



konecta

Non-Financial Information Statement 2024

Kronosnet Topco, S.L

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MESSAGE FROM THE CEO

To all our stakeholders,

As I address you for the first time as CEO of Konecta, I do so at a truly defining moment – one in which we find ourselves not only witnessing but actively shaping the fast-moving and profound changes transforming our world. There is no doubt that the past few years have been truly remarkable. From a dual perspective, we have simultaneously been observers and active participants in the many rapid shifts brought about, primarily, by **technological disruption**.

At Konecta, it has been no different. The year 2024 marked a pivotal moment, as we embarked on a deep transformation process, accelerated by technology and driven by artificial intelligence (AI) innovation. Our goal in this process is to consolidate the Group as a global leader in digital customer experience (CX) solutions, underpinned by a strong commitment to sustainability and positive impact.

Our sector is evolving rapidly, propelled by the advancement of AI, and in this context, our ambition is clear: to **combine the power of digital services and AI with human talent** to deliver truly distinctive and transformative experiences.

This year, we have achieved key milestones. We launched **Katalyst 2028**, our new strategic plan that outlines our roadmap for the coming years. This plan revolves around three key pillars: redefining CX through AI-driven innovation, our global expansion, and a deep focus on upskilling our workforce.

Aligned with this strategy, we created **Konecta Digital**, a specialized business unit leading our offering of advanced services based on AI, digital solutions, and consulting.

This structural transformation is core to our commitment to supporting companies to navigate the future of CX. Through strategic partnerships and operational excellence, we provide comprehensive support to our global clients across all geographies.

We currently operate in 26 countries, continuing to strengthen our presence in strategic markets such as the United States, the Middle East, and South Africa, while consolidating our position in key markets, like Spain, Italy, Colombia, Argentina, and Peru.

In 2024, we also maintained a strong contract renewal rate of more than 95%, reflecting the continued trust and satisfaction of our existing clients. Additionally, we welcomed new clients, which already represent 50% of the contracts signed during the year, highlighting the dynamism of our offering and its growing adoption in the global market.

This new reality requires a diverse workforce with varied capabilities, and remote work enables us to access those profiles.

That is why we are advancing our **people strategy**, supporting the talent of our more than 116,000 employees, united by a shared vision: to improve people's lives through smarter, more human, and more sustainable experiences.

We continue to invest in our people, in their training and development, by strengthening and transforming profiles to build strong digital capabilities and deliver top-level service and guidance to our clients.

Our **commitment to sustainability** remains a fundamental pillar of our strategy. This year, we made progress across our environmental, social, and governance goals, driving initiatives in training, wellbeing, emissions reduction, and social impact in the communities where we operate.

Across our environmental ambitions, we reinforced our efforts to combat **climate change** by strengthening our decarbonization strategy. In 2024, we kept our carbon footprint at 61,964.94 tons of CO₂e, while increasing the use of renewable energy, which now accounts for 25% of our electricity consumption. These efforts, alongside energy efficiency improvements – such as 95% LED lighting coverage – bring us closer to our targets established in alignment with the Science-Based Targets initiative (SBTi).

On the social front, our impact translated into 99,856 new hires during 2024, including 8,913 people from vulnerable groups.

Diversity, inclusion, and equal opportunity remain fundamental principles of our culture and guide all our business practices.

Konecta is home to professionals from many countries, capabilities, and generations. With more than 65% women in our workforce, diversity, equal opportunity, and non-discrimination are embedded in our company culture. We are an open and inclusive organization that values experience, commitment and multiculturalism in our human capital.

We are also deeply committed to society. Whether directly or through **Konecta Foundation**, we promote the social and labor inclusion of groups at risk of exclusion through innovative approaches and grassroots alliances. We aim to contribute to the development of the countries where we operate, by creating jobs, hiring local suppliers, and supporting community-focused social initiatives that improve quality of life.

In 2024, we once again adhered to the United Nations Global Compact, reaffirming our founding member status in the Spanish network since 2004. We remain fully committed to the Ten Principles it set across Human Rights, Labour, Environment, and Anti-Corruption, as well as to the Sustainable Development Goals (SDGs).

None of this would be possible without the commitment, professionalism, and energy of the people who make up Konecta. Each of our employees, clients, partners, shareholders, and allies is fundamental to our transformation. Their trust drives us to keep moving forward.

Looking ahead, we are confident that we have the vision, capability, and team to continue leading the transformation of our industry.

The best of Konecta is yet to come.



Nourdine Bihmane

Chief Executive Officer

A handwritten signature in blue ink, consisting of a stylized 'N' followed by a horizontal line.



Introduction

Scope of the report

This Non-Financial Information Statement (hereinafter NFIS) sets out the information required by Law 11/2018, of 28 December, on non-financial information and diversity, and has been 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, after the incorporation of the new Group in the fiscal year 2022.

Kronosnet Topco, S.L. is the entity required to present the Consolidated Non-Financial Information Statement as at 31 December 2024, which has been prepared and formulated, together with the Consolidated Financial Statements and Consolidated Directors’ Report of Kronosnet Topco, S.L. and Subsidiaries, on 26 March 2025.

Kronosnet Topco, S.L. publishes its annual 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, considering the information for all the countries where it operates, and the determination of the material issues identified.

The information presented in this Report includes all the activities carried out by the Group during the fiscal year 2024 (between 1 January 2024 and 31 December 2024). Given that Kronosnet Topco, S.L. had no activity until the acquisition on 25 October 2022 of the Konecta and Comdata Groups, it should be taken into account that 2023 was the first period for which the non-financial information was adjusted to the same scope as that currently reported. For this reason, comparative data with the previous fiscal year is provided in this document. In the case of the data presented for the 2022 report, the comparison will result in the identification of notable disparities, for the reasons mentioned above.

