, which totaled approximately 2,184 hours and trained 5,966 people.

A general course on AI policies has been developed at Konecta for 2026 and is currently being rolled out.



**2,184 hours,
5,996 people trained.**

TO SUPPORT THIS PROCESS, THE COMPANY HAS BEGUN OFFERING TRAINING SESSIONS ON THE RESPONSIBLE USE OF AI, STARTING IN 2025 BY INCORPORATING THIS TOPIC INTO EXISTING COURSES. THESE ACCOUNTED FOR HALF OF THE HOURS SPENT ON GEMINI COURSES, WHICH TOTALED APPROXIMATELY 2,184 HOURS AND TRAINED 5,966 PEOPLE.



C - INTEGRATION WITH OTHER MANAGEMENT SYSTEMS

The **AI governance framework** is integrated with corporate programs for **information security, data privacy, compliance and sustainability**, enabling:

Implementation of consistent controls across all subsidiaries.

Coordinated efforts between global and local teams.

Data protection and transparency in automated decision-making.

This integration reinforces **Konecta's proactive approach to emerging risks** and ensures alignment with the Group's strategy for technological innovation and ethical business.



Contribution to the social environment and value chain





Social impact and community relations

With operations in many different countries and socioeconomic contexts, Konecta views its business activities as an opportunity to create shared value by contributing to the economic and social development of the communities in which it operates.

To achieve this, it draws on its key strengths: its **ability to create jobs** and its position as a **key player in the field of *customer experience* and digital services**.

The Group delivers on its commitment through the Konecta Foundation,

The Group delivers on its commitment through the Konecta Foundation, which acts as a vehicle for channeling its social contributions through:

- Training and job placement programs.
- Corporate volunteering initiatives.
- Support for social projects led by workers and third-sector organizations in the various regions where the Group operates.
- Partnerships with public, private and third-sector organizations to expand the reach of its initiatives.

JOB CREATION AND SOCIAL INCLUSION

Building on their position as **industry leaders**, Konecta and its Foundation promote programs aimed at **creating real opportunities for groups that face greater difficulties with accessing the labor market**, such as people with disabilities, young people, and women in vulnerable situations.

→ Training and job placement programs

These programs are designed **to develop competencies, professional skills, and technical knowledge** related to the new job profiles in the *customer experience* and digital services sectors. Recent training has included **AI solutions** applied to customer service environments.

Among the most significant initiatives is the **Konecta Foundation's Professional Training School**. Since it was established in Spain in 2017, it has worked in collaboration with multiple technology and educational organizations, including IBM, Banco Santander, Vass and Didactik, to incorporate specialized knowledge and expand participants' career opportunities.



In 2025, the school achieved the following results:

685

685 students participated in **online** training programs.

20

students participated in **in-person** programs.

11

participants secured job **opportunities** after completing the program, **7 of whom were hired directly by Konecta.**

During the 2025 fiscal year, Konecta also made progress in developing the Group's **own digital school**, launched **in collaboration with Didactik**, to expand the reach of its training initiatives and gradually roll these out to other countries where the Group operates.

In addition, since 2024 in Brazil, Konecta has partnered with the **NGO Amor Philia** to support the **training of vulnerable women and young people**—many of whom are single mothers struggling to balance work with their care giving responsibilities—equipping them with essential skills for the job market.

In 2025, the Foundation helped create 25 new jobs at a community center in Embu das Artes, São Paulo, promoting financial independence and social integration. By providing jobs close to where the beneficiaries live, the program not only bridges the gap between home and work but also promotes local development.

25

IN 2025, THE FOUNDATION HELPED CREATE 25 NEW JOBS AT A COMMUNITY CENTER IN EMBU DAS ARTES, SÃO PAULO

A – SPECIFIC SOCIAL INCLUSION PROGRAMS

The Konecta Foundation also develops **programs aimed at specific groups** that require additional support for their integration into the workforce.

Examples include **Aula TIC Konecta**, which in 2025 **trained 20 young people with learning disabilities**, helping them acquire basic digital skills, and the **Seville Autism Chair (LaboraTEA)**, which focuses on inclusion through **training for people with autism spectrum disorder**. Work extends to other vulnerable communities through Konecta's partnership with the **Alalá Foundation**, benefiting **400 low-income students** each year.

In Italy, Konecta supports "*OrtoStorto*", a **project run by the Alicenova Social Cooperative** to promote through **organic farming independence and employment inclusion for people with disabilities**. Through personalized pathways and the creation of the "*Orto dei Profumi*" training center, the project **transforms vulnerability into an opportunity for employment** and active participation, thereby establishing a model of a sustainable and self-sufficient community.

→ International call for social projects

Since 2009, the Konecta Foundation has been organizing an annual grant program aimed at supporting social projects led by third-sector organizations as well as, since 2024, those that have the support of Konecta's partners.

Over the course of 14 editions, this program has provided support to more than 70 social organizations, with cumulative funding exceeding 410,000 euros.



In the 14th Internal Call for Social Projects, the results of which were announced in early 2025, 12 social projects were funded with an investment of approximately 60,000 euros²⁹, focused on caring for people with chronic or rare diseases, **empowering women, and providing training for children and adolescents in vulnerable situations**, as well as employment for young people with disabilities and support for providing drinking water and running water to a community in South Africa devastated by floods.

Pending the release of the final reports on these projects, the participating organizations have estimated in their initial projections that more than 5,000 people will benefit directly.

In December 2025, the **15th edition of this initiative** was launched, introducing new features aimed at expanding its reach and **strengthening its social impact**, starting with the program's name, which was changed to *Community Impact Call*. In addition, for the first time, the call for proposals was extended to external social organizations in all the countries where Konecta operates. This no longer requires prior endorsement by a company employee, although the personal support of employees continues to be viewed favorably.

In addition, **the budget allocated to the program has been significantly increased**, from 60,000 euros to **130,000 euros**. This will make it possible to fund **up to 26 social projects**, with grants of **5,000 euros per initiative**.

By the deadline, the call for proposals had received **492 submissions** from **25 countries**, reflecting the growing international reach of this initiative. The projects selected for this edition will be announced during the first half of 2026.

12

In the 14th Internal Call for Social Projects, the results of which were announced in early 2025, 12 social projects were funded.

60,000

an investment of approximately 60 000 euros²⁹, focused on caring for people with chronic or rare diseases.



²⁹ In the end, 11 of the 12 selected projects were carried out, since one of the winning bidders did not submit the required documentation for signing the agreement and allocating the funds.



EMPLOYEE ENGAGEMENT THROUGH VOLUNTEERING AND CHARITY CAMPAIGNS

Konecta's commitment to social responsibility is reflected in the active participation of its professionals in corporate volunteering initiatives. Throughout 2025, employees participated in various charitable initiatives, including food, clothing and toy drives, as well as educational and environmental initiatives and efforts to support vulnerable groups, thereby having a direct impact on the communities where the company operates.

Overall, these volunteer and solidarity initiatives mobilized **1,421 employee volunteers**, benefited **10,354 people**, and raised more than **24,000 euros and 5,000 aid packages**.

PARTNERSHIPS AND SOCIAL AWARENESS

Konecta actively participates in initiatives aimed at promoting dialogue and collaboration among companies, social organizations and other relevant stakeholders in the areas of sustainability and social development.

In 2025, the **Awareness and Sustainability Meetings (ESS)**—organized in Seville in collaboration with ABC Sevilla—stand out as a forum for reflection and debate on best business practices related to sustainability and the 2030 Agenda.

In Brazil, Konecta partnered with the NGO Pacto Contra a Fome to combat food insecurity and food waste. To that end, the company developed **TIA Contra a Fome**, a free AI solution that allows users to receive personalized recommendations on storage, portion sizes and creative recipes to make the most of their food. The tool generated more than 10,000 interactions in the first few days after its launch, demonstrating how Konecta's expertise in technology and customer experience can make a real impact by creating solutions that contribute to a more sustainable and inclusive future.

The social commitment of Konecta and the Konecta Foundation has been recognized through awards and honors granted by social organizations, public institutions, and industry entities. Details of these are provided in the Annexes 2. Acknowledgments for this report.



Customer satisfaction and service quality

Throughout 2025, Konecta continued to advance its technological transformation by integrating GenAI and advanced analytics solutions, thereby optimizing operational management and the personalization of its services.

This strategic shift not only strengthens the company's operational resilience but also enhances its ability to adapt to an ever-changing digital environment and growing consumer expectations.

The company ensures operational excellence through active listening systems that enable it to systematically incorporate the voice of the customer into its management practices. Through satisfaction surveys, qualitative analyses, and incident detection tools, Konecta proactively identifies opportunities for improvement to optimize the user experience and enhance service quality.

The key global indicators of customer satisfaction in 2025 reflect a very positive assessment of the services provided:

+54

Net Promoter Score (NPS) (compared +52 in 2024)



92%

Overall satisfaction index
(91% in 2024)

92%

Customer Effort Score
(90% in 2024)



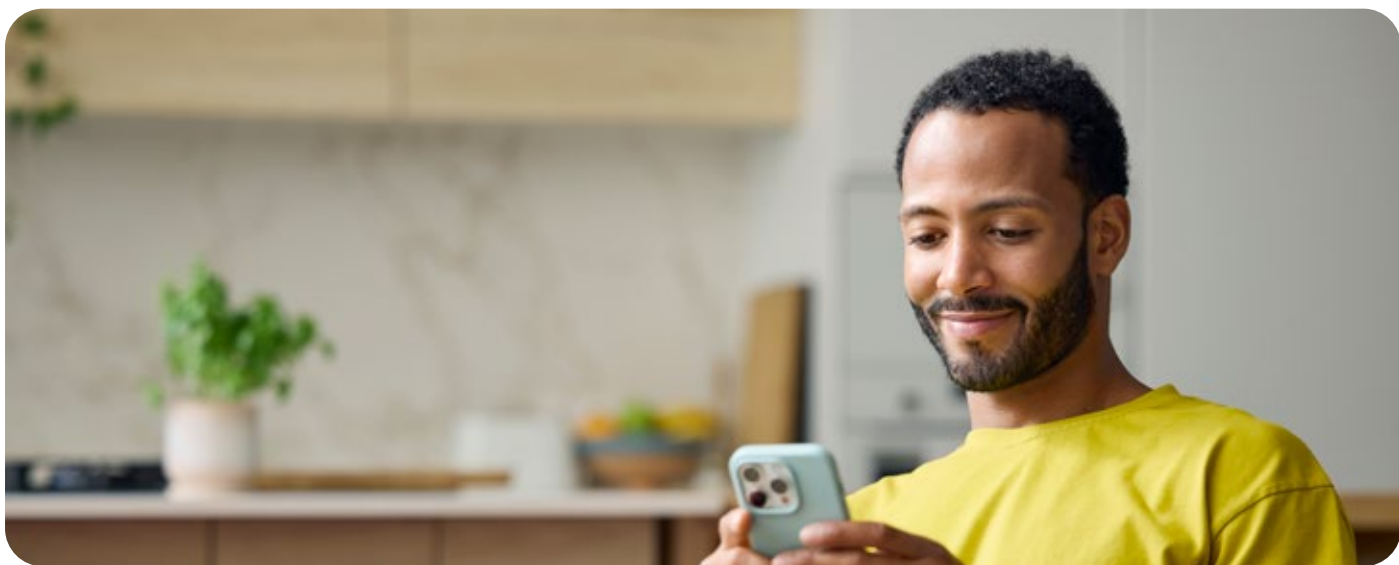
These results show a **positive trend** compared to the previous fiscal year, reflecting improvements in both the **recommendation rate** and **overall satisfaction levels**. Customers particularly value aspects such as the **quality of service provided, operational flexibility** and **value for money**, among others.

In various regions, particularly in **Europe and Latin America**, clients value Konecta's ability to adapt to their operational needs and support them in their digital transformation processes.

COMPLAINTS MANAGEMENT

Due to the nature of its business, the company receives **two types of complaints**: those by the **end user** (which at times is not in connection with the service provided) and those by the **customer**. The first category is managed by the customer. Konecta manages the second category, deploying service personnel to investigate each issue and resolve it directly during the operation.

In 2025, no critical complaints regarding Konecta's customer relationships were reported. Beyond day-to-day operations, **108 complaints** were received, of which **105 were resolved during the fiscal year**, representing a **resolution rate of 98.5% and marking** an improvement over the previous fiscal year, when the resolution rate stood at 94.5%.



The complaints received were primarily related **to operational issues concerning service delivery** and were handled by the relevant departments in accordance with the company's established procedures.

In several countries, such as Spain, Portugal, Chile and Peru, **unified reporting systems make it easier to track incidents and help improve the organization's traceability and response capabilities**. In Mexico, an internal feedback channel called "**La Voz del Cliente**" has been implemented, designed to identify issues and improve the organization's responsiveness.

In French-speaking countries—France, Madagascar, and Morocco—the Legal and Compliance department ensures rigorous and centralized complaints management, guaranteeing compliance with contractual and regulatory obligations. **This operational model integrates key** areas such as Operations, IT and Quality to perform accurate assessments and implement corrective or remedial action plans approved by management. This process not only ensures **transparent and efficient communication with the customer** but, when appropriate, supplements this with relevant **training and awareness-raising initiatives** for the operational teams.

In countries where there is no specific application, complaints are managed by the operations and quality teams, which monitor the progress of each incident and coordinate the necessary actions to resolve it.

Responsible Supply Chain

Supply chain management is a key element for Konecta, both from an operational perspective and in terms of sustainability and business continuity.

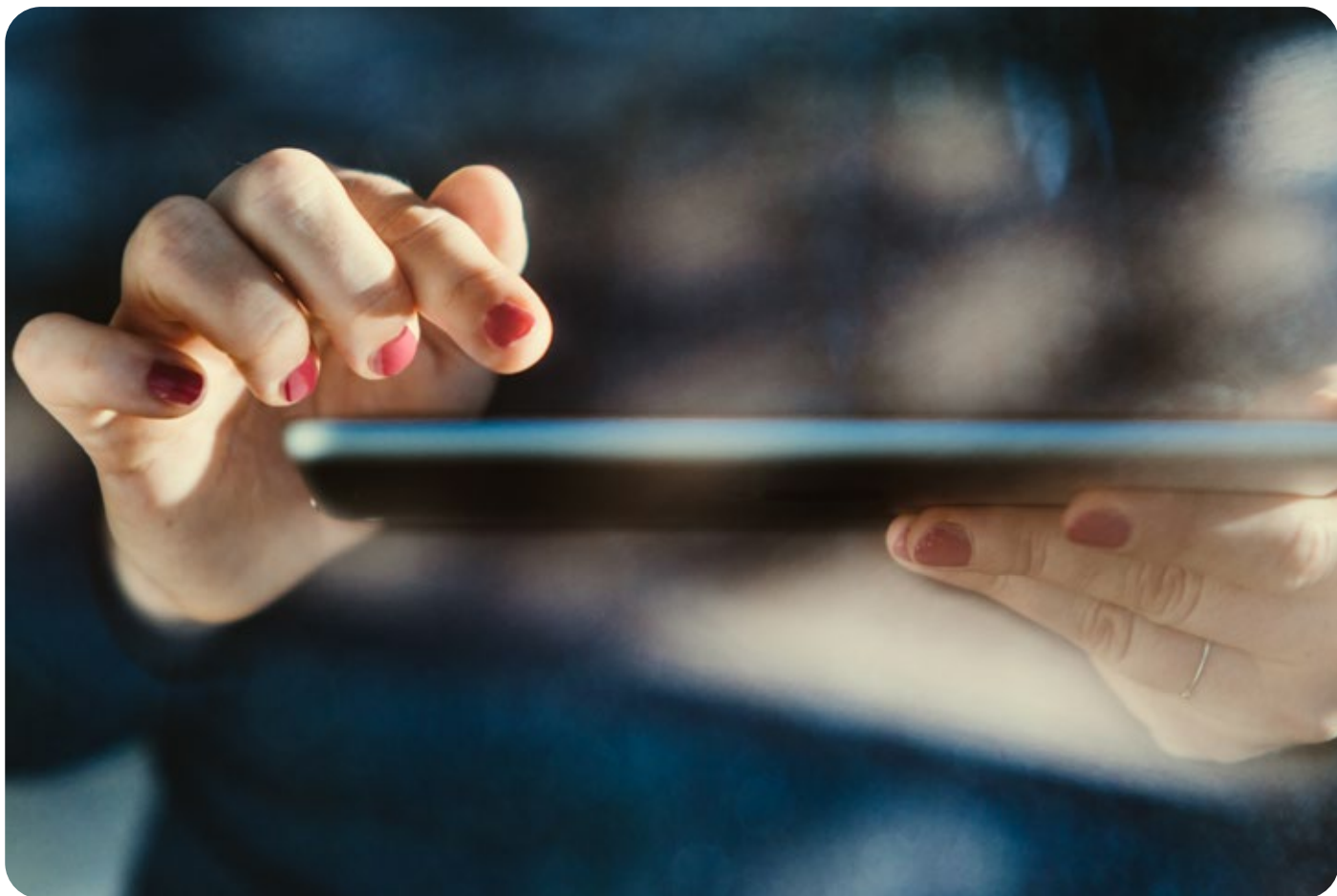
The company works with a diverse network of suppliers that provide the **technological, operational, and support services necessary** for it to carry out its activities in the various countries where it operates.

To **manage the procurement process**, the company uses a Procurement Portal, which is based on a corporate procedure and the "General Terms and Conditions" document, which requires suppliers to comply with local laws and applicable regulations in each country.

Since its launch, the following countries have gradually joined the Portal: Argentina, Brazil, Chile, Colombia, El Salvador, Spain, Guatemala, Morocco (Tangier), Mexico, Peru and Portugal. However, as part of Konecta's transformation strategy, **the current procurement model has been under review since 2025**, which will lead to operational changes that will begin to be implemented starting in 2026.

The process is overseen by departments with purchasing autonomy and escalated to the Purchasing Committees in cases where their involvement is required, in accordance with the criteria established by the organization globally.





SUPPLIER MANAGEMENT AND CERTIFICATION

To improve its risk mapping, in 2024 Konecta outsourced its supplier qualification process to an external tool, which is being rolled out gradually, starting with Spain and the Iberian Peninsula and progressively expanding to the rest of its geographic regions.

Before entering into a business relationship with the company, suppliers must go through an **approval process**, which is managed through that platform. The goal is to determine whether companies comply with the legal requirements and those established by the Group in order to be included in its supply chain.

The tool includes specific questionnaires that must be completed by suppliers, who are segmented by criticality, with priority given to those classified as “Silver” (those with the greatest impact on business continuity and reputation). Questionnaires cover aspects related to business activity, operational solvency, the management systems in place, and certain elements related to sustainability performance.