Key milestones: a year of transformation

The integration of Comdata, following its acquisition in October 2022, contributed to the Group's EBITDA growth and an improvement in its operating margin. It allowed Konecta to maintain a solid financial base to scale its transformation, drive the development of AI solutions and strengthen its position as one of the most relevant companies in the global Customer experience (CX) industry.

The 2024 fiscal year was marked by strong commercial momentum, which allowed for the expansion of the portfolio with new clients, representing 50% of Konecta's pipeline. This, together with the loyalty of existing customers, and a contract retention rate of over 95%, evidence clients' satisfaction with the service offered.

In 2024, most of the actions set out within the framework of the strategy and action plan for the integration of Konecta and Comdata were completed. This strategy, which takes into account the individual characteristics of both Groups, aims to unify and standardize models and processes, and to establish a value offer and single operating model for all customers, regardless of their geography. Some of the actions are still ongoing at the time of publication of this Report, as they require longer implementation periods.

Within the integration framework, work was carried out on:

- Optimization of roles and distribution of functions.

- Optimization of offices and rationalization of space, with a total of 62 projects implemented in all geographies.

- Rationalization of IT tools, including projects on the standardization of the procurement platform for expenses and investments, the unification of the Human Resources information system, training tools in Europe (DidactiK!), the unification of legal and document management tools (deployment in progress in Latin America and Europe), quality of operations (in progress in France and Italy), and the business information system. Work was also carried out to implement a repository for Corporate Management (in progress).

- Unification and optimization of data centers (in progress), and the migration of the current physical data center infrastructure model to a new integrated infrastructure model (migration to cloud contact center).

- Collaboration and negotiation with suppliers with the aim of implementing a global strategy. Likewise, the supplier approval process has been standardized in order to anticipate the new European sustainability supply chain law.

Konecta in figures

Business					
1,991,311	1,998,483	16,732	10,257	26	200
Revenue (thousands of Euros)	Economic value distributed ² (thousands of Euros)	Income tax paid (thousands of Euros)	Subsidies received (thousands of Euros)	Countries	Centers
Environment					
61,964.94 tCO ₂ e of emissions	25% of electricity consumption comes from renewable sources	95% LED coverage	77% of hazardous waste recycled		
People ¹					
116,972 Group employees	65% women	1,813 disabled workers	96 hours of training on average per worker	450 Donations (thousands of Euros)	
Governance					
Standardization of the supplier approval process		Chief Information Security Officer to strengthen cyber security	Identification and assessment of ESG and criminal risks		

¹ The headcount data provided in the table refers to the number of employees at 31 December 2024.

² The economic value distributed is understood as the sum of supplies, personnel costs, other operating expenses, financial income, and financial expenses.



About Konecta

We are Konecta: business model

Konecta is a leading provider of digital *customer experience* services and solutions with a presence in multiple regions including LATAM, Europe, and Africa, while expanding into other markets such as the United States and the Middle East:

- More than 500 clients, including leading companies in sectors such as telecommunications, energy, banking, automotive and mobility, *e-commerce*, and retail.

- A contract renewal rate of over 95%.

- A commitment to technology through various *tech hubs* that develop solutions for automation, robotization, digital services, big data, and AI.

- Sustainable business growth based on profitability, quality, ethics, transparency, diversity and equal opportunities, minimizing environmental impact, and collaboration for community development.

Konecta offers end-to-end solutions that cover the entire customer lifecycle, with an integrated and digital omnichannel offering aimed at improving the efficiency of clients' processes and accompanying the evolution of their services. It offers the following solutions, among others:

- End-user experience

- Process re-engineering consultancy

- Digital and state-of-the-art technologies

- Client operations (front and back office)

MISSION

Creating new realities through deeper hybrid experiences.

In the GenAI era, human connections are now more crucial than ever. We give value to the stories behind the data and algorithms. We understand people's feelings and experiences and create meaningful moments, always with the expected outcome.

Bringing special moments to life, without stumbling over them.

We combine creativity and technical expertise to help you unlock the full potential of our customers. Hybrid experiences flow and evolve end-to-end. Every click, every call and every conversation is an opportunity to inspire and empower people. What happens next can change the rules of the game.

VALUES

We are ready for the future.

We keep our human and digital competencies at the forefront of our minds to create seamless and scalable experiences.

An integrated team. Our essence is that of a single team. We are a collective founded on collaboration and driven by our shared commitment to excellence.

A force for good. We are disruptive with a cause. We create solutions that inspire progress, empower people and leave a positive footprint.

We reliably change the rules of the game. We want to revolutionize the future of experience: resilient, authentic, extraordinary.

International presence

Economic
growth

America

- Argentina - 10 sites
- Brazil - 8 sites
- Chile - 1 site
- Colombia - 23 sites
- El Salvador - 1 site
- USA - 1 site
- Guatemala - 1 site
- Mexico - 4 sites
- Peru - 9 sites

Africa

- Egypt - 1 site
- Madagascar - 2 sites
- Morocco - 9 sites
- South Africa - 1 site

Europa

- Albania - 3 sites
- Germany - 1 site
- Belgium - 1 site
- Slovakia - 1 site
- Spain - 33 sites
- France - 19 sites
- Hungary - 1 site
- Italy - 31 sites
- Portugal - 2 sites
- Czech Republic - 9 sites
- United Kingdom - 3 sites
- Romania - 6 sites
- Turkey - 5 sites



30+ languages supported

English, French, Italian, Portuguese, Spanish, Danish, Dutch, Finnish, Swedish, Bulgarian, Czech, Hungarian, Polish, Romanian, Greek, Russian, Norwegian, Lithuanian, Estonian, Latvian, Slovak, Chinese, Catalan, Galician, Basque, Valencian, Farsi Arabic, German, Turkish, Moldovan, Hebrew, Flemish.





Portfolio and Services

Konecta offers a complete range of end-to-end customer management and digital outsourcing processes, all based on a sustainable business model.

The portfolio has been enhanced with the launch of a new digital business unit and the introduction of solutions focused on employee experience and GenAI implementation services.

Advisory and consulting services

Agile advice and strategies from service design to technology implementation and process optimization. Technology-based solutions aim to improve interactions effectively.

AI & GenAI Services		AI/GenAI Readiness and Strategy		Use Case Development & Implementation		Managed AI/GenAI Services & Platforms		Sector-specific Solutions with SLM	
									
Customer Experience (CX)		Digital Marketing		Employee Experience (EX)		Products & Solutions			
GenAI's hybrid agent solutions and AI-powered innovations for front and back office to revolutionize the customer experience and meet customer needs.		Results-based solutions to drive client sales, improve efficiency and achieve better ROI.		Employee care solutions, from Help Desk to knowledge management, to support and engage the client's employees and help their business thrive.		Industry-leading solutions and services, from CX automation to analytics, to reinvent your relationships, leveraging our own and third-party innovation.			
Customer service Sales Technical support Back-office services		Lead generation Digital campaign management Sales conversion Digital recovery		Intelligent service desk Device-as-a-service Managed services at work Intelligent face-to-face services		CX implementation Services Cloud services CX engagement suite CX enterprise applications			
Advisory & Consulting		CX strategy and design		GenAI assessment and implementation		Change management & training		Data and analytics	
								Responsible AI	

AI & GenAI SERVICES

End-to-end support to accelerate the customer journey to AI/GenAI

GenAI Advisory and Consulting services	GenAI for CX	GenAI for EX	Accelerators of industry solutions and applications
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A company in transformation in the face of industry trends and challenges

Companies must transform and differentiate themselves to remain relevant in an increasingly competitive and global marketplace.

Relevance requires three main elements:

- Putting the client at the center of the strategy, using customization techniques to drive sales and improve the customer experience.
- Digging deep into operational excellence, efficiency, and scalability.
- Having a clear purpose of creating value for the company itself and its employees through talent attraction and retention of talent, and also for society.

In this context, Konecta has a solid base and diverse sources of strength, mainly:

- A customer-centric mindset and strong market positioning in all its areas of influence.
- A culture focused on delivery and performance management.

However, the company is facing new challenges driven mainly by the GenAI revolution. In this regard, Konecta has been working on its transformation plan to consolidate its AI-driven leadership.

The main trends impacting Konecta can be summarized as follows:

Disrupting Generative AI:

- **Impact:** Generative AI is bursting into the BPO market, impacting growth expectations. Clients may automate tasks internally or with competitors, which could lead to revenue and margin losses for companies in the sector. Konecta's transformation plan takes a proactive stance to accompanying clients through this transition.
- **Strategy:** Proactively delivering generative AI solutions positively affects customer retention, improves efficiency and helps expand margins. Accelerating GenAI involves implementing a comprehensive plan to optimize costs and improve efficiency. This involves the implementation of a detailed, account-by-account strategy focusing on high-impact use cases and leveraging Konecta's existing technology infrastructure and the creation of a regional GenAI center of excellence.

Convergence of BPO and digital services:

- **Impact:** The increasing convergence between BPO and digital services presents an opportunity for Konecta to expand its offering and capture greater market share.
- **Strategy:** Scale the digital services portfolio by expanding existing offerings, converting internal capabilities into products, and developing new services with a focus on high-growth, high-margin areas such as employee experience, systems integration, and cyber security.

Shift to digital and technology-driven solutions:

- **Impact:** Increasing demand for digital and technology-driven solutions applied to CX and trade operations creates opportunities for growth and higher margins.
- **Strategy:** Expand the brand into digital and technology and develop a strong digital service offering. This includes:
 - Create the infrastructure to pursue and secure large deals, including a dedicated commercial team and a focus on global and local deals.
 - Expansion of margins through operational excellence initiatives, productivity improvements and optimization of procurement and overheads. This includes optimizing pricing strategies and contract terms.
- Implementation of new features within the operating model, including centralization of global support functions.
- Build strategic partnerships with technology providers, industry analysts, and start-ups to accelerate innovation, raise the company's digital profile, and foster growth.

Focus on sustainability and social impact:

- **Impact:** Growing customer preference for sustainable and socially responsible partners may increase opportunities for companies that perform better in these areas.
- **Strategy:** Review the sustainability strategy to align it with the new vision and what is relevant to the business. This includes focusing on carbon footprint reduction, energy efficiency, LED programs, and sustainable supply chain governance.

Talent and skills shortages:

- **Impact:** Shortages of skilled talent, particularly in the digital and technology fields, can hamper growth and transformation efforts.
- **Strategy:** Konecta's people strategy focuses on growing talent, improving retention, and driving autonomous skills enhancement. This includes high potential identification programs, leadership academies, and skills enhancement/recycling initiatives. Konecta seeks to engage and retain the right talent and foster a culture of continuous skills enhancement and retraining to support transformation and future growth.