This provides a **consistent information base** to facilitate the effective **selection of suppliers** and helps improve the management of risks associated with the supply chain, acting as a control mechanism.

→ Integrity frameworks

Konecta ensures a responsible value chain through structured control and monitoring mechanisms:

It has a globally applicable Responsible Procurement Policy—updated in December 2025 and endorsed by its Board of Directors—that formally integrates social and environmental factors into the management of its supply chain, based on the international standards of the UN Global Compact, the SDGs, and ILO conventions.

The regulatory framework includes a Code of Ethics for Suppliers, requiring strict commitments to human rights, environmental protection, and safety.

In addition, it requires compliance with all applicable basic principles and guidelines set out in the Code of Ethics and the other policies of Konecta's Compliance Program, as a framework for the proper conduct of their activities, in line with the company's corporate culture and values.

The company follows a mandatory approval process (PG COR 08), which is outsourced to specialists to ensure due diligence and the analysis of sustainability risks. Furthermore, the policy encourages demand for sustainable services and prohibits the contracting of companies that have committed environmental, labor or ethical breaches in the last three years.

The model includes Information Channels, which are confidential reporting channels available on the corporate website and accessible to all stakeholders.

These principles are incorporated into the contractual framework **governing relationships with suppliers**, helping to progressively align the supply chain with Konecta's sustainability commitments.



EVOLUTION OF THE PROCUREMENT MODEL

Konecta is currently in the process of **transforming its procurement model** with the goal of improving efficiency, information traceability, and global supply chain oversight.

In this context, the company is gradually rolling out a procurement **management model based on the SAP S/4HANA platform**, which will enable it to standardize procurement processes across the Group's various geographic regions.

This platform will be integrated with the company's **supplier qualification system**, which is managed by a specialized third party, thereby facilitating coordination among the processes of supplier evaluation, contracting, and monitoring.

In addition, since November 2025, Konecta has been participating as a sponsoring company in the fourth edition of the UN Global Compact's Sustainable Supplier Training Program, which aims to **transfer knowledge and ensure compliance with new European regulations** on due diligence and sustainability.

Following its accession last December, the planning **phase began, along with the selection of strategic suppliers invited to take part in this six-month training program**, in which professionals from the Group's procurement departments in various countries are also participating. By the close of the registration process, **nearly 100 of the Group's supplier companies across eight countries** had signed up.



Since November 2025, Konecta has been participating as a sponsoring company in the fourth edition of the UN Global Compact's Sustainable Supplier Training Program.

Annexes





Tables with quantitative data

EMPLOYEE HEALTH AND SAFETY

Progress of accident rates by country

Frequency index	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Albania	-	-	-	-	-	-	-	-	-
Germany	16.42	-	14.37	-	-	-	-	-	-
Argentina	1.69	0.58	1.32	1.10	0.54	0.91	1.26	0.63	1.05
Belgium ³⁰	9.11	23.28	15.33	21.92	-	11.98	-	-	-
Brazil	0.17	-	0.11	0.44	0.13	0.33	0.21	0.14	0.19
Chile	2.46	3.02	2.63	3.40	1.51	2.81	3.72	0.79	2.78
Colombia	2.48	0.81	1.87	2.21	1.06	1.78	3.63	2.82	3.34
El Salvador	-	-	-	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-	-	-	-
Spain	1.59	1.24	1.5	1.56	2.24	1.74	1.71	1.03	1.52
France	5.64	1.58	4.34	9.26	3.71	7.47	12.15	3.78	9.43
Guatemala	-	-	-	-	-	-	-	-	-
Hungary	-	-	-	-	11.34	2.89	-	-	-
Italy	0.67	0.25	0.53	-	0.51	0.18	0.63	0.23	0.49
Madagascar	-	0.47	0.20	0.36	-	0.20	-	-	-
Morocco	1.45	1.52	1.49	1.79	1.69	1.74	1.19	0.71	0.93
Mexico	7.48	6.54	7.05	3.37	1.17	2.39	1.66	0.24	1.05
Paraguay	-	-	-	-	-	-	-	-	-
Peru	0.07	-	0.05	-	-	-	0.04	0.07	0.05
Portugal	-	-	-	1.04	-	0.64	-	-	-
United Kingdom	-	-	-	-	-	-	-	-	-
Czech Republic	-	1.91	0.49	-	-	-	-	-	-
Romania	-	-	-	-	-	-	-	-	-
Turkey	0.16	1.13	0.38	-	-	-	3.45	0.69	2.88
TOTAL	1.7	1.12	1.5	1.49	0.92	1.29	2.01	1.14	1.70

³⁰ The company ceased to be part of Konecta in March 2025, so it does not appear in the tables.

Severity index	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Albania	-	-	-	-	-	-	-	-	-
Germany	0.02	-	0.01	-	-	-	-	-	-
Argentina	0.06	0.01	0.04	0.01	-	0.01	0.02	0.01	0.01
Belgium	0.14	0.16	0.15	0.68	-	0.37	-	-	-
Brazil	-	-	-	-	-	-	0.00	0.00	0.00
Chile	0.03	0.07	0.04	0.07	0.01	0.05	0.18	0.08	0.15
Colombia	0.02	0.01	0.01	0.01	-	0.01	0.02	0.00	0.01
El Salvador	-	-	-	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-	-	-	-
Spain	0.29	0.05	0.23	0.06	0.11	0.07	0.05	0.05	0.05
France	0.21	0.02	0.15	0.26	0.22	0.25	0.57	0.31	0.48
Guatemala	-	-	-	-	-	-	-	-	-
Hungary	-	-	-	-	0.08	0.02	-	-	-
Italy	0.01	-	0.01	-	0.03	0.01	0.03	0.02	0.03
Madagascar	-	-	-	-	-	-	-	-	-
Morocco	0.04	-	0.05	0.07	-	0.06	0.01	0.01	0.01
Mexico	0.05	0.05	0.05	0.04	0.03	0.03	0.01	-	0.00
Paraguay	-	-	-	-	-	-	-	-	-
Peru	-	-	-	-	-	-	-	-	-
Portugal	-	-	-	-	-	-	-	-	-
United Kingdom	-	-	-	-	-	-	-	-	-
Czech Republic	-	-	-	-	-	-	-	-	-
Romania	-	-	-	-	-	-	-	-	-
Turkey	-	-	-	-	-	-	0.01	0.00	0.00
TOTAL	0.06	0.02	0.04	0.03	0.03	0.03	0.04	0.02	0.03

Progress of recognized occupational diseases by gender and country

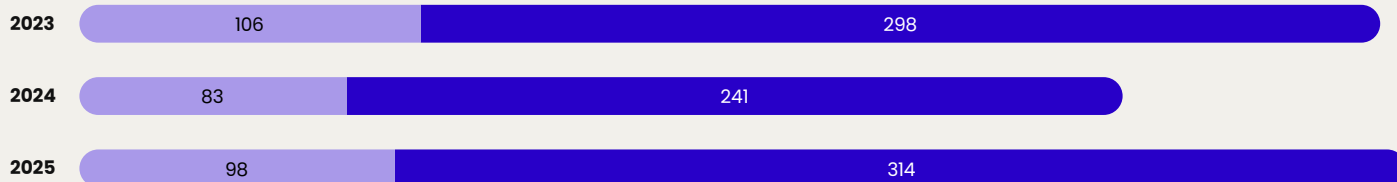
	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Albania	-	-	-	-	-	-
Germany	-	-	-	-	-	-
Argentina	115	7	73	15	89	18
Belgium	-	-	-	-	-	-
Brazil	-	-	-	-	-	-
Chile	4	-	3	-	-	-
Colombia	2	-	8	-	5	3
El Salvador	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-
Spain	8	-	3	2	9	-
France	2	-	4	1	4	1
Guatemala	-	-	-	-	-	-
Hungary	-	-	-	-	-	-
Italy	-	-	-	-	-	-
Madagascar	-	-	-	-	-	-
Morocco	-	-	-	-	-	-
Mexico	-	4	-	-	-	-
Paraguay	-	-	-	-	-	-
Peru	-	-	-	-	-	-
Portugal	-	-	-	-	-	-
United Kingdom	-	-	-	-	-	-
Czech Republic	-	-	-	-	-	-
Romania	-	-	-	-	-	-
Turkey	-	-	-	-	-	-
TOTAL	131	11	91	18	107	22

Progress of number of occupational accidents with lost days by gender and country

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Albania	-	-	-	-	-	-
Germany	1	-	-	-	-	-
Argentina	18	3	12	3	12	3
Belgium	1	2	2	-	-	-
Brazil	2	-	6	1	3	1
Chile	9	5	10	2	10	1
Colombia	122	23	95	27	149	66
El Salvador	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-
Spain	42	11	37	20	39	9
France	30	7	47	9	60	9
Guatemala	-	-	-	-	-	-
Hungary	-	-	-	1	-	-
Italy	5	1	-	2	5	1
Madagascar	-	1	1	-	-	-
Morocco	11	33	12	13	7	5
Mexico	54	40	18	5	9	1
Paraguay	-	-	-	-	-	-
Peru	2	-	-	-	1	1
Portugal	-	-	1	-	-	-
United Kingdom	-	-	-	-	-	-
Czech Republic	-	1	-	-	-	-
Romania	-	-	-	-	-	-
Turkey	1	2	-	-	19	1
TOTAL	298	106	241	83	314	98

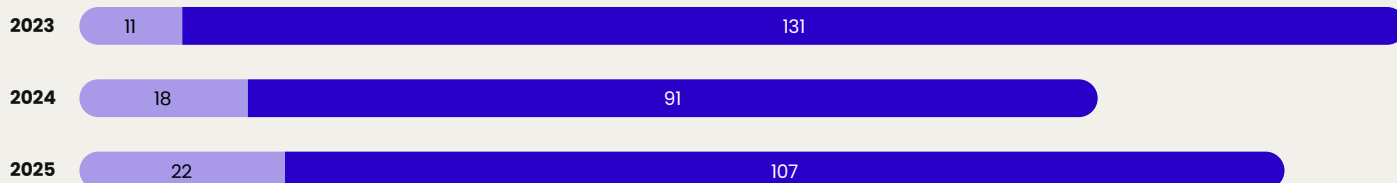
Progress of number of work accidents with lost days by gender

● Male ● Female



Progress of number of people with occupational diseases by gender

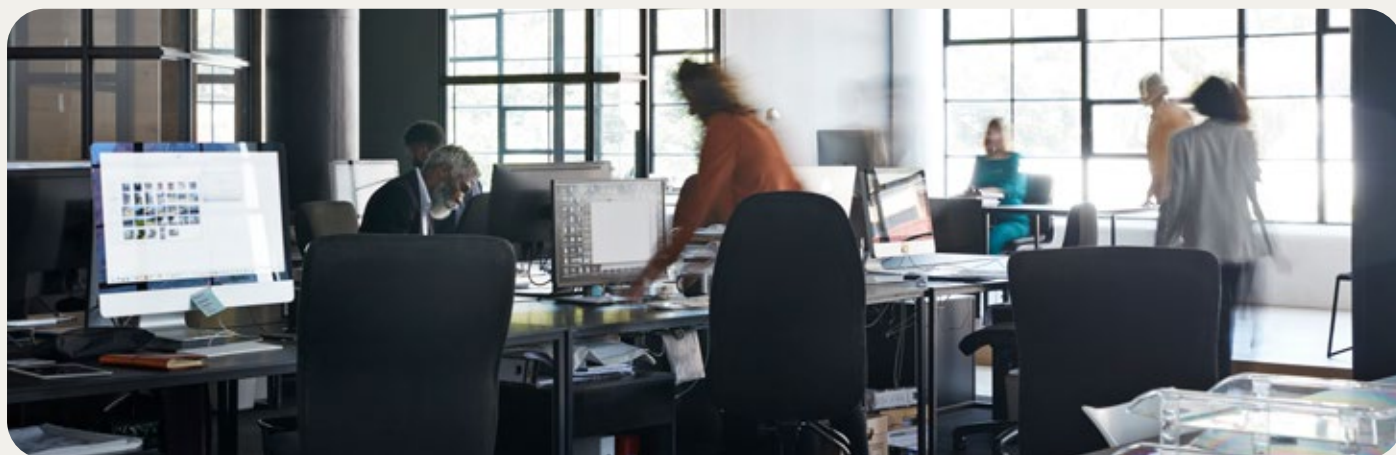
● Male ● Female



EMPLOYEE DATA

Progress of workforce by gender

● Male ● Female



Progress of workforce by gender for each country

Country	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Albania	547	292	806	423	893	424
Germany	38	7	40	21	46	33
Argentina	6,148	2,987	6,150	3,118	4,814	2,317
Belgium	55	41	41	37	-	-
Brazil	6,639	3,415	6,692	3,563	6,577	3,191
Chile	1,456	636	1,317	608	1,119	534
Colombia	17,018	10,033	15,643	9,041	15,370	8,761
Egypt	-	-	6	26	97	160
El Salvador	335	325	329	303	220	165
Slovakia	85	16	84	17	75	14
Spain	15,058	5,239	13,574	4,951	13,060	4,743
USA	1	2	2	4	44	42
France	2,954	1,384	2,866	1,327	2,790	1,313
Guatemala	306	152	357	157	246	107
Hungary	157	56	135	49	106	32
Italy	5,151	2,458	5,628	2,725	5,269	2,589
Madagascar	1,366	1,093	1,540	1,187	1,324	1,071
Morocco	3,091	3,550	2,793	3,294	2,448	2,944
Mexico	2,505	2,012	2,128	1,640	2,221	1,654
Paraguay	27	12	-	-	-	-
Peru	10,430	6,017	10,938	6,644	8,687	5,349
Portugal	511	288	501	297	610	402
United Kingdom	216	185	207	197	193	159
Czech Republic	852	257	708	224	602	200
Romania	1,303	299	1,323	261	1,384	237
Turkey	2,467	823	2,354	696	2,654	638
Moldova	-	-	-	-	15	6
TOTAL	120,295		116,972		107,949	

Progress of workforce by age

● <30 years ● 30 to 50 years ● >50 years

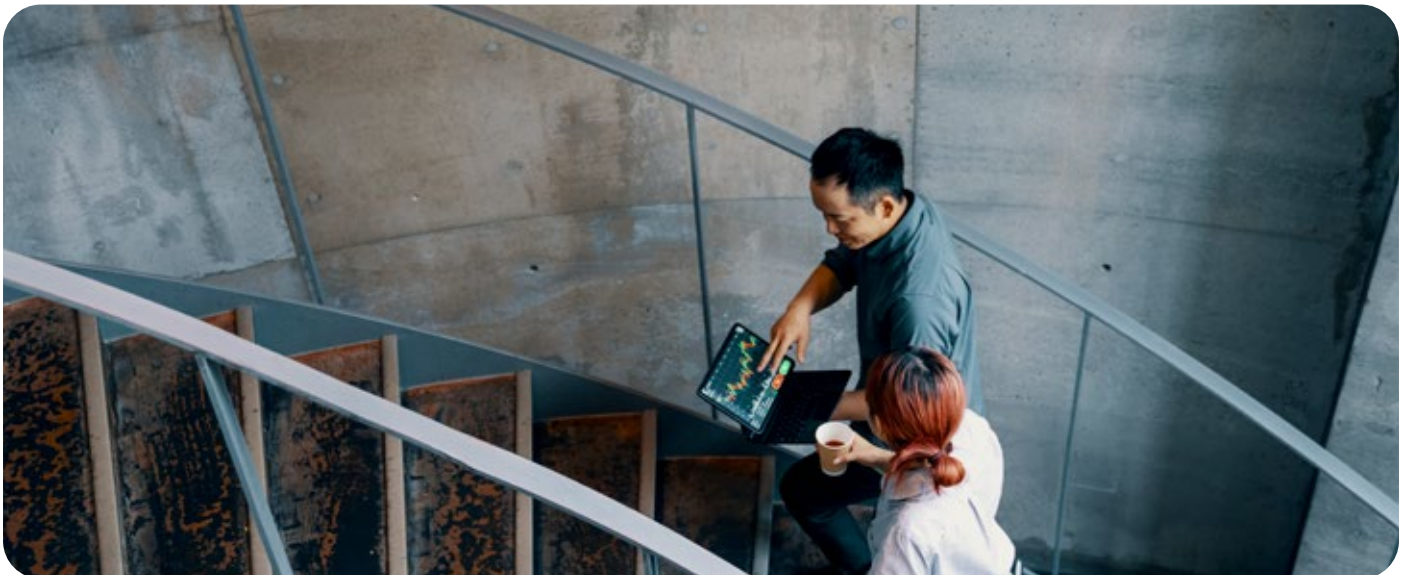


Progress of workforce by age for each country

Country	2023			2024			2025		
	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
Albania	338	484	17	476	722	31	472	794	51
Germany	5	15	25	17	20	24	28	26	25
Argentina	4,186	4817	132	4,146	4,950	172	2,557	4,361	213
Belgium	31	59	6	25	48	5	-	-	-
Brazil	5,737	3,714	603	5,555	4,033	667	4,902	4,190	676
Chile	577	1,216	299	533	1,126	266	404	991	258
Colombia	17,671	9,038	342	15,403	8,879	402	14,060	9,572	499
Egypt	-	-	-	11	19	2	161	90	6
El Salvador	363	289	8	317	307	8	160	222	3
Slovakia	34	53	14	32	55	14	26	46	17
Spain	3,603	11,951	4,743	3,228	10,601	4,696	2,800	9,864	5,139
USA	-	2	1	-	-	1	32	40	14
France	1,363	2,277	698	1,339	2,133	721	1,242	2,114	747
Guatemala	263	194	1	291	222	1	156	193	4
Hungary	104	83	26	82	78	24	42	64	32
Italy	317	5,438	1,854	307	5,578	2,468	274	4,910	2,674
Madagascar	1,850	602	7	2,077	644	6	1,744	646	5
Morocco	2,495	3,865	281	2,025	3,766	296	1,590	3,474	328
Mexico	2,281	1,874	362	1,731	1,704	333	1,656	1,828	391
Paraguay	18	19	2	-	-	-	-	-	-
Peru	9,994	6,018	435	10,395	6,638	549	7,568	5,900	568
Portugal	264	441	94	268	441	89	326	576	110
United Kingdom	163	182	56	149	195	65	122	167	63
Czech Republic	405	579	125	278	532	122	210	469	123
Romania	232	1,164	206	204	1,131	249	212	1,139	270
Turkey	1,529	1,689	72	1,460	1,543	47	1,733	1,495	64
Moldova	-	-	-	-	-	-	14	7	-
TOTAL	120,295			116,972			107,949		