Konecta's response: growth supported by innovation and strategic alliances

After more than two decades of organic and inorganic growth, Konecta is moving forward in its global development, focusing on the integration and deployment of GenAI solutions on a large scale.

To give further impetus to this new phase and as part of its transition plan, Konecta is working on three main axes:

• **Strategic reorganization.** A reorganization process began in mid-2024 with the appointment of a new CEO, with a strong track record in digital services and global transformation and a deep understanding of diverse cultures and markets.

• **Reinforcement of talent.** Over the last few months, existing teams in key areas have been reinforced with new talent in order to boost the company's strategic vision, expand Konecta's presence and operations in the market, and consolidate its position in technological innovation in the sector, while capitalizing on the integration of Comdata.

• **Strategic alliances.** Alliances with global leaders, innovators, and future leaders in all elements of the hybrid experience, facilitating the acquisition of enhanced capabilities and expanding the company's reach. These alliances will enable the delivery of high-quality customer service experiences and accelerate its digital transformation.

A dynamic tech and strategic partners ecosystem

GenAI & Automation

Enabling our automation, augmentation and personalization strategy.



Omnichannel Engagement and automation

Providing a seamless and integrated CX management across multiple channels.



Business applications

Our agents' tools improve when they are interacting directly with the client.



Workforce Engagement & vertical application

Focusing on human touch to improve employee engagement, performance and results.



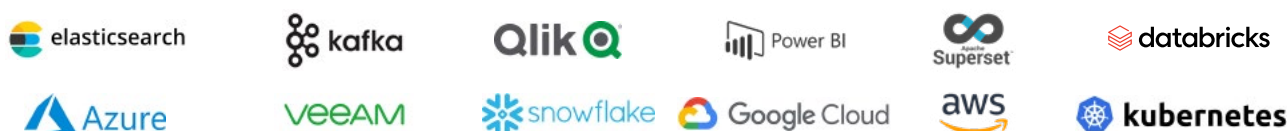
Cyber security

Protecting our operations and cloud tech platforms.



Cloud & Data Partners

Enabling global & dynamic scaling of our tech products.



Konecta's strategic plan: redefining the customer experience

In 2024, Konecta started the development of "Katalyst 2028", its new three-year strategic plan, which aims to:

01

Redefine the CX of the future:

by innovating and implementing advanced AI solutions and offering end-to-end support through strategic partnerships.

02

Drive transformation with Konecta Digital:

through the expansion of innovative offerings, such as GenAI, systems integration, employee experience solutions, and cyber security, and also by acting as a trusted partner in consulting and advisory.

03

Expand global reach: through strengthening Konecta's presence in established markets where it already has a leading position and expanding into high-potential regions such as the US, Middle East, and South Africa.

04

Improve skills for the digital era:

the company is fostering a culture of technology readiness by enhancing the skills of its employees, training 4,000 employees in AI and GenAI tools and methodologies, and in-house AI solutions such as virtual assistants and AI coaches. In relation to this, global partnerships with Google and Uniphore have been strengthened.

This strategy will enable Konecta to address the risks and opportunities linked to customer satisfaction and technological changes in its context.

Aligned with this transformation plan, in early 2025 Konecta launched its new brand identity, designed and developed throughout 2024. This launch marked a significant milestone in its evolution towards digitalization and the integration of Generative AI in its services.

Redefining the customer experience

In order to redefine the services offered to the customer, the strategy allows access to tools that combine, on the one hand, Uniphore's enterprise AI solutions and, on the other hand, Konecta's leadership in consulting, CX and digital services.

In November 2024, Konecta announced a global partnership with Uniphore, which will power the evolution of enterprise AI, delivering innovative AI-powered CX solutions worldwide.

Konecta's clients will be able to benefit from a higher return on investment (ROI) by improving customer satisfaction (NPS), reducing response times, and operational costs, thereby improving efficiency and strengthening customer engagement. In addition, the alliance will optimize support tools for agents, improving service quality and generating operational gains from day one.

Similarly, a three-year partnership with Google Cloud reinforces the delivery of innovative CX solutions powered by AI, automation, and cloud technologies.

Konecta Digital: driving transformation

One of the pillars of Katalyst 2028 is the creation of Konecta Digital, a business unit dedicated to leading the transformation of the company through AI-based solutions and digital strategies. This new global unit will focus on the development and expansion of innovative services such as GenAI, systems integration, employee experience solutions, and cybersecurity, as well as offering specialized advice and consultancy.

As such, Konecta Digital will work closely with technology leaders such as Google Cloud and AWS to integrate GenAI, both in internal operations and customer services. The intention is to deliver hybrid solutions with the best human talent and the most sophisticated AI to improve efficiency, optimize the CX, and generate significant savings. Advisory and consulting services will also help customers to optimize their operations and leverage the potential of emerging technologies.

Expanding global reach

Konecta is working to strengthen its presence in established markets such as Spain, Italy, Colombia, Argentina, and Peru while advancing into regions with growth potential. Between late 2024 and early 2025, the Group expanded into new markets such as Egypt, India, and South Africa, while strengthening its presence in English-speaking regions. These strategic moves will facilitate a more global customer service and the generation of new business opportunities.

Improving skills for the digital age

The Group invests in training for its talent, recognizing the growing importance of AI skills in the sector. As part of the partnership with Google, up to 500 Konecta engineers will be certified in Google Cloud technologies, helping to drive the development and implementation of more personalized and efficient next-generation AI solutions for customers.

Konecta’s ESG strategy, a commitment to stakeholders

Konecta is committed to a responsible business model, aligned with the Sustainable Development Goals (SDGs) and the 2030 Agenda in order to contribute to societal progress.



Corporate Governance
SDG 16 and 17



Social
SDGs 3, 4, 5, 8 and 17



Environment
SDGs 7, 11, 12 and 17

Business development with transparency criteria Raising awareness of key stakeholders on ethical issues	Commitment to diversity and equality Culture of safety, health, and wellbeing at work Improving leadership competencies across the Group	Integration of groups at risk of exclusion Strategic alliances to enhance initiatives Promoting solidarity among staff	Reduction of resource and energy consumption Reduction of CO2 emissions associated with Group activity
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Konecta’s sustainability management model enables an organized and coherent response to the Group’s commitments, as well as to the risks and opportunities it faces. Through the implementation of policies, strategies, and objectives, this system can be scaled throughout the organization.

To ensure the integration of the Group’s sustainability commitments, a specific team was created. The Corporate Sustainability department is responsible for managing the Group’s ESG strategy to deploy initiatives to achieve the targets set and standardize practices among subsidiaries.

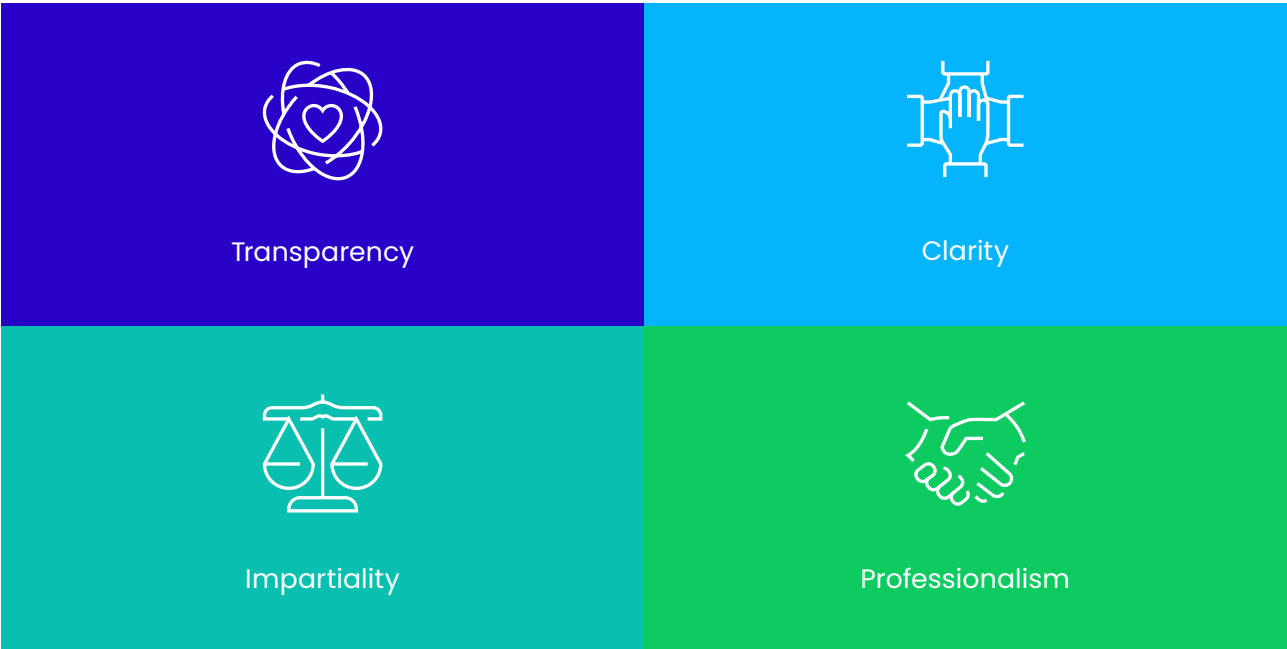
In addition, country teams support the implementation of these strategies at local level and follow up on the activities developed.

Stakeholders and communication channels

Communication and transparency with stakeholders

Konecta’s approach to sustainability is based on understanding stakeholder expectations and integrating them into decision-making, strategies, and goals. These are adapted to the specific geographies in which the company operates.

The company manages its relationship with stakeholders based on the following principles:



Communication with stakeholders is essential to develop strong, respectful relationships and to prevent and manage the risks associated with them, including:

- Risks due to commercial or business relationships that affect Konecta's commitments to its stakeholders.
- Risk of non-compliance with Konecta's commitments, objectives, strategic plan, or action plans.
- Weaknesses in communication and dialogue with stakeholders that may affect the Group's operations or reputation.
- Risk of reputational damage or press coverage of Konecta or its collaborators.
- Risks due to negative reactions from stakeholders and in particular negative evaluations by investment funds.

The Group has corporate channels such as its website, Whistleblowing Channel, and Procurement Portal. It also has country-specific channels, which are tailored to each region.