Progress of workforce by gender and professional category

	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	71,309	35,229	69,487	34,979	63,892	31,165
Quality	817	428	638	306	759	362
Force / Instructor	623	623	506	595	844	829
Coordinator	3,541	2,529	3,226	2,354	2,960	2,108
Supervisor	850	664	783	615	841	643
Service Manager	263	272	198	186	188	163
Service Officer	383	306	331	279	372	306
Other Operations staff	51	95	54	83	38	71
Structure / SG&A	840	1,355	845	1,239	886	1,288
Other Operations Officers	39	78	94	174	84	150
TOTAL	120,295		116,972		107,949	



Progress of workforce by age and professional category

	2023			2024			2025		
	<30 years	30 to 50 years	>50 years	<30 years	30 to 50 years	>50 years	<30 years	30 to 50 years	>50 years
Agent/Clerical Staff/ Validator	50,337	47,072	9,129	47,558	47,050	9,858	44,832	10 713	39 512
Quality	512	670	63	344	539	61	618	75	428
Force / Instructor	563	640	43	404	655	42	927	58	688
Coordinator	1,573	4,056	441	1,343	3,738	499	3,389	557	1 122
Supervisor	272	1,057	185	230	985	183	1,063	207	214
Service Manager	25	418	92	28	289	67	257	71	23
Service Officer	71	556	62	43	496	71	531	89	58
Other Operations Staff	20	107	19	21	95	21	67	20	22
Structure / SG&A	442	1,384	369	367	1,293	424	1,307	454	413
Other Operations Officers	8	103	6	11	225	32	187	36	11
TOTAL	120,295			116,972			107,949		



**Progress of workforce by gender
and type of employment
contract**

2023			
Indefinite		Temporary	
Female	Male	Female	Male
48,442	24,691	30,274	16,888
120,295			

**Progress of workforce by gender,
country and type of employment contract**

Country	2023			
	Indefinite		Temporary	
	Female	Male	Female	Male
Albania	547	292	-	-
Germany	30	2	8	5
Argentina	5,696	2,710	452	277
Belgium	35	25	20	16
Brazil	4,382	2,221	2,257	1194
Chile	1,310	532	146	104
Colombia	3,761	3,046	13,257	6,987
Egypt	-	-	-	-
El Salvador	335	325	-	-
Slovakia	55	7	30	9
Spain	13,784	4,617	1,274	622
USA	1	2	-	-
France	2,263	1,018	691	366
Guatemala	306	152	-	-
Hungary	157	56	-	-
Italy	4,949	2,341	202	117
Madagascar	1,364	1,092	2	1
Morocco	3,051	3,464	40	86
Mexico	728	598	1,777	1,414
Paraguay	27	12	-	-
Peru	1,421	802	9,009	5,215
Portugal	49	38	462	250
United Kingdom	134	128	82	57
Czech Republic	287	90	565	167
Romania	1,303	298	-	1
Turkey	2,467	823	-	-
Moldova	-	-	-	-
TOTAL	120,295			

2024				2025			
Indefinite		Temporary		Indefinite		Temporary	
Female	Male	Female	Male	Female	Male	Female	Male
56,212	28,665	19,950	12,145	54,263	26,628	16,601	10,457
116,972				107,949			

2024				2025			
Indefinite		Temporary		Indefinite		Temporary	
Female	Male	Female	Male	Female	Male	Female	Male
806	423	-	-	893	424	-	-
29	8	11	13	26	10	20	23
6,150	3,118	0	-	4,814	2,317	-	-
35	26	6	11	-	-	-	-
4,905	2,617	1,787	946	4,983	2,466	1,594	725
1102	463	215	145	981	441	138	93
11,458	6,421	4,185	2,620	11,787	6,341	3,583	2,420
1	5	5	21	5	7	92	153
329	303	-	-	219	165	1	0
43	3	41	14	30	1	45	13
12,496	4,434	1,078	517	12,163	4,326	897	417
2	4	-	-	44	42	0	0
2,124	960	742	367	2,396	1,079	394	234
357	157	-	-	246	107	-	-
135	49	-	-	106	32	-	-
5,432	2,620	196	105	5,084	2,488	185	101
1,496	1,164	44	23	1,317	1,068	7	3
2,741	3,167	52	127	2,368	2,755	80	189
418	359	1,710	1,281	440	452	1,781	1,202
-	-	-	-	-	-	-	-
1,853	1,024	9,085	5,620	1,711	897	6,976	4,452
80	69	421	228	83	64	527	338
207	197	-	-	193	159	-	-
336	117	372	107	321	106	281	94
1,323	261	-	-	1,384	237	-	-
2,354	696	-	-	2,654	638	-	-
-	-	-	-	15	6	-	-
116,972				107,949			

Progress of workforce by age, country and type of employment contract

Country	2023					
	Indefinite			Temporary		
	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
Albania	338	484	17	-	-	-
Germany	-	-	24	5	7	1
Argentina	3,652	4,633	121	534	184	11
Belgium	14	41	5	17	18	1
Brazil	3,633	2,597	373	2,104	1,117	230
Chile	475	1,095	272	102	121	27
Colombia	3,568	3,116	131	14,103	5,930	211
Egypt	-	-	-	-	-	-
El Salvador	363	289	8	-	-	-
Slovakia	19	34	9	15	19	5
Spain	2,728	11,147	4,526	875	804	217
USA	0	2	1	-	-	-
France	640	1,999	642	723	278	56
Guatemala	263	194	1	-	-	-
Hungary	104	83	26	-	-	-
Italy	202	5,263	1,825	115	175	29
Madagascar	1,847	602	7	3	-	-
Morocco	2,435	3,810	270	60	55	11
Mexico	658	563	105	1,623	1,311	257
Paraguay	18	19	2	-	-	-
Peru	604	1,501	118	9,390	4,517	317
Portugal	3	68	16	261	373	78
United Kingdom	115	113	34	48	69	22
Czech Republic	68	237	72	337	342	53
Romania	231	1,164	206	1	-	-
Turkey	1,529	1,689	72	-	-	-
Moldova	-	-	-	-	-	-
TOTAL	120,295					

2024						2025					
Indefinite			Temporary			Indefinite			Temporary		
< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
476	722	31	-	-	-	794	51	472	-	-	-
1	12	24	16	8	-	12	23	1	14	2	27
4,146	4,950	172	-	-	-	4,361	213	2,557	-	-	-
14	43	4	11	5	1	-	-	-	-	-	-
3,955	3,043	524	1,600	990	143	3,251	564	3,634	939	112	1,268
386	945	234	147	181	32	863	240	319	128	18	85
10,631	6,951	297	4,772	1,928	105	7,785	387	9,956	1,787	112	4,104
-	4	2	11	15	-	8	4	-	82	2	161
317	307	8	-	-	-	222	3	159	-	-	1
12	25	9	20	30	5	16	9	6	30	8	20
2,410	9,986	4,534	818	615	162	9,285	4,993	2,211	579	146	589
-	5	1	-	-	-	40	14	32	-	-	-
537	1,863	684	802	270	37	1,917	716	842	197	31	400
291	222	1	-	-	-	193	4	156	-	-	-
82	78	24	-	-	-	64	32	42	-	-	-
203	5,406	2,443	104	172	25	4,772	2,638	162	138	36	112
2,019	635	6	58	9	-	645	5	1,735	1	-	9
1,938	3,702	268	87	64	28	3,381	284	1,458	93	44	132
283	415	79	1,448	1,289	254	460	84	348	1,368	307	1,308
-	-	-	-	-	-	-	-	-	-	-	-
962	1,764	151	9,433	4,874	398	1,774	161	673	4,126	407	6,895
14	104	31	254	337	58	93	41	13	483	69	313
149	190	65	-	-	-	167	63	122	-	-	-
91	280	82	187	252	40	273	87	67	196	36	143
204	1,131	249	-	-	-	1,139	270	212	-	-	-
1,460	1,543	47	-	-	-	1,495	64	1,733	-	-	-
-	-	-	-	-	-	7	-	14	-	-	-
116,972						107,949					

Progress of average workforce by age,
contract type and working hours

	2023					
	Indefinite			Temporary		
	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
Part-time	4,270	12,024	3,515	13,440	6,299	492
Full	22,265	30,162	5,311	23,628	11,081	997
TOTAL	133,484					

Progress of average workforce by gender,
contract type and working hours

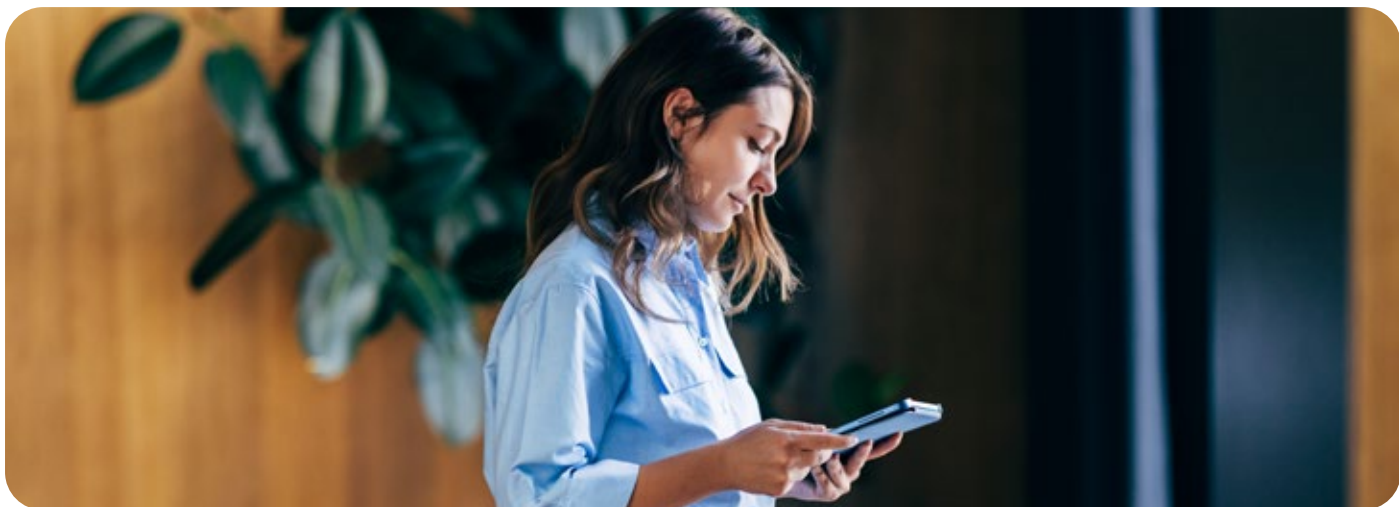
	2023			
	Indefinite		Temporary	
	Female	Male	Female	Male
Part-time	14,909	4,900	13,990	6,240
Full	36,419	21,320	22,127	13,579
TOTAL	133,484			



2024						2025					
Indefinite			Temporary			Indefinite			Temporary		
< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
6,224	13,016	3,854	8,685	4,914	504	9,161	13,832	4,265	2,737	1,708	333
21,084	30,252	5,872	20,723	10,209	1,110	20,539	31,275	6,484	17,678	10,168	1,152
126,447						119,332					

2024				2025			
Indefinite		Temporary		Indefinite		Temporary	
Female	Male	Female	Male	Female	Male	Female	Male
17,034	6,061	9,607	4,496	19,897	7,361	3,215	1,564
36,090	21,117	19,441	12,601	37,125	21,173	17,594	11,403
126,447				119,332			





Average workforce by professional classification, contract type and type of working hours over time

	2023			
	Indefinite		Temporary	
	Part-time	Full time	Part-time	Full time
Agent / Clerical Staff / Validator	19,370	45,882	20,050	33,710
Quality	38	957	34	269
Force / Instructor	22	911	10	396
Coordinator	275	5,058	89	678
Supervisor	34	1,416	22	332
Service Manager	3	520	1	40
Service Officer	6	713	-	45
Other Operations staff	2	138	2	9
Structure / SG&A	59	2,028	23	222
Other Operations Officers	2	114	-	4
TOTAL	133,484			



2024				2025			
Indefinite		Temporary		Indefinite		Temporary	
Part-time	Full time	Part-time	Full time	Part-time	Full time	Part-time	Full time
22,690	45,807	13,989	30,619	26,925	46,790	4,765	27,416
29	844	26	145	28	998	1	151
19	869	9	255	30	1,331	1	319
257	5,028	33	649	204	4,676	6	513
39	1,207	30	181	24	1,234	2	320
3	443	1	25	2	365	-	19
1	645	-	21	1	658	-	20
2	147	-	2	-	102	-	3
54	2,010	16	143	40	1,911	4	235
-	206	-	3	3	233	-	2
126,447				119,332			

Progress of workforce by gender, country and working hours

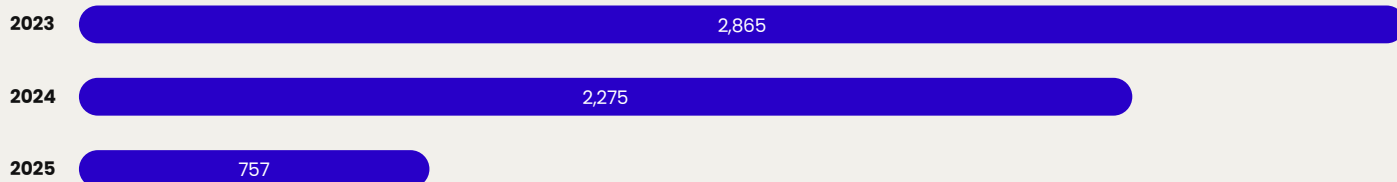
Country	2023			
	Full time		Part-time	
	Female	Male	Female	Male
Albania	79	39	468	253
Germany	28	7	10	-
Argentina	6,034	2,954	114	33
Belgium	53	41	2	-
Brazil	6,604	3,394	35	21
Chile	1,150	555	306	81
Colombia	7,619	5,743	9,399	4,290
Egypt	-	-	-	-
El Salvador	335	325	-	-
Slovakia	62	14	23	2
Spain	6,508	2,599	8,550	2,640
USA	1	2	-	-
France	2,605	1,344	349	40
Guatemala	249	129	57	23
Hungary	134	52	23	4
Italy	1,114	1,026	4,037	1,432
Madagascar	1,334	1,078	32	15
Morocco	3,001	3,511	90	39
Mexico	1,585	1,509	920	503
Paraguay	27	12	-	-
Peru	9,927	5,807	503	210
Portugal	483	277	28	11
United Kingdom	194	172	22	13
Czech Republic	547	227	305	30
Romania	1,170	280	133	19
Turkey	2,352	805	115	18
Moldova	-	-	-	-
TOTAL	120,295			

2024				2025			
Full time		Part-time		Full time		Part-time	
Female	Male	Female	Male	Female	Male	Female	Male
159	111	647	312	187	137	706	287
30	20	10	1	38	32	8	1
6,066	3,092	84	26	4,721	2,286	93	31
34	37	7	-	-	-	-	-
6,649	3531	43	32	6,524	3,149	53	42
1,103	532	214	76	925	483	194	51
7,976	5,544	7,667	3,497	8,177	5,368	7,193	3,393
6	26	-	-	97	160	-	-
329	303	-	-	220	165	-	-
67	16	17	1	64	14	11	-
6,061	2,615	7,513	2,336	6,332	2,752	6,728	1,991
2	4	-	-	44	42	-	-
2,533	1,292	333	35	2,468	1,280	322	33
285	132	72	25	207	97	39	10
110	44	25	5	75	31	31	1
1,162	1,095	4,466	1,630	1,114	1,094	4,155	1,495
1,488	1,161	52	26	1,292	1,059	32	12
2,604	3,161	189	133	2,253	2,860	195	84
1,408	1,231	720	409	1,921	1,481	300	173
-	-	-	-	-	-	-	-
10,505	6,426	433	218	8,416	5,205	271	144
451	273	50	24	560	373	50	29
180	188	27	9	152	139	41	20
438	195	270	29	360	172	242	28
1,182	240	141	21	1,167	212	217	25
2,301	687	53	9	2,600	637	54	1
-	-	-	-	15	6	-	-
116,972				107,949			

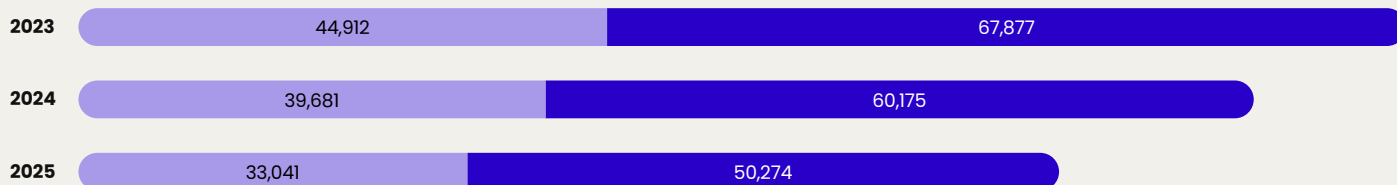
Progress of workforce by age, country and stage

Country	2023					
	Full time			Part-time		
	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
Albania	40	71	9	300	413	8
Germany	5	13	17	-	-	8
Argentina	4,147	4,711	130	39	106	2
Belgium	31	57	6	-	2	-
Brazil	5,681	3,714	603	56	-	-
Chile	460	986	259	117	230	40
Colombia	8,397	4,754	211	9,274	4,284	131
Egypt	-	-	-	-	-	-
El Salvador	363	289	8	-	-	-
Slovakia	29	35	12	5	18	2
Spain	1,071	5,447	2,589	2,532	6,504	2,154
USA	-	2	1	-	-	-
France	1,331	2,019	599	32	258	99
Guatemala	205	172	1	58	22	-
Hungary	96	67	23	8	16	3
Italy	69	1,458	613	248	3,980	1,241
Madagascar	1,806	599	7	44	3	-
Morocco	2,464	3,785	263	31	80	18
Mexico	1,581	1,298	215	700	576	147
Moldova	-	-	-	-	-	-
Paraguay	18	19	2	-	-	-
Peru	9,526	5,785	423	468	233	12
Portugal	250	420	90	14	21	4
United Kingdom	151	163	52	12	19	4
Czech Republic	334	373	67	71	206	58
Romania	207	1,055	188	25	109	18
Turkey	1,469	1,620	68	60	69	4
TOTAL	120,295					

2024						2025					
Full time			Part-time			Full time			Part-time		
< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years	< 30 years	30 to 50 years	> 50 years
107	152	11	369	570	20	114	193	17	358	601	34
17	18	15	-	2	9	28	24	18	-	2	7
4,133	4,855	170	13	95	2	2,538	4,258	211	19	103	2
23	43	5	2	5	-	-	-	-	-	-	-
5,480	4,033	667	75	-	-	4,807	4,190	676	95	-	-
452	951	232	81	175	34	332	854	222	72	137	36
8,131	5,125	264	7,272	3,754	138	7,334	5,873	338	6,726	3,699	161
11	19	2	-	-	-	161	90	6	-	-	-
317	307	8	-	-	-	160	222	3	-	-	-
29	42	12	3	13	2	24	38	16	2	8	1
957	5,072	2,647	2,271	5,529	2,049	1,109	4,978	2,997	1,691	4,886	2,142
-	5	1	-	-	-	32	40	14	-	-	-
1,303	1,906	616	36	227	105	1,211	1,898	639	31	216	108
223	193	1	68	29	-	133	167	4	23	26	0
75	61	18	7	17	6	34	49	23	8	15	9
85	1,406	766	222	4,172	1,702	87	1,256	865	187	3,654	1,809
2,005	638	6	72	6	-	1,706	640	5	38	6	-
1,961	3,540	264	64	226	32	1,535	3,276	302	55	198	26
1,213	1,210	216	518	494	117	1,354	1,695	353	302	133	38
-	-	-	-	-	-	15	6	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
9,950	6,447	534	445	191	15	7,321	5,742	558	247	158	10
235	405	84	33	36	5	298	533	102	28	43	8
141	169	58	8	21	7	106	136	49	16	31	14
232	336	65	46	196	57	181	292	59	29	177	64
178	1,019	225	26	112	24	155	987	237	57	152	33
1,428	1,515	45	32	28	2	1,712	1,463	62	21	32	2
116,972						107,949					

Progress of number of workers who are not employees (ETT) and whose work is monitored by Konecta**Progress of new hires by gender**

● Male ● Female



Progress of new hires by gender and country

	Female			Male		
	2023	2024	2025	2023	2024	2025
Albania	598	757	514	305	463	293
Germany	9	8	55	5	19	67
Argentina	1,664	1,307	297	1,040	887	292
Belgium	40	1	-	14	3	-
Brazil	10,165	10,121	7,974	5,069	5,226	3,602
Chile	1,282	1077	830	771	695	550
Colombia	19,398	15,282	13,308	13,629	10,707	9,167
Egypt	-	6	105	-	26	161
El Salvador	152	153	46	167	182	29
Slovakia	154	64	67	45	45	24
Spain	7,651	6,944	6,064	4,005	3,792	3,101
USA	1	1	32	2	2	39
France	1,396	1,411	1,434	746	729	691
Guatemala	76	181	16	29	68	8
Hungary	174	80	64	74	28	32
Italy	497	982	345	226	518	194
Madagascar	905	1,287	825	785	934	692
Morocco	1,334	1,033	861	2,039	1,719	1,473
Mexico	3,168	2,404	2,585	3,872	2,408	2,681
Paraguay	76	59	-	39	45	-
Peru	15,684	13,484	10,857	10,676	9,887	8,357
Portugal	396	391	628	232	258	424
United Kingdom	122	90	75	126	108	76
Czech Republic	707	539	480	276	220	190
Romania	778	818	703	179	213	154
Turkey	1,450	1,695	2,098	561	499	735
Moldova	-	-	11	-	-	9
TOTAL	67,877	60,175	50,274	44,912	39,681	33,041

Progress of new hires by professional category

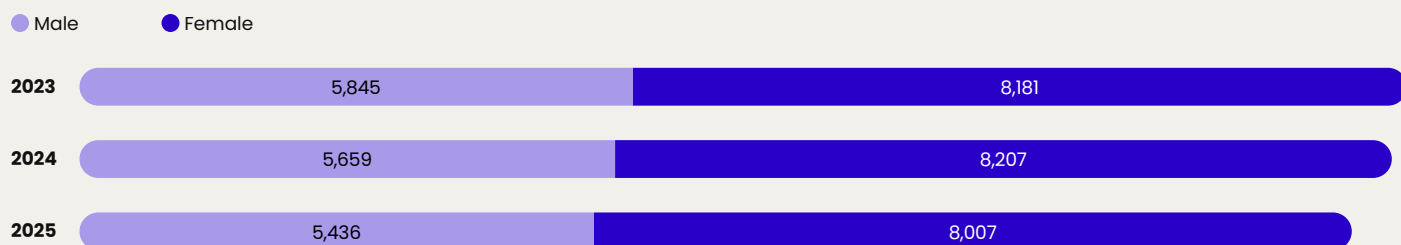
	2023	2024	2025
Agent / Clerical Staff / Validator	110,992	98,285	81,415
Quality	205	101	157
Force / Instructor	189	165	276
Coordinator	616	582	562
Supervisor	203	180	234
Service Manager	46	27	24
Service Officer	106	59	106
Other Operations staff	12	27	11
Structure / SG&A	402	412	508
Other Operations Officers	18	18	22
TOTAL	112,789	99,856	83,315



Progress of new hires by age and country

Country	<30 years			30 to 50 years			>50 years		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Albania	422	529	345	471	671	430	10	20	32
Germany	5	16	97	7	10	20	2	1	5
Argentina	1,935	1,581	350	740	593	219	29	20	20
Belgium	28	2	-	25	1	-	1	1	-
Brazil	9,404	9,260	6,673	5,202	5,331	4,426	628	756	477
Chile	895	739	519	975	861	750	183	172	111
Colombia	25,241	19,258	15,520	7,654	6,554	6,708	132	177	247
Egypt	0	11	187	-	18	79	-	3	3
El Salvador	214	226	49	102	108	26	3	1	-
Slovakia	88	55	35	91	48	50	20	6	6
Spain	5,550	4,884	3,981	4,906	4,566	3,780	1,200	1,286	1,404
USA	-	-	25	2	3	32	1	-	14
France	1,524	1,536	1,428	512	518	594	106	86	103
Guatemala	85	180	14	20	69	7	-	-	-
Hungary	140	47	31	79	49	43	29	12	22
Italy	126	85	94	493	896	334	104	519	111
Madagascar	1,445	1,917	1,280	243	303	234	2	1	3
Morocco	1,880	1,552	1,201	1,402	1,105	1,007	91	95	126
Mexico	4,088	2,614	2,797	2,464	1,775	2,137	488	423	332
Paraguay	62	65	-	50	37	-	3	2	-
Peru	19,209	16,655	13,466	6,733	6,208	5,219	418	508	529
Portugal	285	294	452	289	316	512	54	39	88
United Kingdom	130	96	80	72	74	52	46	28	18
Czech Republic	515	366	306	403	347	318	65	46	46
Romania	298	287	290	563	668	502	96	76	65
Turkey	1,304	1,625	1,884	640	523	882	67	46	67
Moldova	-	-	12	-	-	8	-	-	1
TOTAL	74,873	63,880	51,116	34,138	31,652	28,369	3,778	4,324	3,830

Progress of layoffs by gender



Progress of layoffs by gender and country

Country	Female			Male		
	2023	2024	2025	2023	2024	2025
Albania	-	14	43	3	8	27
Germany	-	1	30	-	2	41
Argentina	161	251	524	97	187	321
Belgium	3	6	39	7	5	33
Brazil	2,049	2,663	2,573	971	1,405	1,331
Chile	1,022	570	437	546	328	251
Colombia	1,890	1,676	1,224	1,706	1,710	1,309
Egypt	-	-	1	-	-	1
El Salvador	47	26	7	38	37	18
Slovakia	25	30	35	13	16	17
Spain	843	776	733	382	379	328
USA	-	-	2	-	-	3
France	235	178	182	154	117	99
Guatemala	20	18	21	18	10	6
Hungary	2	7	27	3	2	21
Italy	45	327	460	22	121	175
Madagascar	40	71	91	38	82	71
Morocco	105	67	46	345	205	254
Mexico	424	246	232	681	331	360
Paraguay	1	29	-	-	14	-
Peru	534	522	601	450	388	498
Portugal	-	3	1	0	2	-
United Kingdom	5	22	38	14	15	34
Czech Republic	399	348	300	149	127	108
Romania	108	131	177	49	65	75
Turkey	223	225	183	159	103	52
Moldova	-	-	-	-	-	3
TOTAL	8,181	8,207	8,007	5,845	5,659	5,436

Progress of layoffs by age

Country	<30 years			30 to 50 years			>50 years		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Albania	2	8	21	1	14	44	-	-	5
Germany	3	1	61	-	2	8	-	-	2
Argentina	121	202	412	99	229	417	5	7	16
Belgium	4	4	21	6	5	50	-	2	4
Brazil	1,789	2,367	2,151	1,205	1,561	1,593	105	140	160
Chile	609	308	207	820	485	404	139	105	77
Colombia	2,610	2,429	1,644	916	927	855	21	30	34
Egypt	-	-	2	-	-	-	-	-	-
El Salvador	52	41	14	31	21	8	2	1	3
Slovakia	21	20	16	15	23	35	2	3	1
Spain	269	271	255	703	663	589	253	221	217
USA	-	-	1	-	-	3	-	-	1
France	223	138	158	133	114	89	33	43	34
Guatemala	35	20	18	3	8	9	-	-	-
Hungary	1	4	20	3	2	25	1	3	3
Italy	1	9	15	46	274	391	20	165	229
Madagascar	57	103	107	21	49	54	-	1	1
Morocco	202	113	112	227	132	148	21	27	40
Mexico	612	286	299	406	234	246	87	57	47
Paraguay	1	22	-	-	19	-	-	2	-
Peru	688	606	710	276	285	366	20	19	23
Portugal	0	2	1	-	3	-	-	-	-
United Kingdom	8	10	36	8	23	24	3	4	12
Czech Republic	240	224	168	256	219	210	52	32	30
Romania	54	60	92	74	122	135	29	14	25
Turkey	166	125	80	198	196	151	18	7	4
TOTAL	7,768	7,373	6,621	5,447	5,610	5,854	811	883	968



Progress of layoffs by professional category

	2023	2024	2025
Agent / Clerical Staff / Validator	12,965	12,838	12,262
Quality	115	116	131
Force / Instructor	94	131	181
Coordinator	478	440	530
Supervisor	119	135	160
Service Manager	42	35	15
Service Officer	53	54	36
Other Operations staff	2	7	3
Structure / SG&A	148	93	118
Other Operations Officers	10	17	7
TOTAL	14,026	13,866	13,443



Progress of workforce by work type and country

Country	2023			2024			2025		
	On-site	Remote	Mix	On-site	Remote	Mix	On-site	Remote	Mix
Albania	455	384	-	905	324	-	814	503	-
Germany	19	19	7	30	24	7	22	2	55
Argentina	5,045	3,729	361	5,439	2,832	997	4,062	1,648	1,421
Belgium	85	-	11	69	1	8	-	-	-
Brazil	9,252	802	-	8,829	1,426	-	7,625	2,143	0
Chile	1,375	180	537	1,196	28	701	1,206	160	287
Colombia	22,780	4,271	-	20,014	4,670	-	18,706	4,718	707
Egypt	-	-	-	-	-	32	-	-	257
El Salvador	45	615	-	63	566	3	10	365	10
Slovakia	101	0	-	44	35	22	21	25	43
Spain	15,159	5,138	-	12,371	6,154	-	11,852	5,951	0
USA	0,	3	-	-	6	-	57	9	20
France	2,359	633	1,346	2,318	560	1,315	2,396	509	1,198
Guatemala	7	451	-	7	502	5	11	335	7
Hungary	0	35	178	-	51	133	12	41	85
Italy	3,123	76	4,410	4,090	137	4,126	-	113	7,745
Madagascar	2,459	-	-	2,727	-	-	2,395	-	-
Morocco	6,376	265	-	5,834	253	-	5,138	254	-
Mexico	3,669	848	-	3,310	454	4	3,646	226	3
Paraguay	39	-	-	-,	-,	-,	-	-	-
Peru	9,286	6,070	1091	11,437	5,227	918	10,467	2,862	707
Portugal	506	279	14	530	89	179	773	12	227
United Kingdom	127	103	171	96	85	223	-	4	348
Czech Republic	67	534	508	64	567	301	95	408	299
Romania	150	1,452	-	103	1,481	-	109	1,512	-
Turkey	20	3,196	74	308	2,681	61	226	2,993	73
Moldova	-	-	-	-	-	-	21	-	-
TOTAL	120,295			116,972			107,949		



Remuneration received by the Board and Senior Management

In accordance with the Company's Articles of Association, the position of Director is not remunerated. Senior Management duties are carried out by members of the Board of Directors.

The remuneration received by the members of the Board of Directors for any reason, classified by type, was as follows:

		2023	2024	2025
BOARD OF DIRECTORS (IN THOUSANDS OF EUROS)	Wages	2,495	2,320	1,420
	Remuneration in kind	74	67	25
	Pension plans	-	29	-
	Professional fees	713	188	2,281
	Life insurance premiums	36	26	10

In compliance with the provisions of article 260 of the Consolidated Text of the Spanish Companies Act, it is reported that the **Parent Company's Board of Directors** during the fiscal year ended 31 December 2025 has been made up of 5 men and 2 women (6 men

and 2 women during 31 December 2024), thus remaining thus composed at the date of formulation of this Non-Financial Information Statement. For further information see note 16.3 of the consolidated Annual Accounts of Kronosnet Topco, S.L. and Subsidiaries.

Progress of average remuneration by gender and professional category³²

Albania (Lek)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	1,002,734	1,045,868	1,135,555	1,161,287	1,172,349	1,227,950
Quality	1,058,376	1,133,655	1,277,160	1,229,838	1,378,133	1,247,971
Force / Instructor	1,001,479	890,498	1,164,930	1,453,843	1,498,820	1,782,290
Coordinator	1,404,266	1,391,876	1,470,164	1,513,797	1,560,651	1,617,407
Supervisor	2,533,441	1,916,113	2,461,373	3,497,882	2,870,568	3,278,301
Structure / SG&A	1,034,296	1,389,717	1,133,627	1,363,433	1,736,506	1,306,159
Other Operations Officers	-	-	-	-	1,874,918	1,485,675

Germany (Euro)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	41,766	31,455	41,433	36,963	38,992	35,954
Coordinator	-	-	53,780	55,195	51,072	61,075
Structure / SG&A	44,944	44,040	13,428	9,661	68,028	93,073

³² The tables show the pay rates for the professional categories that actually exist in each country. The absence of certain categories is due to the fact that there are no employees assigned to those categories in the relevant jurisdiction.

Argentina (Argentine peso)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	3,114,991	3,042,301	8,736,578	8,499,488	11,209,328	10,984,205
Quality	5,045,749	-	14,894,662	-	18,874,855	-
Force / Instructor	3,501,013	3,48,2292	10,263,153	10,105,815	13,026,100	12,491,532
Coordinator	3,98,5334	4,070,093	11,402,297	11,662,275	14,900,399	15,134,833
Supervisor	5,541,699	5,530,810	15,455,964	15,339,759	18,539,810	17,461,497
Service Officer	5,607,115	5,650,829	17,296,243	17,750,742	23,555,006	24,536,712
Structure / SG&A	8,812,387	7,329,516	34,170,211	31,314,069	52,947,705	99,911,719

Brazil (Real)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	24,284	25,084	27,076	28,014	25,980	27,013
Quality	31,710	34,488	35,384	37,066	31,726	35,565
Force / Instructor	36,908	49,925	41,968	55,385	43,475	52,243
Coordinator	44,470	44,628	47,904	48,912	45,552	47,088
Supervisor	79,726	111,055	91,850	120,263	86,573	114,268
Service Manager	-	-	-	-	-	206,236
Service Officer	-	-	154,126	177,685	129,568	165,250
Structure / SG&A	-	-	73,281	122,855	89,384	162,175
Other Operations Officers	-	-	348,943	412,440	319,432	491,879



Chile (Chilean peso)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	8,572,831	8,835,640	9,316,248	9,320,995	10,082,473	9,908,781
Quality	9,857,147	9,071,775	10,554,724	9,887,273	11,435,348	9,422,087
Force / Instructor	9,617,204	10,259,945	11,796,175	11,952,660	11,589,311	10,887,509
Coordinator	12,164,250	12,433,078	13,110,438	13,203,549	14,341,792	14,148,333
Supervisor	15,287,833	16,142,886	17,821,603	18,023,178	19,201,844	20,942,457
Service Manager	23,124,923	31,124,575	25,140,915	32,360,324	-	-
Service Officer	-	-	-	-	29,776,402	34,599,978
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	15,908,697	29,768,467	19,977,366	17,896,551	23,831,849	40,401,750
Other Operations Officers	-	53,707,913	-	-	-	-

Colombia (Colombian peso)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	20,820,515	22,317,982	23,219,418	24,384,672	24,525,207	25,810,713
Quality	21,516,471	21,880,748	22,879,774	24,001,197	28,712,890	32,063,509
Force / Instructor	26,727,680	27,347,704	31,684,169	32,838,950	31,142,702	32,807,825
Coordinator	31,678,825	35,177,627	32,493,747	36,166,377	37,222,126	41,321,769
Supervisor	37,022,702	38,693,016	50,102,990	52,700,767	52,803,634	55,474,799
Service Manager	57,693,131	75,750,093	58,797,261	71,845,256	59,919,181	51,611,211
Service Officer	86,853,290	89,827,503	103,704,539	108,557,876	113,808,261	122,673,625
Other Operations staff	36,070,626	64,931,693	39,108,834	72,951,916	54,811,588	84,610,522
Structure / SG&A	58,540,143	51,536,312	63,561,138	54,074,420	78,737,732	108,966,034
Other Operations Officers	175,000,842	108,499,596	204,044,723	198,467,409	206,693,404	261,637,001

Egypt (Egyptian Pound)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	-	-	1,105,732	534,431	539,453	505,879
Quality	-	-	-	-	-	718,311
Force / Instructor	-	-	-	-	536,466	1,321,263
Coordinator	-	-	-	-	384,252	740,526
Service Officer	-	-	-	-	-	1,838,763
Other Operations staff	-	-	-	-	-	1,555,771
Structure / SG&A	-	-	1,779,699	5,365,590	900,796	1,293,475
Other Operations Officers	-	-	-	2,425,160	-	-

El Salvador (US Dollar)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	6,818	7,638	7,625	8,458	8,362	9,230
Quality	7,989	7,944	8,216	7,893	9,459	8,155
Force / Instructor	7,739	8,678	6,279	8,890	7,646	9,632
Coordinator	10,311	10,458	10,111	10,905	10,984	12,194
Supervisor	17,220	14,861	17,160	16,494	-	17,272
Service Manager	18,171	9,508	-	14,237	-	-
Service Officer	15,676	14,535	17,925	15,367	20,578	17,658
Structure / SG&A	34,909	28,820	6,446	23,823	14,400	40,740
Other Operations Officers	-	23,717	12,817	22,882	47,069	33,668

Slovakia (Euro)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	13,134	13,050	14,027	13,925	13,821	14,257
Force / Instructor	17,707	15,160	18,399		-	19,287
Supervisor	19,903	20,445	18,850	19,914	18,438	13,278
Structure / SG&A	4,745	15,760	12,302	16,948	27,550	16,603