Main stakeholders

Channels

Shareholders	Corporate and Konecta Foundation website, Information Channels -whistleblowing channel-, communications on the corporate website, press releases, newsletter, meetings, Board meetings, Committees, reports, email, external communication channels mainly focused on press releases, LinkedIn, events.
Public bodies	Corporate website, Information Channels -whistleblowing channel- communication on the corporate website, press releases, email, telephone, post, social media.
Clients	Satisfaction surveys, Information Channels -whistleblowing channel-, communication on the corporate website, corporate and Konecta Foundation website, LinkedIn, Konecta blog, Innovando blog, external communication channels focused mainly on press releases (traditional and digital), "Help" Support Portal, newsletter, email, post, events/ congresses in the sector organized by the company such as Expocontact, social media.
Social entities and NGOs	Corporate and Konecta Foundation website, Information Channels -whistleblowing channel-, communication on the corporate website, meetings, email, telephone, post, social media.
Financial institutions	Corporate website, Information Channels -whistleblowing channel-, communication on the corporate website, email, meetings, reports, telephone, post.
Workforce	Employee Portal, Club Konecta App, internal chat, local intranet, digital magazine "KonectaLab", corporate website and blog, Google (Chat, Meet, site, My business), Information Channels -whistleblowing channel-, on the corporate website, ESG Sustainability Newsletter, LinkedIn, public relations, Konectados Chat, "Help" Support Portal, email, climate surveys, meetings.
Suppliers and partners	Procurement Portal, Achilles platform, corporate website, Information Channels -whistleblowing channel-, communication on the corporate website, email, meetings, telephone, post.
Society	Corporate website, Information Channels -whistleblowing channel-, on the corporate website, Konecta blog, Innovando blog, external communication channels focused mainly on press releases, LinkedIn, social media.

Materiality analysis

The management of sustainability issues is based on a materiality analysis, which incorporates both stakeholder expectations and the identification of the real and potential impacts of Konecta's activity on people and the environment.

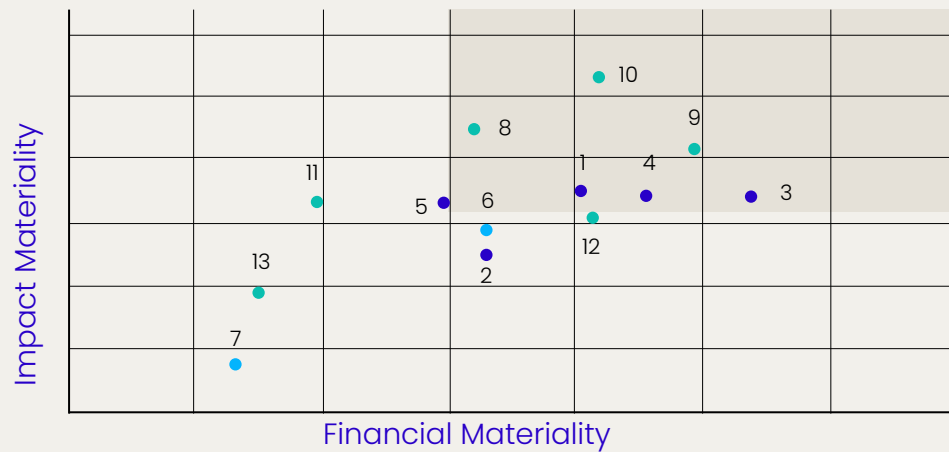
Konecta has been carrying out this analysis since 2016, with regular updates. As of the fiscal year 2022 and in anticipation of the entry into force of the Corporate Sustainability Reporting Directive (CSRD), work began on the double materiality study, with a strategic focus, identifying:

- Positive and negative impacts (Konecta's impact on the external environment).
- Risks and opportunities for the business (the impact of the external environment on Konecta).

This fiscal year makes it possible to adapt Konecta's response to changes both internally and in the context of the organization, aligning itself with global trends framed in the Global Compact Principles and the Sustainable Development Goals (SDGs). Furthermore, the view of impacts, risks and opportunities facilitates the integration of ESG issues into risk systems and the implementation of action plans.

During 2024, Konecta updated its double materiality study in order to ensure its validity for the current fiscal year. Following this review, the relevant issues for Konecta remain the same as those identified in previous fiscal years.

Relevant topics for Konecta



→ GOVERNANCE DIMENSION

1. Governance and risk management
2. Ethics and compliance
3. Information security and confidentiality
4. Economic growth, technological innovation and new markets
5. Communication and transparency with stakeholders

→ ENVIRONMENTAL DIMENSION

6. Decarbonization strategy
7. Environmental management

→ SOCIAL DIMENSION

8. Occupational health and safety
9. Attracting and retaining talent with quality employment and decent remuneration
10. Equality, diversity and non-discrimination
11. Social commitment
12. Quality service and customer satisfaction
13. Supply chain



Methodology of the analysis

Until the end of 2019, the analysis considered the opinion of stakeholders through questionnaires, sent out across different countries, aimed at key audiences such as clients, employees, suppliers, and social entities. From 2022, as mentioned above, Konecta has used the concept of double materiality in anticipation of the new requirements that will be introduced by the CSRD, based on the results of previous studies, analysis of the new requirements, and analysis of the internal context of the organization and the applicable regulatory framework.

This analysis allows sustainability issues to be assessed from a double perspective:

Impact materiality: this analyses Konecta's ability to make a significant contribution to sustainable development and its relationship with stakeholders. It identifies and assesses the actual and potential impacts that originate in the activities of the company, its products or services, and its value chain and that have the capacity to cause a positive or negative impact on people or the environment.

Financial materiality: this analyses ESG issues that have a significant impact on the company's financial position. To this end, it identifies and assesses those risks and opportunities linked to sustainability (events originating in Konecta's environment that may affect cash flows, performance, position, cost of capital, or access to finance in the short, medium and long term).

The methodology developed by Konecta for this analysis follows the guidelines established by the Global Reporting Initiative (GRI) for the evaluation of the materiality of impact and the preparation of this type of study and its communication in this report.

In order to carry out its double materiality analysis, Konecta followed the following process:

01

Identification of material issues:

The identification of relevant issues includes the review of internal and external information, which allows the establishment of business priorities and the expectations and needs of stakeholders.