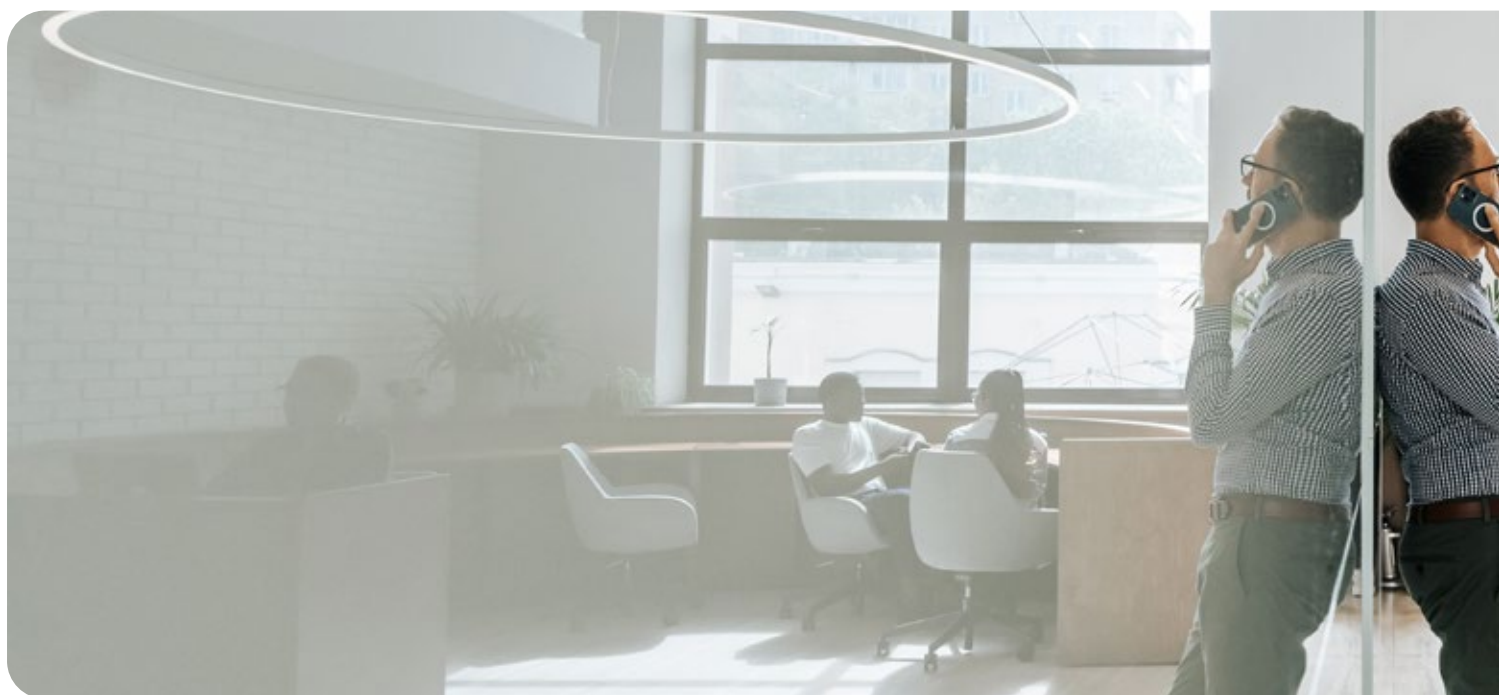
Spain (Euro)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	17,669	17,823	18,110	18,518	18,648	19,208
Quality	19,321	18,752	19,727	20,031	20,136	20,007
Force / Instructor	20,164	19,803	20,165	21,642	20,374	21,722
Coordinator	20,305	20,235	20,836	20,943	21,663	22,075
Supervisor	24,606	25,378	25,415	26,012	26,315	26,230
Service Manager	34,003	36,531	34,752	36,450	35,794	36,911
Service Officer	37,815	50,175	37,817	46,190	41,604	52,191
Other Operations staff	27,278	26,372	25,503	27,700	27,422	29,426
Structure / SG&A	35,146	37,974	35,560	40,560	56,706	72,507
Other Operations Officers	51,152	-	-	-	-	-

USA (US Dollars)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	-	-	146,706	160,115	44,116	86,385
Force / Instructor	-	-	-	-	44,085	73,695
Coordinator	-	-	-	-	110,588	81,797
Service Officer	-	-	-	-	157,616	169,284
Structure / SG&A	152,160	187,469	164,230	174,586	178,270	239,961
Other Operations Officers	-	-	-	-	142,929	136,193

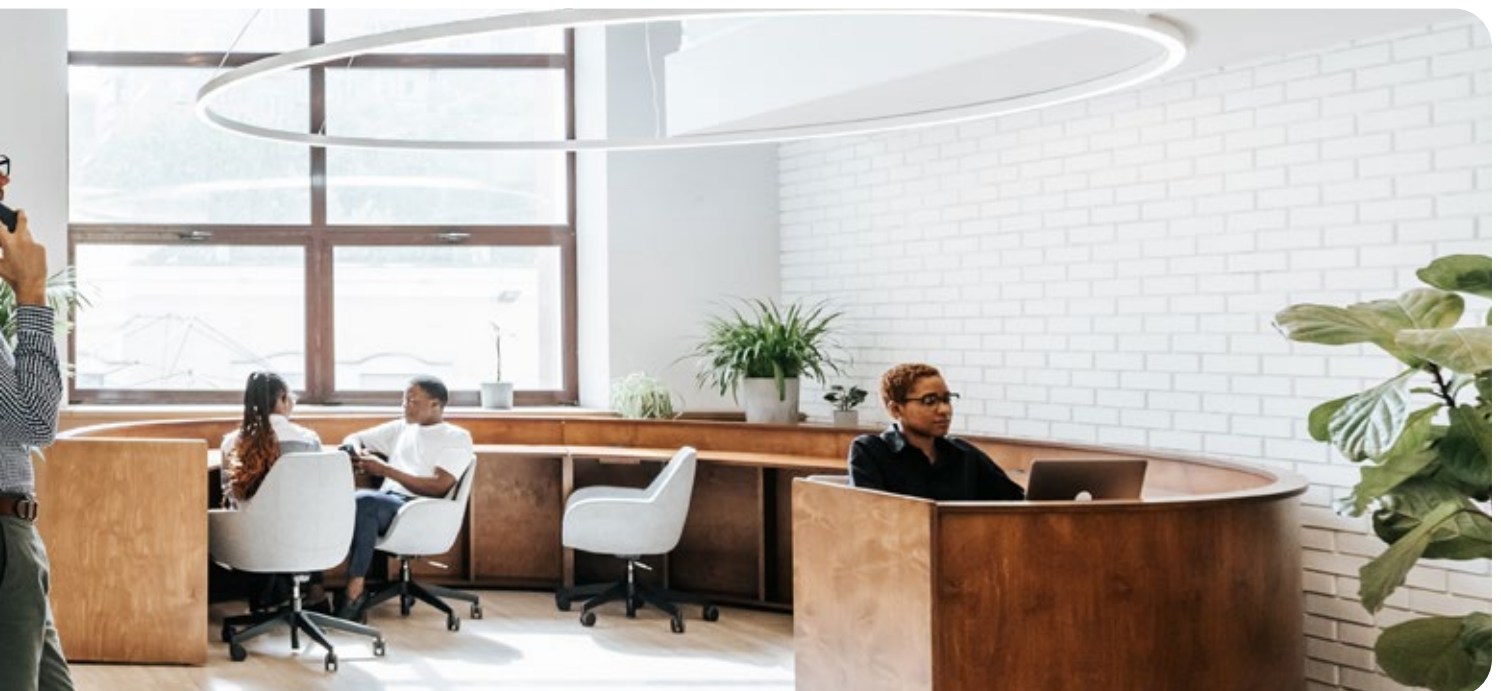
France (Euro)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	24,254	25,217	24,627	24,944	25,064	25,216
Quality	31,067	39,114	30,793	36,475	29,579	29,236
Force / Instructor	29,015	29,366	29,060	29,433	31,653	29,016
Coordinator	28,364	30,203	29,103	30,972	30,295	31,467
Supervisor	32,380	35,031	36,123	35,827	36,086	32,340
Service Manager	50,295	53,499	38,802	52,038	36,647	35,424
Service Officer	39,180	46,305	46,396	53,466	42,143	-
Other Operations staff	-	-	32,082	44,607	32,550	43,623
Structure / SG&A	60,183	65,105	46,062	53,998	53,404	76,104
Other Operations Officers	53,543	50,542	56,613	66,364	59,819	84,093



Guatemala (Quetzal)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	56,399	60,321	65,355	69,204	70,592	74,483
Quality	60,734	58,702	69,034	64,403	63,451	60,065
Force / Instructor	63,795	65,008	67,858	72,110	65,308	72,684
Coordinator	76,592	81,354	78,597	93,230	80,392	89,253
Supervisor	-	84,132	-	99,596	-	96,186
Service Manager	144,654	162,413	176,881	194,603	160,700	262,895
Service Officer	152,000	139,296	200,400	171,288	191,100	195,668
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	51,764	100,980	103,631	184,902	202,800	201,532
Other Operations Officers	-	-	-	-	517,320	-



Hungary (Forint)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	5,294,620	5,348,419	5,699,431	5,854,762	6,105,275	6,944,853
Quality	9,054,458	9,565,139	10,103,727	9,784,661	10,014,875	9,868,867
Force / Instructor	9,017,641	7,818,970	9,798,723	7,394,466	6,302,879	7,202,626
Coordinator	10,051,722	9,006,996	9,808,514	10,384,673	9,692,164	11,082,920
Supervisor	9,089,266	9,711,179	10,647,399	12,505,730	13,407,868	13,399,938
Service Manager	52,245,000	10,617,662	-	11,073,484	-	11,662,038
Service Officer	-	-	-	10,080,012	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	9,558,999	12,293,020	10,416,686	6,113,483	10,802,754	14,407,428
Other Operations Officers	7,423,414	12,777,313	-	13,789,983	14,637,390	15,497,690



Italy (Euro)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	27,796	28,282	27,819	28,350	27,346	27,754
Quality	36,521	32,962	38,668	32,793	39,342	30,942
Force / Instructor	33,466	47,203	36,736	29,816	36,071	56,687
Coordinator	30,617	30,623	30,870	30,817	30,666	30,672
Supervisor	40,261	37,566	38,806	39,137	40,423	41,166
Service Manager	40,570	53,113	42,530	54,570	45,979	58,965
Service Officer	54,020	60,306	56,518	58,293	58,091	64,315
Structure / SG&A	42,593	50,785	44,007	49,762	45,486	61,599
Other Operations Officers	-	-	-	116,856	-	118,548





Madagascar (Ariari)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	12,332,699	12,819,997	12,178,438	12,684,507	12,977,749	13,277,080
Quality	18,960,260	19,684,706	19,491,586	19,355,633	19,317,787	18,809,818
Force / Instructor	17,634,077	18,016,254	18,834,483	19,979,459	18,626,348	19,662,877
Coordinador	21,077,807	20,108,315	18,986,481	21,662,143	18,962,153	21,146,258
Supervisor	31,499,151	27,044,477	30,716,699	29,419,068	32,278,889	30,682,208
Service Manager	55,382,506	64,405,669	406,37,950	46,993,855	35,771,604	37,364,655
Service Officer	63,792,276	107,5254,30	58,851,641	126,469,338	355,914,211	173,802,188
Other Operations staff	-	-	21,122,156	20,436,495	23,193,032	24,670,067
Structure / SG&A	31,780,876	34,279,856	26,445,480	36,033,833	35,922,063	39,072,244
Other Operations Officers	82,381,070	27,897,810	72,621,570	71,576,203	67,875,904	100,064,493

Morocco (Dirham)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	77,803	78,570	79,972	81,160	80,403	81,250
Quality	128,623	129,075	130,893	129,167	133,918	126,286
Force / Instructor	147,385	138,120	144,973	140,486	156,883	144,824
Coordinator	146,081	144,411	145,450	146,891	149,104	145,532
Supervisor	240,793	241,984	239,867	250,382	187,632	208,603
Service Manager	387,159	349,424	317,508	269,181	274,687	255,761
Service Officer	-	643,940	-	644,938	-	262,137
Other Operations staff	137,156	142,372	141,137	150,537	191,789	247,451
Structure / SG&A	177,741	221,894	181,911	188,637	198,511	294,562
Other Operations Officers	621,208	384,796	445,182	414,973	571,870	581,422



Mexico (Mexican peso)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	115,523	118,285	128,993	132,127	128,969	131,528
Quality	134,464	140,882	142,312	149,261	135,394	138,021
Force / Instructor	165,966	179,842	170,565	178,084	155,609	161,392
Coordinator	182,641	186,938	174,957	185,310	-	-
Supervisor	237,752	238,124	233,407	227,597	204,600	216,474
Service Manager	331,348	343,994	364,735	362,635	437,047	525,600
Service Officer	286,903	572,808	-	525,660	-	415,690
Other Operations staff	789,615	651,337	-	634,918	-	-
Structure / SG&A	612,411	625,452	485,763	634,788	561,322	701,568
Other Operations Officers	921,031	610,319	225,752	514,018	1,826,695	891,610

Moldova (MDL)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	-	-	-	-	228,299	196,103
Quality	-	-	-	-	356,995	-
Supervisor	-	-	-	-	-	301,404

Peru (Sol)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	19,263	19,529	20,327	20,652	22,088	22,278
Quality	23,012	24,013	26,974	27,965	26,855	28,679
Force / Instructor	23,662	24,072	26,369	26,222	26,305	26,661
Coordinator	32,048	32,766	35,641	36,162	36,587	37,440
Supervisor	51,505	46,908	60,938	52,330	42,330	45,398
Service Manager	63,546	66,455	71,050	69,266	65,943	68,022
Service Officer	97,421	92,276	121,453	109,105	122,609	109,564
Other Operations staff	-	-	-	-	17,068	17,068
Structure / SG&A	81,137	80,099	81,291	92,488	190,941	185,436
Other Operations Officers	139,457	134,791	177,770	143,192	218,983	276,678

Portugal (Euro)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	15,698	15,714	16,733	16,765	16,961	17,068
Quality	16,988	14,229	17,445	15,023	18,104	17,977
Coordinator	24,539	27,521	26,223	32,161	28,063	36,855
Supervisor	17,599	18,600	19,109	21,117	18,963	21,405
Other Operations staff	-	-	-	-	16,474	17,405
Structure / SG&A	65,714	35,754	50,663	38,441	-	58,747
Other Operations Officers	-	54,372	-	85,412	-	51,565



United Kingdom (Pound sterling)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	22,780	26,804	23,625	24,620	28,904	29,649
Quality	28,825	31,672	30,895	33,176	32,892	36,576
Force / Instructor	22,120	32,013	-	-	29,840	35,898
Coordinator	23,485	45,765	28,525	25,882	36,189	29,290
Supervisor	26,910	124,115	36,404	42,955	39,963	40,560
Service Manager	-	-	118,382	71,007	45,069	49,519
Service Officer	37,651	35,030	-	-	45,557	109,444
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	48,506	221,890	47,224	110,405	48,931	94,586
Other Operations Officers	43,264	84,846	-	-	-	32,869

Czech Republic (Koruna)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	300,671	336,747	316,209	341,480	330,750	363,529
Quality	489,355	458,227	543,120	508,762	563,458	511,311
Force / Instructor	417,940	476,907	446,564	527,018	474,619	562,622
Coordinator	425,934	450,165	445,916	482,155	450,629	509,137
Supervisor	589,550	525,509	597,015	554,886	614,721	461,105
Service Officer	629,404	634,739	686,117	730,025	638,341	826,631
Structure / SG&A	531,859	652,651	581,836	607,017	708,502	833,396
Other Operations Officers	-	-	-	-	-	1,479,264

Turkey (Turkish lira)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	191,883	200,734	278,377	-	398,322	437,994
Quality	258,071	230,610	370,766	378,193	548,926	515,740
Force / Instructor	209,016	284,598	-	-	604,104	615,304
Coordinator	253,274	251,843	366,004	377,513	548,491	559,624
Supervisor	-	-	-	-	-	-
Service Manager	-	-	-	-	872,952	812,950
Service Officer	1,597,853	1,489,822	1,392,000	1,272,000	-	-
Other Operations staff	165,784	204,546	294,820	324,789	-	-
Structure / SG&A	305,723	450,215	610,366	781,637	1,228,051	1,617,503
Other Operations Officers	890,833	667,573	1,128,400	829,125	1,251,141	1,636,025

Romania (Leu)	2023		2024		2025	
	Female	Male	Female	Male	Female	Male
Agent / Clerical Staff / Validator	58,300	70,568	65,429	76,146	67,254	75,359
Quality	91,434	93,827	97,998	99,720	104,022	139,491
Force / Instructor	132,248	136,474	137,135	-	179,831	232,080
Coordinator	74,438	77,552	86,756	94,347	99,887	109,562
Supervisor	121,851	111,259	160,426	140,792	192,017	174,534
Service Manager	-	182,596	191,960	183,184	20,387	-
Service Officer	91,824	110,434	100,190	121,236	109,604	127,544
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	98,188	136,477	145,304	153,998	191,663	174,786
Other Operations Officers	-	-	-	-	-	-



Progress of average remuneration by age and country

Country	2023		
	<30 years	30 to 50 years	>50 years
Albania (Lek)	1,058,784	1,107,688	786,569
Germany (Euro)	36708	46,021	40,604
Argentina (Argentine Peso)	2,953,448	3,397,752	3,807,073
Belgium (Euro)	31,828	38,230	45,108
Brazil (Real)	25,848	35,146	29,254
Chile (Chilean Peso)	8,822,090	9,564,703	9,296,337
Colombia (Colombian Peso)	21,690,123	26,862,170	26,217,592
Egypt (Egyptian Pound)	-	-	-
El Salvador (US Dollar)	7,260	8,312	12,411
Slovakia (Euro)	13,774	12,875	13,379
Spain (Euro)	17,849	19,071	19,240
USA (US Dollar)	-	187,469	152,160
France (Euro)	23,754	28,386	30,467
Guatemala (Quetzal)	58,287	67,127	52,597
Hungary (Forint)	5857008	6,491,789	5,568,381
Italy (Euro)	29,469	29,473	31,727
Madagascar (Ariari)	13,725,930	24,234,486	49,108,821
Morocco (Dirham)	78,042	103,689	98,309
Mexico (Mexican Peso)	121,017	159,907	146,168
Moldova (MDL)	-	-	-
Peru (Sol)	19,297	24,772	22,958
Portugal (Euro)	15,413	16,871	16,274
United Kingdom (Pound Sterling)	24,866	44,397	80,857
Czech Republic (Koruna)	328,364	357,959	336,855
Romania (Leu)	70,963	66,610	57,808
Turkey (Turkish Lira)	191,176	227,587	303,885