The analysis of external sources has included:

- Reporting standards, such as GRI or TCFD.

- Analysis of best practices in the market.
- Positioning and relevant issues in the sector.
- Main sustainability initiatives.
- Media analysis.
- Analysis of the regulatory context of the countries where we operate.
- Key matters among leading analysts and investors.
- Contractual requirements of customers, investors and shareholders.

The analysis of internal sources included the following documentation:

- Konecta's internal policies.
- Corporate Responsibility and Sustainability Master Plan.
- Analysis of past materiality.
- Risk matrix.
- Analysis of weaknesses, threats, strengths and opportunities.

02

Materiality assessment:

In this fiscal year, it was possible to identify Konecta's main impacts, risks, and opportunities related to ESG issues. Their materiality was then assessed using a proprietary methodology that considered the scope, severity, and probability of occurrence of Konecta's

impacts on people and the environment. For risks and opportunities, the operational and reputational importance and internal management of each aspect detected was assessed.

The issues identified were presented to the most relevant management areas of Konecta in order to obtain

a global perspective and guarantee their validity for the fiscal year 2024. In addition, a comparative analysis of the internal and external perspectives was carried out for each theme, with the aim of aligning strategic priorities and those of stakeholders.

03

Double materiality matrix:

Finally, a materiality matrix was created from the above analysis. This representation makes it possible to prioritize the issues identified according

to their financial relevance and their impact on people and the environment.



Results of the analysis and next steps

The analysis initially identified 23 positive impacts, 14 negative impacts, 34 risks and 8 opportunities, in preparation for the analyses that the Group is carrying out prior to the entry into force of the CSRD in Spain.

The material issues were presented to the most relevant management areas of Konecta to obtain a global perspective and an internal assessment was carried out. In this phase, the operational, reputational and internal management importance of each aspect detected was assessed.

The weighting of the internal and external issues identified in the materiality analysis made it possible to compare the internal and external importance of each issue identified, linking them to the main impacts, risks, and opportunities. Finally, the results will be integrated into Konecta's risk management system, where the appropriate control methods will be applied to them.

The results of this analysis are presented below:

Axis	Matter	Description	Impact materiality		Financial materiality		SDGs	More information
			Negative	Positive	Risk	Opportunity		
GOVERNANCE	Good governance and risk management	<p>Good governance: a set of rules, principles and procedures that regulate the structure and operation of Konecta's governing bodies, as well as the decision-making process.</p> <p>Risk management: identification, assessment, and management of potential risks and opportunities to which the Group is exposed, establishing controls and follow-up models for their monitoring. These mechanisms will also be implemented for the control of all corporate information.</p>	X	X	X		16	<p>Page 36</p> <p>Page 40</p>
	Ethics and compliance	Compliance with national and international legislation in force in the countries in which the Group operates, as well as with the commitments subscribed to voluntarily by the organization and ethical conduct in non-regulated areas of the business.	X	X	X	X	8, 16	Page 44
	Supply chain	Konecta ensures that suppliers meet their commitments and expectations by raising awareness through established ethical and environmental principles.		X	X		8, 12, 17	Suppliers (page 96)
	Information security and confidentiality	Digitalization entails a transformation of the business by which digital means are incorporated into Konecta's daily operations. In this regard, and for the control and security of the information stored, the use of a set of control measures is required.			X	X	8, 16, 17	Page 51
	Economic growth, technological innovation and new markets	<p>Economic growth and new markets: creating value and guaranteeing maximum profitability for shareholders and investors. Konecta also seeks to position itself as one of the main players in the sectors in which it operates.</p> <p>Technological innovation: improvement of operational processes through research, adaptation and integration of technology that allows for continuous improvement within Konecta, increasing the quality of the products offered and customer satisfaction.</p>		X		X	9, 12, 17	<p>Pages 11-23</p> <p>Page 51</p>
	Communication and transparency with stakeholders	As part of the commitment to transparency in management, Konecta information is disclosed to stakeholders, being accessible, clear and truthful information.	X	X	X		17	Pages 24-26

Axis	Matter	Description	Impact materiality		Financial materiality		SDGs	More information
			Negative	Positive	Risk	Opportunity		
ENVIRONMENTAL	Decarbonization strategy	The fight against climate change requires companies to transform their business model towards a low-carbon economy. Setting decarbonization targets for this purpose and the use of renewable energies are some examples of these good practices within the transformation process.	X	X	X	X	6, 7, 9, 11, 12, 13, 15, 17	Pages 86–89
	Environmental management	A set of procedures and mechanisms to determine and achieve established environmental objectives and to comply with legal requirements. Environmental management systems consist of an organizational structure, responsibilities, practices, procedures, processes, and resources.	X	X	X		6, 7, 12, 13, 14, 15	Pages 85–86
SOCIAL	Occupational health and safety	Application of the necessary measures to guarantee maximum health and safety conditions at work. Maintaining a preventive approach, establishing commitments, allocating resources and implementing measures and programs aimed at preventing and minimizing occupational risks, establishing protective measures to reduce accidents at work.	X	X	X		3, 8, 12	Pages 69–73
	Attracting and retaining talent with quality employment and decent remuneration	The complexity of talent retention in the sector makes it necessary to identify key profiles and implement talent attraction and development plans that respond to Konecta’s new needs.						
		The training of employees and the possibility of internal development not only offers a competitive advantage over competitors but also improves the quality of the service offered and increases the workforce’s ability to adapt to new challenges that may arise (technological, for example).	X	X	X	X	3, 4, 8	Attracting and retaining talent (page 71)
		Establishment of measures within Konecta to improve the relationship with its employees with the aim of increasing their satisfaction in the working environment.						