2024			2025		
<30 years	30 to 50 years	>50 years	<30 years	30 to 50 years	>50 years
1,163,524	1,224,190	985,761	1,216,794	1,313,069	1,058,909
34,204	39,514	42,381	35,727	44,076	63,770
8,295,285	9,622,300	10,526,858	10,667,313	12,707,805	15,475,319
34,018	43,842	56,335	-	-	-
27,593	36,583	30,635	27,675	37,775	32,771
9,245,661	10,256,769	9,722,780	9,869,383	11,138,127	11,107,996
23,820,613	29,078,086	29,217,219	24,755,037	31,504,264	39,576,577
545,211	3,178,781	3,9147,74	521,759	1,458,334	3,553,577
8,135	8,751	12,097	9,079	9,869	12,916
14,795	13,882	14,360	14,071	14,952	14,628
18,631	19,540	19,778	19,276	20,463	21,671
-	173125	164230	49,495	118,982	139,121
23,600	28,891	30,769	23,921	31,112	33,752
65,759	78,894	65,997	69,741	85,077	184,924
6,681,491	6,741,917	6,174,365	6,919,029	7,842,265	7,114,048
27,385	29,442	31,930	27,917	29,389	32,078
13,690,941	24,466,889	30,125,293	14,126,229	24,493,616	129,408,516
80,489	104,680	103,815	80,447	110,202	112,987
132,689	163,083	150,366	131,627	158,561	158,159
-	-	-	234,904	230,345	175,593
20,315	26,459	23,214	21,763	28,803	31,177
16,306	18,030	18,049	16,632	18,197	20,354
24,008	35,186	38,806	29,818	38,450	40,590
331,847	380,681	357,111	358,080	423,893	384,753
75,541	76,391	64,823	75,390	79,010	69,167
272,395	336,807	436,402	391,310	496,266	706,799

Progress of wage gap by country³³

% Wage gap	2023	2024	2025
Albania	4%	5%	6%
Germany	0%	-26%	15%
Argentina	-	0%	5%
Brazil	21%	19%	22%
Chile	8%	2%	4%
Colombia	11%	9%	11%
Egypt	-	48%	28%
El Salvador	14%	14%	13%
Slovakia	6%	5%	-2%
Spain	7%	8%	13%
USA.	19%	6%	47%
France	12%	10%	16%
Guatemala	14%	16%	14%
Hungary	15%	13%	21%
Italy	11%	11%	15%
Madagascar	18%	20%	19%
Morocco	6%	6%	10%
Mexico	13%	12%	11%
Moldova	-	-	-6%
Perú	7%	7%	7%
Portugal	3%	5%	8%
United Kingdom	17%	23%	20%
Czech Republic	17%	14%	22%
Romania	23%	20%	20%
Turkey	16%	20%	22%
Total	13%	10%	8%

³³ Our policy ensures pay equity for comparable roles; however, the digital transition has widened the gap in 2025 compared to 2024 due to structural factors: The shortage of technical (STEM) professionals—a field with lower female representation—drives up recruitment salaries and skews the average compared to a predominantly female workforce (especially in Spain), compounded by the greater male presence in management positions, which impacts the overall compensation average—an effect that is more pronounced in markets with smaller workforces, such as the U.S. and Germany.

Konecta salary ratio compared to minimum wage

Country	2023	2024	2025
Albania	1.99:1	1.90:1	1.99:1
Germany	1.26:1	1.16:1	1.126:1
Argentina	2.08:1	2.7:1	2.8:1
Brazil	1:01	1:1	1.22:1
Chile	1.048:1	1.12:1	1.12:1
Colombia	1.15:1	1.35:1	1:1
Egypt	1:01	2.5:1	1.71:1
El Salvador	1.04:1	1:1	1:1
Slovakia	1:01	1.13:1	1.14:1
Spain	2.48:1	1.01:1	1:1
USA	1:01	2.48:1	1:1
France	1:01	1:1	1:1
Guatemala	1.08:1	1:1	1:1
Hungary	2.35:1	1.1:1	1.08:1
Italy	1.51:1	1.64:1	1.44:1
Madagascar	1.29:1	1.52:1	1.14: 1
Morocco	1:01	1.2:1	1.27: 1
Mexico	1:01	1:1	1:1
Moldova	-	-	1.8: 1
Peru	1.06:1	1:1	1:1
Portugal	1.2:1	1.04:1	1:1
United Kingdom	1.15:1	1.4:1	1.02:1
Czech Republic	1:01	1.06:1	1.01:1
Romania	1:01	1:1	1.01:1
Turkey	-	1:1	1:1

Progress of total percentage of employees protected by collective bargaining agreements

Country	2023	2024	2025
Germany	48%	34%	100%
Argentina	89%	89%	89%
Brazil	100%	100%	100%
Chile	85%	80%	84%
Spain	100%	100%	100%
France	100%	100%	100%
Italy	100%	100%	100%
Mexico	74%	84%	84%
TOTAL	45%	47%	47%

Employees not covered by a collective agreement perform their work in accordance with the legislation in force in the country, as well as the provisions of their employment contract with the Company.



Progress of total absenteeism rate by gender³⁴

Country	Total			Female			Male		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Albania	0.09	0.08	0.06	0.12	0.10	0.09	0.06	0.05	0.04
Germany	0.17	0.16	0.12	0.19	0.18	0.16	0.05	0.07	0.08
Argentina	0.07	0.06	0.06	0.08	0.07	0.08	0.04	0.04	0.04
Belgium	0.15	0.20	-	0.16	0.22	-	0.14	0.17	-
Brazil	0.10	0.12	0.10	0.12	0.13	0.12	0.08	0.09	0.09
Chile	0.13	0.12	0.08	0.15	0.14	0.11	0.08	0.06	0.05
Colombia	0.07	0.08	0.06	0.08	0.09	0.07	0.06	0.06	0.05
Egypt	-	-	0.00	-	-	0.01	-	-	0.00
El Salvador	0.04	0.05	0.04	0.05	0.06	0.05	0.02	0.04	0.03
Slovakia	0.11	0.09	0.09	0.12	0.08	0.12	0.08	0.13	0.06
Spain	0.16	0.16	0.14	0.17	0.18	0.17	0.11	0.12	0.11
USA	-	-	0.01	-	-	0.01	-	-	0.01
France	0.21	0.18	0.17	0.23	0.2	0.21	0.16	0.13	0.13
Guatemala	0.03	0.03	0.04	0.04	0.04	0.04	0.02	0.03	0.04
Hungary	0.13	0.15	0.16	0.14	0.18	0.21	0.09	0.07	0.10
Italy	0.12	0.13	0.12	0.14	0.14	0.14	0.09	0.09	0.09
Madagascar	0.01	0.04	0.04	0.02	0.04	0.04	-	0.03	0.03
Morocco	0.13	0.14	0.15	0.15	0.17	0.17	0.11	0.12	0.13
Mexico	0.05	0.04	0.06	0.05	0.05	0.06	0.04	0.04	0.05
Moldova	-	-	0.06	-	-	0.10	-	-	0.02
Paraguay	0.02	0.02	-	0.02	0.02	-	0.02	0.04	-
Peru	0.07	0.06	0.07	0.08	0.06	0.07	0.06	0.05	0.06
Portugal	0.07	0.07	0.07	0.08	0.08	0.08	0.06	0.06	0.05
United Kingdom	0.02	0.03	0.04	0.04	0.05	0.06	0.01	0.01	0.02
Czech Republic	0.19	0.18	0.14	0.22	0.20	0.21	0.10	0.09	0.08
Romania	0.11	0.10	0.05	0.12	0.11	0.07	0.05	0.05	0.03
Turkey	0.16	0.12	0.10	0.17	0.12	0.12	0.12	0.1	0.07
Global-consolidated	0.10	0.10	0.09	0.11	0.11	0.11	0.07	0.07	0.08

³⁴ IT absenteeism refers to absenteeism caused by temporary incapacity.

Progress of total hours of absenteeism by gender

Country	Total		
	2023	2024	2025
Albania	139,292	167,998	170,106
Germany	11,698	13,824	25,211
Argentina	1,103,121	1,005,306	964,150
Belgium	29,562	33,467	5,175
Brazil	1,882,469	2,451,092	2,302,072
Chile	664,999	496,820	367,054
Colombia	5,588,220	5,541,526	4,023,585
Egypt	-	-	1,394
El Salvador	65,784	77,466	44,872
Slovakia	23,857	18,305	20,896
Spain	5,590,299	5,297,421	4,875,333
USA	-	-	680
France	1,628,931	1,350,534	1,338,778
Guatemala	42,642	37,828	44,958
Hungary	46,486	53,083	57,893
Italy	1,396,431	1,420,039	1,493,321
Madagascar	60,738	184,008	193,784
Morocco	2,064,057	2,069,218	1,893,680
Mexico	654,217	403,489	545,892
Paraguay	732	1,244	-
Peru	3,208,174	2,312,915	2,675,291
Portugal	101,211	115,296	121,407
United Kingdom	17,404	27,976	30,169
Czech Republic	381,722	326,947	289,394
Romania	328,956	305,705	196,535
Turkey	1,245,007	846,896	772,962
Moldova	-	-	432
TOTAL	26,276,009	24,558,404	22,455,024

Female			Male		
2023	2024	2025	2023	2024	2025
108,639	135,376	137,764	30,653	32,622	32,342
11,298	12,405	17,880	400	1,419	7,331
896,485	806,831	777,540	206,636	198,475	186,610
17,784	20,299	2,963	11,778	13,168	2,212
1,379,803	1,748,875	1,656,780	502,666	702,217	645,292
533,704	416,018	305,020	131,295	80,802	62,034
3,854,213	3,966,645	2,853,353	1,734,007	1,574,881	1,170,233
-	-	658	-	-	736
43,384	47,927	28,528	22,400	29,540	16,344
20,964	13,438	19,228	2,893	4,867	1,668
4,577,718	4,254,797	3,881,903	1,012,581	1,042,624	993,430
-	-	344	-	-	336
1,235,596	1,029,690	1,023,354	393,335	320,844	315,424
33,793	28,625	32,723	8,849	9,203	12,235
37,081	47,025	49,569	9,405	6,058	8,324
1,050,654	1,067,033	1,089,901	345,777	353,006	403,420
53,019	124,839	124,612	7,719	59,169	69,172
1,109,254	1,127,547	1,019,369	954,803	941,671	874,311
384,058	240,713	334,167	270,159	162,776	211,725
448	524	-	284	720	-
2,197,512	1,571,783	1,798,324	1,010,662	741,132	876,967
72,548	77,005	86,764	28,663	38,291	34,643
14,141	23,621	23,312	3,263	4,355	6,857
327,323	281,826	255,112	54,399	45,121	34,282
298,682	277,739	180,769	30,274	27,966	15,766
1,027,332	723,024	668,220	217,675	123,872	104,742
-	-	360	-	-	72
19,285,433	18,043,605	16,368,516	6,990,576	6,514,799	6,086,508

Progress of IT absenteeism rate by gender

Country	Total		
	2023	2024	2025
Albania	0.02	0.02	0.02
Germany	0.07	0.1	0.08
Argentina	0.04	0.04	0.04
Belgium	0.12	0.17	-
Brazil	0.03	0.04	0.03
Chile	0.08	0.09	0.06
Colombia	0.02	0.02	0.03
Egypt	-	-	-
El Salvador	0.02	0.02	0.02
Slovakia	0.09	0.08	0.08
Spain	0.13	0.13	0.12
USA	-	-	-
France	0.12	0.11	0.11
Guatemala	0.02	0.02	0.02
Hungary	0.08	0.09	0.08
Italy	0.04	0.04	0.04
Madagascar	0.01	0.01	0.01
Morocco	0.05	0.07	0.08
Mexico	0.01	0.01	0.02
Paraguay	0.01	-	-
Peru	0.01	0.01	0.01
Portugal	0.03	0.03	0.02
United Kingdom	0.01	0.01	0.02
Czech Republic	0.12	0.11	0.09
Romania	0.03	0.02	0.02
Turkey	0.04	0.03	0.03
Moldova	-	-	-
TOTAL	0.04	0.04	0.04

Female			Male		
2023	2024	2025	2023	2024	2025
0.02	0.02	0.03	0.01	0.01	0.01
0.07	0.12	0.10	0.05	0.06	0.07
0.05	0.04	0.05	0.02	0.02	0.02
0.13	0.18	-	0.12	0.15	-
0.03	0.04	0.04	0.02	0.03	0.02
0.10	0.10	0.08	0.05	0.04	0.04
0.02	0.02	0.03	0.02	0.02	0.02
-	-	-	-	-	-
0.02	0.02	0.02	0.01	0.02	0.02
0.09	0.07	0.10	0.07	0.11	0.05
0.15	0.15	0.14	0.09	0.09	0.09
-	-	-	-	-	-
0.13	0.13	0.14	0.08	0.08	0.08
0.02	0.02	0.01	0.01	0.02	0.02
0.08	0.1	0.08	0.09	0.07	0.08
0.04	0.04	0.04	0.03	0.03	0.03
0.01	0.01	0.01	-	-	0.00
0.06	0.08	0.09	-	0.05	0.06
0.01	0.01	0.02	0.01	0.01	0.01
0.01	-	-	0.01	-	-
0.01	0.01	0.01	0.01	0.01	0.01
0.04	0.04	0.03	0.03	0.02	0.01
0.01	0.01	0.01	0.01	0.01	0.02
0.13	0.11	0.12	0.09	0.08	0.06
0.03	0.03	0.03	0.02	0.02	0.01
0.05	0.03	0.03	0.03	0.03	0.02
-	-	0.01	-	-	-
0.052	0.05	0.05	0.03	0.03	0.03

Progress of total hours of IT absenteeism by gender

Country	Total		
	2023	2024	2025
Albania	28,296	38,972	46,485
Germany	4,728	9,211	17,704
Argentina	650,476	591,848	576,101
Belgium	24,162	27,801	-
Brazil	496,188	761,644	764,158
Chile	440,711	367,152	271,833
Colombia	1,693,362	1,390,474	1,940,117
Egypt	-	-	199
El Salvador	30,144	39,472	22,936
Slovakia	19,562	17,033	18,612
Spain	4,622,019	4,348,301	4,000,171
USA	-	-	-
France	920,865	861,078	875,133
Guatemala	20,459	19,401	18,725
Hungary	30,667	31,212	26,085
Italy	441,799	431,618	468,233
Madagascar	30,780	39,402	31,631
Morocco	795,780	939,632	949,446
Mexico	141,582	101,060	151,712
Monaco	2,852	-	-
Paraguay	422	-	-
Peru	493,596	444,406	500,979
Portugal	48,398	49,098	47,947
United Kingdom	7,298	9,130	11,822
Czech Republic	245,414	195,794	181,304
Romania	81,476	76,951	74,432
Turkey	359,145	218,414	206,182
Moldova	-	-	104
TOTAL	11,630,181	11,009,104	11,206,240

Female			Male		
2023	2024	2025	2023	2024	2025
21,435	30,240	35,364	6,861	8,732	11,121
4,328	8,072	11,571	400	1,139	6,134
539,708	482,440	476,700	110,768	109,408	99,401
14,054	16,079	-	10,108	11,722	-
389,609	574,111	579,947	106,580	187,533	184,211
357,699	308,289	224,429	83,013	58,862	47,405
1,225,194	982,692	1,402,278	468,167	407,783	537,839
-	-	77	-	-	122
16,600	21,440	12,680	13,544	18,032	10,256
16,942	12,652	17,205	2,620	4,381	1,407
3,837,436	3,535,171	3,215,285	784,583	813,131	784,886
-	-	-	-	-	-
713,340	663,192	672,744	207,525	197,885	202,389
149,70	12,623	11,055	5,489	6,778	7,670
21,900	25,210	19,571	8,768	6,002	6,514
321,772	311,191	331,304	120,027	120,427	136,929
23,061	29,492	23,490	7,719	9,910	8,141
448,127	556,774	547,041	347,653	382,858	402,406
91,161	59,087	99,760	50,421	41,973	51,952
648	-	-	2,204	-	-
240	-	-	182	-	-
354,049	319,422	360,006	139,546	124,983	140,973
35,452	34,451	37,714	12,946	14,647	10,233
4,316	5,389	6,100	2,981	3,741	5,722
200,378	158,373	153,369	45,036	37,421	27,935
70,890	66,653	67,304	10,586	10,298	7,128
312,747	180,718	179,011	46,398	37,696	27,171
-	-	104	-	-	-
9,036,056	8,393,761	8,486,284	2,594,125	2,615,342	2,719,959



Progress of voluntary turnover rate by country

Country	Total			Female			Male		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Albania	0.04	0.04	0.03	0.04	0.03	0.03	0.05	0.04	0.02
Germany	0.01	0.01	0.02	0.01	0.01	0.02	0.02	0.03	0.02
Argentina	0.02	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.02
Belgium	0.01	0.01	-	0.02	0.01	-	-	0.01	-
Brazil	0.06	0.06	0.05	0.06	0.06	0.05	0.05	0.06	0.05
Chile	0.01	0.02	0.03	0.01	0.02	0.02	0.02	0.02	0.03
Colombia	0.08	0.07	0.06	0.07	0.06	0.05	0.08	0.07	0.06
Egypt	-	-	0.02	-	-	0.02	-	-	0.02
El Salvador	0.04	0.03	0.03	0.04	0.03	0.03	0.04	0.03	0.03
Slovakia	0.03	0.04	0.03	0.03	0.03	0.03	0.06	0.09	0.04
Spain	0.02	0.02	0.02	0.02	0.02	0.02	0.03	0.03	0.02
USA	-	-	0.02	-	-	0.01	-	-	0.02
France	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Guatemala	0.03	0.03	0.02	0.03	0.03	0.02	0.03	0.03	0.03
Hungary	0.06	0.04	0.03	0.06	0.04	0.03	0.06	0.05	0.04
Italy	-	-	-	-	-	-	0.01	-	-
Madagascar	0.03	0.04	0.03	0.03	0.04	0.03	0.03	0.04	0.03
Morocco	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Mexico	0.10	0.09	0.08	0.09	0.08	0.08	0.11	0.10	0.10
Monaco	-	-	-	-	-	-	-	-	-
Paraguay	0.21	0.18	-	0.22	0.18	-	0.21	0.19	-
Peru	0.06	0.05	0.06	0.05	0.05	0.06	0.06	0.06	0.07
Portugal	0.04	0.04	0.04	0.04	0.04	0.05	0.04	0.04	0.04
United Kingdom	0.04	0.03	0.03	0.04	0.03	0.02	0.04	0.04	0.03
Czech Republic	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Romania	0.03	0.03	0.02	0.03	0.03	0.02	0.03	0.04	0.02
Turkey	0.05	0.05	0.06	0.03	0.03	0.05	0.09	0.13	0.06
Moldova	-	-	0.01	-	-	-	-	-	0.03
Global-consolidated	0.05	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.04

Progress of involuntary turnover rate by country

Country	Total			Female			Male		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Albania	0.03	0.03	0.02	0.04	0.02	0.02	0.03	0.03	0.02
Germany	-	0.01	0.06	-	-	0.05	-	0.02	0.08
Argentina	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.02
Belgium	0.05	0.04	-	0.06	0.04	-	0.05	0.04	-
Brazil	0.05	0.05	0.04	0.06	0.05	0.04	0.05	0.05	0.04
Chile	0.07	0.05	0.05	0.07	0.05	0.04	0.08	0.07	0.06
Colombia	0.02	0.02	0.02	0.02	0.01	0.01	0.02	0.02	0.02
Egypt	-	-	-	-	-	0.00	-	-	0.00
El Salvador	0.01	0.01	0.02	0.01	0.01	0.02	0.01	0.02	0.03
Slovakia	0.04	0.04	0.07	0.04	0.03	0.04	0.06	0.08	0.11
Spain	0.03	0.03	0.03	0.03	0.03	0.03	0.04	0.04	0.03
USA	-	-	0.01	-	-	0.00	-	-	0.01
France	0.03	0.03	0.03	0.03	0.03	0.03	0.04	0.04	0.03
Guatemala	0.01	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.01
Hungary	0.01	0.02	0.04	0.01	0.02	0.03	0.01	0.01	0.05
Italy	-	0.01	0.01	-	0.01	0.01	-	0.01	0.01
Madagascar	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Morocco	0.02	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.02
Mexico	0.02	0.02	0.02	0.02	0.01	0.01	0.03	0.02	0.02
Paraguay	0.02	0.13	-	0.02	0.13	-	0.03	0.12	-
Peru	0.06	0.05	0.05	0.06	0.04	0.04	0.07	0.05	0.05
Portugal	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
United Kingdom	0.01	0.01	0.02	0.01	0.01	0.02	0.01	0.01	0.02
Czech Republic	0.06	0.05	0.05	0.05	0.05	0.04	0.06	0.05	0.05
Romania	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.03	0.03
Turkey	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.02	0.02
Moldova	-	-	0.05	-	-	0.01	-	-	0.09
Global-consolidated	0.03	0.03	0.03	0.03	0.03	0.02	0.03	0.03	0.03

Progress of total turnover rate by country

Country	Total			Female			Male		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Albania	0.08	0.06	0.05	0.08	0.06	0.04	0.08	0.07	0.05
Germany	0.01	0.02	0.08	0.01	0.01	0.07	0.02	0.04	0.1
Argentina	0.02	0.02	0.03	0.02	0.02	0.02	0.03	0.02	0.03
Belgium	0.06	0.05	-	0.07	0.05	-	0.05	0.06	-
Brazil	0.11	0.12	0.09	0.11	0.12	0.09	0.11	0.11	0.09
Chile	0.09	0.08	0.08	0.08	0.07	0.07	0.1	0.09	0.08
Colombia	0.09	0.08	0.07	0.09	0.08	0.07	0.1	0.09	0.08
Egypt	-	-	0.02	-	-	0.02	-	-	0.02
El Salvador	0.05	0.04	0.05	0.05	0.04	0.05	0.05	0.05	0.06
Slovakia	0.07	0.08	0.11	0.06	0.06	0.07	0.12	0.17	0.14
Spain	0.05	0.05	0.05	0.05	0.05	0.04	0.06	0.07	0.06
USA	-	-	0.02	-	-	0.02	-	-	0.03
France	0.05	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.04
Guatemala	0.05	0.03	0.03	0.04	0.03	0.03	0.05	0.04	0.04
Hungary	0.07	0.06	0.08	0.07	0.06	0.06	0.07	0.06	0.09
Italy	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Madagascar	0.05	0.06	0.06	0.05	0.06	0.06	0.05	0.06	0.06
Morocco	0.04	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.05
Mexico	0.12	0.10	0.10	0.10	0.09	0.08	0.14	0.12	0.12
Paraguay	0.24	0.31	-	0.24	0.31	-	0.24	0.32	-
Peru	0.12	0.10	0.11	0.11	0.09	0.10	0.13	0.11	0.12
Portugal	0.07	0.06	0.07	0.07	0.06	0.07	0.07	0.07	0.07
United Kingdom	0.05	0.04	0.05	0.04	0.03	0.04	0.06	0.04	0.05
Czech Republic	0.08	0.08	0.07	0.08	0.07	0.07	0.09	0.08	0.08
Romania	0.05	0.05	0.05	0.05	0.05	0.04	0.05	0.06	0.06
Turkey	0.05	0.06	0.07	0.04	0.03	0.07	0.10	0.15	0.07
Moldova	-	-	0.06	-	-	0.01	-	-	0.12
Global-consolidated	0.08	0.07	0.07	0.07	0.06	0.06	0.09	0.08	0.07

ENVIRONMENTAL DATA

Progress of energy consumption

Fuel consumption from non-renewable sources	2023 ³⁵	2024 ³⁶	2025
Natural gas (MWh)	1,621.62	1,201.3	1,122.82
Diesel (litres)	335,993.45	296,702.80	271,116.05
Biofuel (litres)	–	5,945.93	9,190.05
Fuel (litres)	87,891.78	134,686.92	137,012.16
Refrigerant gases (kg)	2,668.80	5,506.42	1,123
Liquefied petroleum gas (GLP) (litres)	5,886	5,720.47	–

Electricity consumption	2023	2024	2025
Electricity consumption (MWh)	87,614.34 ³⁷	83,336.78	68,653.98
Electrical intensity MWh/employee	0.72	0.71	0.64

Electricity consumption – renewable sources (MWh)	2023	2024	2025
	25,642.43	24,971.81	29,907.37

Water consumption	2023	2024	2025
Water consumption (m³)	497,246.31	447,695.42	468,531.33
% source regional water network	100%	100%	100%
Water consumption intensity (m³/employee)	4.13	3.78	4.34

³⁵ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

³⁶ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

³⁷ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

Progress of carbon footprint

Ton CO ₂ e	2023 ³⁸	2024 ³⁹	2025
Scope 1 Fixed facilities	583.80	479.73	464.77
Scope 1 Company vehicles	767.34	787.20	748.81
Scope 1 Fugitive emissions	2,386.51	1,632.30	2,070.32
Scope 2 Purchased electricity	14,745.14	12,796.69	10,783.10
Scope 3 Trips in itinere	72,208.33	45,005.40	56,223.55
Scope 3 Business trips	1,404.78	2,028.25	3,015.13

Progress of hazardous and non-hazardous waste

Hazardous Waste	2023	2024	2025
Hazardous waste generated (t)	111.08	134.37	88.32
Recycled hazardous waste (t)	79.76	103.47	86.89
% HW recycled	72%	77%	98%
Intensity of HW generation (t/employee)	0.0010	0.0011	0.0008

Non-Hazardous Waste	2023	2024	2025
Non-hazardous waste generated (t)	3,459.13	2,032.18	3,154.07
Recycled non-hazardous waste (t)	180.47	284.79	382.14
% NHW recycled	5%	14.01%	12.12%
Intensity of NHW generation (t/employee)	0,03	0,02	0,03

³⁸ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

³⁹ We refer to the explanation provided in section 3.2 regarding the 2023 and 2024 carbon footprint reviews, in accordance with the GHG Protocol guidelines.

Konecta 2025 Awards

GLOBAL

- Konecta has been recognized as a **Leader** in **Frost & Sullivan's Frost Radar™ 2025** report for Europe and Latin America, standing out for its innovation, growth, and AI-driven strategy.
- Konecta has been awarded a **"B" rating in the Carbon Disclosure Project (CDP) 2025**, in recognition of its progress in climate management and decarbonization.

EMEA

- Konecta has been recognized as a **Leader** in **CXM services** in the **EMEA** region by Everest Group (PEAK Matrix® 2025), solidifying its position in innovation and operational excellence.

WSF

- Score of 961 on **CyberVadis** for the FSM region (France, Madagascar, Morocco); which reflects outstanding performance and maturity in cybersecurity risk management and data protection within that scope.
- **Engagé CSR Certification** in 2024 for a three-year period. The midterm evaluation is scheduled for 2026.

LATAM

- Konecta has been recognized with several **ALOIC 2025 awards** for excellence in customer interaction in Argentina and Colombia (collection strategy, offshore operations, social media, and operations).
- Konecta ha sido reconocida con el **ISG Star of Excellence™ 2025**, an award presented by ISG based on direct customer feedback, including testimonials from its partner DIRECTV. This award recognizes service providers who consistently deliver value, innovation, and operational excellence in real-world, complex environments.





ALBANIA

- **Best Place to Work 2025.**

ARGENTINA

- Konecta has been recognized at the **2025 ALOIC Awards** (Latin American Alliance of Organizations for Customer Interaction), one of the region's leading industry events, which honors best practices in customer experience, innovation, and talent management:
 - Best Collection Strategy.
 - Best Outsourcing Operation.
 - Best Talent of the Year.
- **Great Place to Work 2025:**
 - Top 10 Companies That Care 2025 (No. 8).
 - Top 3 Best Companies for Young Talent.
 - 2025 Best Employers for Youth Ranking (7th place).
 - Best Places to Work for Women (Top 10).
- **PAMOIC Awards** - Argentinean Award for the Best Customer Interaction Organizations: 5 gold medals, 3 silver, and 2 bronze.
- **Green Seal** (Government of Buenos Aires) for environmental management.
- Award for the promotion of women's rights (Government of Córdoba).
- **Best Employers 2025** (Apertura Magazine - El Cronista).
- Finalist for the **FLOR Diversity Awards**.
- **HRC Equity AR 2025 Certification.**

BRASIL

- **Smart Customer Award 2025:** Awards in the Voice Print and Virtual Assistant categories.
- **ABT Award.** Recognition for innovation in customer experience.

CHILE

- **Best Workplaces 2025**, awarded by Computrabajo.





COLOMBIA

- **ALOIC 2025 Awards:**
 - Best Offshore Strategy.
 - Best Social Media Strategy.
- **CX Interaction Awards** (Colombian BPO Association).
 - 10 awards, including prizes in categories such as best inclusion strategy, outsourcing company, service exports, and best collections strategy, among others.
- **Great Place to Work 2025.**
- **Best Workplaces 2025** (Computrabajo), among the best companies to work for.
- Konecta in Colombia was named an **Inspiring Company (ANDI)** for using its business strategy to generate social impact and build a more competitive and equitable country through workplace inclusion.
- **Xposable Awards:** Grant to Konecta in Colombia in the category of reducing social inequality.
- **Equality 2025 Seal.**
- Institutional recognition for workplace inclusion (Ministry of Labor – Bello).

SPAIN

- **Iberdrola Awards (Call Talent):**
 - Best telemarketing provider.
 - Awards in multiple categories (sales, efficiency, platform).
- **16th Annual Platinum Customer Experience Awards.**
 - Best customer experience in banking.

HUNGARY

- **Lovable Place to Work 2025.**
- 2024 '**Client First**' Award (presented in 2025). First place in the call center and digital customer service category.

ITALY

- **Legality Rating (AGCM).** Highest rating (three stars) for the fourth consecutive year.

MEXICO

- Recognized by Everest Group as a **"Premier Provider"** for CXM services through the "Academy for Potential Supervisors" project".
- **Great Place to Work 2025** (Central America region).
- **Aequales Top 10 Ranking 2025**.

PERU

- **Great Place to Work Peru 2025**.
- **Best Workplaces 2025 (Computrabajo)**.
- MERCO ESG Responsibility Ranking:
→ 2nd place in Services.
- Konecta in Peru received the 2025 **ABE Social Responsibility Award** in the Diversity, Equity, and Inclusion (DEI) category in recognition of its Diversity, Equity, and Inclusion Model.
- **NGO Presente:** Konecta receives two awards:
→ The most trans-inclusive spaces.
→ The Best Places for LGBTIQ+ Talent+.
- **R-Evoluciona 2025 Awards (sustainability)**.
- **Aequales PAR 2025 Ranking** (Leading Companies in DEI).

UNITED KINGDOM

- **"Reliable Partner of the Year 2025" Award** (Danone).

CZECH REPUBLIC

- **Czech Contact Center Award**, two third-place finishes: in the Technology and Customers categories.

TURKEY

- Konecta Receives Award in Turkey at the closing ceremony of the **"Positive Employment for Women of the Century"** program for its contributions to women's employment.

KONECTA FOUNDATION

- The **first RadiUS Awards** to the Konecta Foundation in recognition of its work integration and training programs aimed at vulnerable groups.
- **2025 SERES Award** for the **Green Employment Hub initiative**, a project launched by the Konecta Foundation that promotes training and employability for vulnerable youth in sectors related to the green economy and sustainability.
- The **AEERC 2025 Impact Award** to the Konecta Foundation as part of its 20th anniversary celebrations, in recognition of its track record in promoting social and labour inclusion and social initiatives.



Certifications



Quality:

- **ISO 9001 Quality Management Systems:** Brazil, Turkey, Peru, Chile, Mexico, the Czech Republic, Italy, Spain, Colombia, the UK, Romania, Morocco, Portugal, Albania, El Salvador, and Guatemala.
- **ISO 10002 Customer Satisfaction and Complaints Management:** Turkey.
- **ISO 18295 Customer Contact Centres:** Italy.
- **ISO 20000 Quality of IT Services:** Italy.
- **Probare – Maturidade de Gestão Profile Seal:** Brazil.

Occupational safety and health:

- **ISO 45001 Occupational Health and Safety Management Systems:** Argentina, Peru, Italy, the Czech Republic, Chile, and Turkey.

Best Places to Work:

- **Best Place to Work:** Albania.
- **Great Place to Work:** Argentina, Colombia, El Salvador, Guatemala, Mexico and Peru.
- **Lovable Workplaces:** Hungary.
- **Employers For Youth:** Argentina
- **Equidad LGBTQ+:** Argentina



Ethics and transparency:

- **Anti-Bribery Certification +++:** Peru
- **IISO 37001 Continuing certification of the Anti-Bribery Management System:** Italy
- **ISO 37301 Compliance Management System:** Italy and Romania.
- **Probare – Ethics Seal:** Brazil
- **ISAE 3402 International Standard on Assurance Engagements:** Italy
- **SA 8000:** Italy
- **FSQS – EN Supplier Qualification System:** Spain
- **ISO 20400 Sustainable Procurement Certification:** Albania, Italy and Romania.
- **Legality Rating:** Italy.
- **Quality Assurance Certification:** UK

Information Security and Personal Data Protection:

- **ENS Certificate of Conformity with the National Security Scheme:** Spain.
- **ISDP 10003 Certification for GDPR compliance assessment:** Italy.
- **ISO 16363:2012; ISO 14721:2012 ETSI EN 119 511; ETSI EN 319 401 Standards used in document management and information security:** Italy.
- **ISO 27001 Information Security Certification:** Albania, Germany, Argentina, Belgium, Brazil, Chile, Colombia, Spain, El Salvador, France, Guatemala, Hungary, Italy, Madagascar, Morocco (Tangier and Casablanca), Mexico, Portugal, Peru, the Czech Republic, Romania, Turkey, the UK, Egypt, Moldova, the USA, India, Slovakia, Turkey, and South Africa.
- **ISO 27017 Cloud Security Management System Certification:** Konecta Group Worldwide.
- **ISO 27701 Information Privacy Management System:** Italy, Albania, Romania, and Global Grupo Konecta.
- **ISO 27018 Protection of Personally Identifiable Information (PII) in the Cloud:** Konecta Group Worldwide.
- **ISO 22301 Business Continuity Management Systems:** Spain, Morocco (Tangier), Mexico, Albania, Romania, Peru, Portugal, Argentina, and Chile.
- **ISO 22313 Security and resilience Business Continuity Management Systems:** Italy.
- **PCI-DSS Payment Card Industry (PCI) Data Security Standard:** Argentina, Brazil, Turkey, Romania, Mexico, Spain, France, Madagascar, Morocco, the UK, and Italy.

Environment:

- **ESG certification for establishing a Sustainability Management System according to the "Economic – Social – Biosphere Score Certification Scheme" with an AA+ rating:** Italy.
- **ISO/IEC 17065 Conformity Assessment – Requirements for Bodies Certifying Products, Processes, and Services:** Italy.
- **ISO 14001 Environmental Management Systems:** Argentina, Chile, Spain, Peru, Italy, Turkey.
- **ISO 14064 Greenhouse gases:** Italy.
- **ISO 50001 Energy management system certification:** Italy.
- **Inovalis LEED Certification:** Spain.
- **Breem International New Construction:** France.
- **Green Seal Commitment:** Argentina.
- **Green Building:** Spain.

CSR certifications:

- **Synesgy Certificate A – Elevato (companies with an excellent level of compliance with ESG principles fully in line with national and international best practices):** Italy.
- **Ecovadis Gold Seal:** France, Madagascar, Morocco and Spain.
- **Label Engagé CSR based on 26000:** France, Morocco (Casablanca), and Madagascar.
- **UN Global Compact:** El Salvador, France, Guatemala, Mexico, Spain.

Equality and diversity:

- **Equipares Level II Gold Seal of Labour Equity Certification:** Colombia.
- **ISO 30415 Managing Diversity and Inclusion in the Enterprise:** Italy.
- **UNI/PDR 125 Gender Equality Benchmarking:** Italy, Albania, Romania, and Colombia.

Industry associations, other memberships in national and international associations and organizations

Global

- SBTi
- Global Compact (UN Global Compact)

Argentina

- Argentine Chamber of Contact Centres (CACC).
- BPO & KPO Córdoba Cluster.
- Amcham.
- Pride Connection Argentina.
- UN Women.
- Enlazar Program (Córdoba Mejora).

Brazil

- Brazilian Teleservices Association (ABT).

Chile

- Trade Association of BPO Companies Chile A. G. (BPOCH A G).
- Official Spanish Chamber of Commerce of Chile A.G. (CAMACOES).

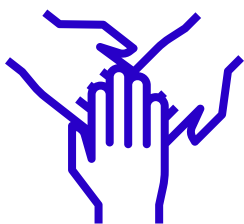
Colombia

- National Association of Industrialists and Andi's Digital Chamber (ANDI).
- Colombian Contact Centre and BPO Association (Bpro).
- Colombian Collections Guild (Colcob).

Spain

- Alcobendas Business Association.
- Association of Customer Experience Companies.
- Spanish Association of Relationship Experts.
- Spanish Renting Association.
- Customer Experience Development Association (DEC Association).
- La Cartuja Business Circle.
- Andalusian Confederation of Employers.
- Inserta Responsible Forum.
- Spanish Global Compact Network.





France

- UN Global Compact.

Hungary

- ABSL.

Italy

- Confindustria Canavese.
- Asstel.
- Unindustria Padova.
- Unindustria Roma.
- UNI – Italian Standards Association.

Madagascar

- Groupement des Entreprises Franches et Partenaires (GEFP).

Morocco:

- ANAPEC.
- Moroccan Federation of Outsourcing Services.

Peru

- AMCHAM.
- APEXO.
- Equalities Committee.
- UN Women, endorsement of the Women's Empowerment Principles (WEPs).
- Enterprises for People with Disabilities.
- NGO Presente.

Portugal

- Associação Portuguesa de Contact Centres (APCC).
- Câmara do Comércio Luso-Espanhola.

Czech Republic

- Association of Direct Marketing, E-Commerce and Mail Order (ADMEZ).
- Association of Business Service Leaders in the Czech Republic (ABSL).

Unite Kingdom

- UKAS.
- FCA.
- Information Commissioner's Office.
- PCI-DSS.

Turkey

- Call Centres Association in Türkiye.

Table of contents for the non-financial information statement

Block	Contents of Law 11/2018
GENERAL INFORMATION	Companies included
	Brief description of the Group's business model
	Description of the policies implemented by the group
	Main related risks. How the group manages these risks, explaining the procedures used to detect and assess them
I – ENVIRONMENTAL INFORMATION	Detailed information on the current and foreseeable effects of the company's activities on the environment
	Environmental evaluation and certification procedures
	Application of the precautionary principle
	Provisions and guarantees for environmental risks
	Resources dedicated to environmental risks

Index of contents relating to the requirements set out in Law 11/2018, of 28 December, which amends the Commercial Code, the Consolidated Text of Capital Companies Act approved by Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of 20 July, on the Auditing of Accounts, with regard to non-financial information and diversity.

Related GRI standard	Comments	Pages
GRI 2-1	The full list of companies included in the consolidation scope can be found in the financial statements	
GRI 2-13, 2-1, 2-6, 2-7	We are Konecta: business model	13-31
GRI 3-3	The policies are described throughout the document in the chapters relating to the various topics relevant to Konecta	43-44, 65, 71, 75, 78, 100, 103, 105-106, 110, 124
GRI 2-23, 3-3, 2-12, 201-2	Good governance and risk management	92-111
GRI 2-12	Environmental protection	42-57
GRI 2-23, 3-3, 2-12	Annex 2. Certifications	200
GRI 2-23, 3-3	Environmental protection	43-44
GRI 2-27		Due to the Group's activities, it is not considered necessary to have specific resources for the prevention of environmental risks..
GRI 2-12	Environmental protection	Due to the Group's activities, it is not considered necessary to have specific resources for the prevention of environmental risks..

Block	Contents of Law 11/2018
I – ENVIRONMENTAL INFORMATION (next)	Pollution
	Measures to prevent, reduce or create sinks for carbon emissions that seriously affect the environment, taking into account any form of air pollution specific to an activity, including noise and light pollution
	Circular economy and waste prevention and management
	Waste prevention, recycling, reuse, other forms of recovery and disposal
	Initiatives to fight food waste
	Sustainable use of resources
	Water consumer and water supply according to local constraints
	Consumption of raw materials and the measures adopted to improve the efficiency of their use.
	Direct and indirect energy consumption, measures taken to improve energy efficiency
	Use of renewable energies
	Climate change
	Significant elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces
	Measures set in place to adapt to the consequences of climate change
	Voluntary medium- and long-term greenhouse gas reduction targets and the measures set in place to this end

Related GRI standard	Comments	Pages
GRI 3-3, 302-4, 305-5, 305-7	Decarbonization strategy	45-49
GRI 301-2; 301-3; 303-3; 306-1;306-2	Waste management and circular economy	55-56, 195
		Due to the nature of Konecta's activities, no measures are taken to combat this
GRI 303-1, 303-3, 303-5	Annex environmental data	194
GRI 3-3, 301-1, 301-2	Annex environmental data	194-195
GRI301-2; 301-3; 303-3; 306-1;306-2	Annex environmental data	194-195
GRI301-2; 301-3; 303-3; 306-1;306-2	Annex environmental data	194-195
GRI 305-1, 305-2, 305-3, 305-4	Decarbonization strategy: transforming the future	45, 50-54, 194-195
GRI 3-3, 305-5	Decarbonization strategy: transforming the future	45, 50-54
GRI 3-3	Decarbonization strategy: transforming the future	45, 50-54

Block	Contents of Law 11/2018
I – ENVIRONMENTAL INFORMATION (next)	Protection of biodiversity
	Measures taken to preserve or restore biodiversity
	Impacts due to activities or operations in protected areas
II – SOCIAL INFORMATION	Employment
	Policies
	Main risks
	Total number and breakdown of employees by gender, age, country and professional classification
	Total number and distribution of types of employment contract
	Average annual number of permanent, temporary and part-time contracts by gender, age and professional classification
	Number of dismissals by gender, age and professional classification
	Average remuneration and evolution thereof, broken down by gender, age and professional classification
	Wage gap, remuneration for the same job description or company average

Related GRI standard	Comments	Pages
GRI 3-3	Waste management and circular economy	55-56
GRI 304-1	Waste management and circular economy	55-56
GRI 3-3, 2-25, 2-19	Good governance and risk management. Talent management: experience makers. Annexes employees data	61-63, 65, 71, 75, 78, 100
GRI 2-12	Good governance and risk management. Talent management: experience makers. Annexes employees data	93-95
GRI 2-6, 2-7, 405-1 b	Talent management: experience makers. Annexes employees data	59-60, 88-89, 132-137
GRI 2-7	Good governance and risk management. Talent management: experience makers. Annexes employees data	138-141
GRI 2-7	Good governance and risk management. Talent management: experience makers. Annexes employees data	142-145
GRI 401-1 b	Good governance and risk management. Talent management: experience makers. Annexes employees data	154-157
GRI 405-2	Good governance and risk management. Talent management: experience makers. Annexes employees data	161-179
GRI 405-2	Good governance and risk management. Talent management: experience makers. Annexes employees data	180

Block	Contents of Law 11/2018
II - SOCIAL INFORMATION (next)	Employment (cont.)
	Remuneration of like positions or average remuneration in the Company
	Average remuneration of directors and executives, <i>(including variable remuneration, per diems, severance payments, payments into long-term savings schemes and any other amounts received)</i> , on a disaggregated basis by gender
	Implementation of disconnection from work policies
	Employees with disability
	Work organization
	Organization of working time
	Number of absenteeism hours
	Measures designed to allow for a balance between work and home life and to encourage this joint responsibility by both parents
	Health and Safety
	Terms of occupational health and safety in the Workplace
	Work accidents, in particular their frequency and severity, broken down by sex
	Occupational diseases broken down by gender

Related GRI standard	Comments	Pages
GRI 202-1	Good governance and risk management. Talent management: experience makers. Annexes employees data	181
GRI 405-2	Good governance and risk management. Talent management: experience makers. Annexes employees data	65 160
GRI 3-3	Work organization	76-80
GRI 405-1 b	Diversity, equality and inclusion: our strengths	65-69
GRI 102-8 c, 3-3	Work organization	76-78
GRI 403-2 a	Safety, health and wellbeing in the workplace. Annexes employee data	184-189
GRI 3-3, 401-3	Safety, health and wellbeing in the workplace.	71-78
GRI 3-3	Safety, health and wellbeing in the workplace. Annexes employee data	71-78
GRI 3-3	Safety, health and wellbeing in the workplace. Annexes employee data	128-132
GRI 403-10	Safety, health and wellbeing in the workplace. Annexes employee data	130, 132

Block	Contents of Law 11/2018
II - SOCIAL INFORMATION (next)	Social relations
	Organization of social dialogue (<i>including procedures for informing and consulting staff and negotiating with them</i>)
	Percentage of employees covered by a collective bargaining agreement, by country
	The balance of collective bargaining agreements, particularly in the field of occupational health and safety
	Training
	Training and education policies
	Total training hours per professional category
	Accessibility
	Universal accessibility for people with disabilities
	Equality
	Measures taken to promote equal treatment and opportunities for women and men
	Equality Plan (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men), measures adopted to promote employment, protocols to prevent and deal with sexual and gender-based harassment, integration and the universal accessibility of people with disability
	Universal integration and accessibility for persons with disabilities
	Policy to prevent and deal with all types of discrimination and, where appropriate, the management of diversity

Related GRI standard	Comments	Pages
GRI 2-29, 402-1, 403-1	Stakeholders and communication channels. Annexes employees data	78-80, 103-105
GRI 2-30	Stakeholders and communication channels. Annexes employees data	182
GRI 403-1, 403-4	Stakeholders and communication channels. Annexes employees data	182
GRI 3-3	Training and professional development for everyone	81-87
404-1	Training and professional development for everyone	84
GRI 3-3	Social and occupational integration into the workforce	66
GRI 3-3	Diversity, equity and inclusion: our strengths	65-71
GRI 3-3	Diversity, equity and inclusion: our strengths	65-66
GRI 3-3	Diversity, equity and inclusion: our strengths	66
GRI 3-3, 406-1	Diversity, equity and inclusion: our strengths	70

Block	Contents of Law 11/2018
III - HUMAN RIGHTS INFORMATION	Implementation of due diligence procedures for matters regarding human rights The risk prevention regarding the violation of human rights and, where appropriate, measures to mitigate, manage and remedy any such abuse Complaints of abuse of human rights Promotion and compliance with the provisions of the core conventions of the International Labor Organization regarding the respect for the right to freedom of association and to collective bargaining; the elimination of discrimination in employment and the workplace; the elimination of forced or compulsory labour; the effective abolition of child labour
IV - INFORMATION ON THE FIGHT AGAINST CORRUPTION	Policies Main risks Measures taken to prevent corruption and bribery Measures to combat money laundering Contributions to foundations and non-profit organizations

Related GRI standard	Comments	Pages
GRI 3-3	Human rights and due diligence. Corruption prevention and criminal risk management	105 102-104
GRI 3-3, 412-1	Human rights and due diligence. Corruption prevention and criminal risk management	103-105
GRI 2-26, 3-3, 411-1, 2-27	Human rights and due diligence. Corruption prevention and criminal risk management	103-105
GRI 3-3	Human rights and due diligence. Corruption prevention and criminal risk management	105
GRI 3-3, 205-2	Human rights and due diligence. Corruption prevention and criminal risk management	100
GRI 2-12, 205-1	Human rights and due diligence. Corruption prevention and criminal risk management	97
GRI 3-3	Human rights and due diligence. Corruption prevention and criminal risk management	97, 99-104
GRI 3-3	Human rights and due diligence. Corruption prevention and criminal risk management	97, 99-104
GRI 3-3, 201-1, 203-2, 415-1	Contribution to the social environment and value chain	113-118

Block	Contents of Law 11/2018
V – COMPANY INFORMATION	Commitments to sustainable development
	Policies
	Main risks
	Company's impact on employment and local development
	Company's impact on local populations and within the territory
	Relations maintained with the stakeholders of the local communities and means of dialogue
	Association or sponsorship initiatives
	Subcontracting and suppliers
	Inclusion in the procurement policy of social, gender-equality and environmental issues
	Consideration in relations with suppliers and subcontractors of their social and environmental responsibility
	Oversight and audit systems and results thereof
	Consumers
	Health and safety measures for consumers
	Complaints channels and complaint resolution

Related GRI standard	Comments	Pages
GRI 3-3	Contribution to the social environment and value chain	113-118
GRI 2-12	Contribution to the social environment and value chain	113-118
GRI 203-1, 203-2, 204-1, 413-1	Contribution to the social environment and value chain	113-118
GRI 203-1, 203-2, 413-1	Contribution to the social environment and value chain	113-118
GRI 2-29, 413-1	Contribution to the social environment and value chain	34, 113-118
GRI 2-28, 201-1, 203-1	Annexes industry associations, other memberships in national and international associations and organizations	202-203
GRI 3-3, 308-1, 308-2, 414-1, 414-2	Collaboration with suppliers	100 122-125
GRI 3-3, 308-1, 308-2, 414-1, 414-2	Collaboration with suppliers	122-125
GRI 308-1	Collaboration with suppliers	122-125
GRI 3-3, 416-1	Information and reporting channels	103-104
GRI 2-26, 3-3	Information and reporting channels	103-104

Block	Contents of Law 11/2018
V – COMPANY INFORMATION (next)	Tax matters Profits earned by country Paid taxes on profits Publics grants received

Related GRI standard	Comments	Pages	
GRI 207-4	Profit(loss) after tax	2024	2025
	Argentina	8,527,608.15	9,936,508.35
	Albania	975,962.41	1,307,264.95
	Germany	-109,021.78	-1,195,203.68,
	Brazil	3,937,654.76	228,074.84
	Chile	-711,663.68	-729,739.38,
	Colombia	8,808,441.59	6,319,122.67
	USA	84,294.7	1,060,426.13
	Egypt	-138,901.38	-1,086,536.00
	Slovakia	11,768.9	80,906.11
	Spain	-123,098,913.3	-126,003,233.27,
	France	4,176,914.26	6,604,806.55
	Guatemala	139,179.68	-209,088.76
	Hungary	-146 598.57	-284,927.95
	India	-	-
	Moldova	-	39,759.74
	Morocco - Morocco Iberia	3,612,335.58	6,855,703.60
	Italy	8,553,532.66	2,255,785.41
	Madagascar	1,445,613.95	700,029.74
	Mexico	-19,428,827.77	-10,049,250.56
	Paraguay	-150,956.03	-
	Peru	-2,500,789.73	-944,734.79
	Portugal	839,966.68	887,261.34
	United Kingdom	5,335,402.24	2,619,622.78,
	Czech Republic	710,928.35	999,996.30
	Romania	1,050,788.76	2,285,249.45
	Salvador	1,166,934.95	385,162.11
	South Africa	4,365,364.99	-
	Turkety	2,877,612.49	3,655,832.76
	Consolidation Adjustments	-55,881,194.14	-82,392,395.49
		-145,546,561.3	-176,694,879.75
GRI 207-4		10	
GRI 207-4		10	



INDEPENDENT ASSURANCE REPORT ON THE CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT OF KRONOSNET TOPCO, S.L. AND SUBSIDIARIES FOR THE FISCAL YEAR 2025

To Shareholders of Kronosnet Topco, S.L.:

Pursuant to Article 49 of the Commercial Code, we have audited, with a limited extent of security, the accompanying Consolidated Non-Financial Information Statement (hereinafter referred to as the "NFIS") for the year ended 31 December 2025 of KronosNet Topco, S.L. (hereinafter, the "Parent Company") and its subsidiaries (hereinafter, the "Group"), which forms part of the Group's Consolidated Directors' Report.

The content of the CNFIS includes additional information to that required by current commercial legislation on non-financial information, which has not been the subject of our verification work. In this regard, our work has been limited exclusively to the verification of the information identified in the table "Index of Contents of the Non-Financial Information Statement" included in the annexes of the attached CNFIS.

Liability of the Directors

The preparation of the CNFIS included in the Group's consolidated Directors' Report, as well as its content, is the responsibility of the Directors of the Parent Company. The CNFIS has been prepared in accordance with the contents set out in current corporate regulations and following the criteria of the selected Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards), as well as those other criteria described in accordance with the table "Index of contents of the Non-Financial Information Statement" included in the annexes of the aforementioned CNFIS.

This responsibility also includes the design, implementation and maintenance of such internal control as is considered necessary to enable the CNFIS to be free from material misstatement, whether due to fraud or error.

The Parent Company's Directors are also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the CNFIS is obtained.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including international standards on independence) issued by the International Ethics Standards Board for Professional Accountants (IESBA Code) which is based on the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional behaviour.

Our firm applies the International Standard on "Quality Management (ISQM) 1, which requires the firm to design, implement and operate a quality management system that includes policies or procedures relating to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The working team consisted of professionals with expertise in non-financial information reviews and, specifically, in economic, social and environmental performance information.

Our responsibility

Our responsibility is to express our conclusions in an independent limited security verification report based on the work we have done. We conducted our work in accordance with the requirements of the current International Standard on Assurance Engagements 3000 Revised, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (NIEA 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with the Performance Guidance on Assurance Engagements on Non-Financial Information Statement issued by the Spanish Institute of Chartered Accountants (Instituto de Censores Jurados de Cuentas de España).

In limited security work, the procedures carried out vary in nature and timing, and are of a lesser extent, than those carried out in reasonable security work and, therefore, the security obtained is substantially less.

Our work consisted of asking questions to the Senior Management as well as to the various units of the Group involved in the preparation of the CNFIS, reviewing the processes for collecting and validating the information presented in the CNFIS and applying certain analytical procedures and sample review tests as described below:

- Meetings with the Group's staff to learn about the business model, the policies and management approaches applied, the main risks related to these issues and to obtain the necessary information for the external review.
- Analysis of the scope, relevance and completeness of the contents included in the CNFIS for fiscal year 2025 based on the materiality analysis performed by the Group and described in the 'Materiality analysis' section of the CNFIS, considering the contents required by current commercial regulations.
- Analysis of the processes for collecting and validating the data presented in the CNFIS for fiscal year 2025.
- Review of information regarding risks, policies and management approaches applied in relation to material aspects presented in the CNFIS for the fiscal year 2025.

- Verification, through testing, based on the selection of a sample, of the information related to the contents included in the CNFIS for the fiscal year 2025 and its proper compilation from the data provided by the information sources of the Group.
- Obtaining a letter of representation from the Directors and Senior Management.

Conclusion

Based on the procedures performed in our audit and the evidence we have obtained, nothing has come to our attention that causes us to believe that the CNFIS of KronosNet Topco, S.L. and its subsidiaries for the fiscal year ended 31 December 2025 has not been prepared, in all material respects, in accordance with the contents set out in current corporate regulations and following the criteria of the selected GRI standards, as well as those other criteria described in accordance with the table "Index of contents of the Non-Financial Information Statement" included in the annexes to the aforementioned Consolidated Non-Financial Information Statement.

Use and distribution

This report has been prepared in response to the requirements of the current Spanish corporate law and may not be suitable for other purposes and jurisdictions.

DELOITTE AUDITORES, S.L.


Laura Armiño Yela

INSTITUTE OF CERTIFIED
PUBLIC ACCOUNTANTS OF
SPAIN

DELOITTE AUDITORES, S.L.

30 June 2026

2026 No. 01/26/21009

CORPORATE SEAL: EUR 30,00

Hallmark of other performances

***** " _