AXIS	MATTER	DESCRIPTION	Impact materiality		Financial materiality		SDGs	MORE INFORMATION
			Negative	Positive	Risk	Opportunity		
SOCIAL	Equality, diversity, non-discrimination and human rights	Promotion of a working environment based on equal opportunities and diversity in all areas of Konecta, from recruitment processes to management and professional development programs, applying equitable and non-discriminatory criteria.						
		Measures within the company that enable the reconciliation of work and personal life, allowing flexible working hours and favoring work that meets objectives.	X	X	X		3, 4, 5, 8, 10, 16, 17	Human rights (page 51) Diversity, Equality and Inclusion (pages 75-77)
		Protection, promotion, and respect for human rights in Konecta's direct and indirect operations, through the development of due diligence processes to prevent and mitigate the associated risks and their monitoring.						



Good governance and Risk management

Governance structure

The share capital of Kronosnet Topco, S.L., the parent company of the Konecta Group, is made up of:

80.96%

CX LUXCO VIII S.A.R.L

19.04%

APENET AND SENIOR
MANAGEMENT

The ultimate authority responsible for Konecta's strategy is its Board of Directors, which oversees the strategic orientation and implementation of the Group, in accordance with the interests of the shareholders and taking into account the social and environmental aspects linked to the business.

Although Senior Management functions are carried out by the Board of Directors, it is assisted by an Executive Committee – EXCO – which meets fortnightly to study, analyze and assess the day-to-day running of the Company, its business plan, corporate development, and any other matter of relevance to the company. It maintains constant communication with the Board of Directors on those matters of greatest importance for the Group. It also has several corporate committees that support the work and decision-making of the governing bodies.

Board of Directors at 31 December 2024

The governing body of Grupo Kronosnet Topco, S.L. is the Board of Directors. Its members are appointed individually by the shareholders, in proportion to their shareholding, and they meet quarterly to discuss the progress of the company and the planned development of the business. The average attendance in 2024 was 100%.

José M^a Pacheco	Chairman (non-executive and non-independent)	Founder and Chairman. 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.
Nouridine 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 Entrepreneurs de l'Excellence", an international educational association. Engineer by CNAM and certified in Digital Leadership by INSEAD.
Jesús Vidal Barrio (*)	Chief Executive Officer (executive and non-independent)	Specialist in CX and BPO, with previous experience in Santander Consumer Finance and audit at PwC. Economics Degree from Universidad Complutense and Executive MBA from Instituto de Empresa.
Jaime Chocrón	Vice-President (non-executive and non-independent)	General Manager and Head of Iberia at ICG, leading investments of over EUR 3 billion in the region. Previously in investment banking at JP Morgan in London. Degree in Business Administration from IESE.
Rosa Queipo de Llano	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.
Javier González	Director (non-executive and non-independent)	Associate Director at ICG with private equity experience in Spain and Portugal. Previously at Magnum Capital and Rothschild. Degree in Business Administration from the University of Deusto.
Raquel Serradilla	Director (independent)	More than 30 years of experience in IT and contact centers, 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	Secretary non Director	

(*) Nouridine Bihmane has been CEO since 15 April 2024, and since his appointment, there were two CEOs until 31 December 2024, when Jesús Vidal Barrio stepped down as CEO.

The term of office of members of the Board of Directors of Kronosnet Topco, S.L. is of indefinite duration and the number of terms of office is not restricted, except in cases of incompatibility. All non-executive directors, including the independent director, serve a single term in their capacity.

The remuneration policy for this body is set out in the Articles of Association, in accordance with the requirements of current legislation. On an annual basis, the Board approves the maximum remuneration to be received by its members.

Konecta integrates its environmental commitments into the remuneration of the Board. 10% of the variable remuneration of the Group's CEO is linked to compliance with the approved sustainability objectives, including the Group's Decarbonization Plan, which establishes objectives aligned with the SBTi.

Delegated committees of the Board of Directors

Executive Committee

The Executive Committee assists the Board of Directors in the performance of its Senior Management duties by maintaining constant communication with the Board on key issues; it meets in the months when there are no Board meetings.

At year-end 2024, it was composed of the CEOs and Directors:

- **Nourdine Bihmane** (from 15 April 2024)
- **Jesús Vidal Barrios** (until 31 December 2024)
- **Jaime Chocrón**
- **Javier González**
- **Rosa Queipo de Llano**

It has two permanent guests:

- Iñaki Aguirre (Group Chief Financial Officer)
- Ramón Ros (Chief Strategy and Business Development Officer).

Depending on the information needs, additional guests may be invited to the meetings.

Corporate committees

Business/ Financial Review for Europe (Iberia, FSM, ISM, GC, ROE)	IT Committee for Iberia and the Americas
Business/ Financial Review for the Americas	Human Resources Committee
IT Committee for Europe	Purchasing Committee

Responsibility in the highest governance body for sustainability issues

At corporate level, Konecta has a Sustainability Committee with the aim of adequately developing the objectives set and reporting to the Board of Directors on progress in this area. It meets every six months and is made up of representatives from the main areas of Konecta, led by the General Secretary of the Executive Committee and member of the Board of Directors, who is responsible for the areas of Legal Advice, Compliance, and Sustainability.

Konecta’s directors, senior management and governance bodies have the necessary information and structure in place to address compliance risks and the achievement of strategic plans.

Risk management

Konecta reinforces its risk management model, aiming to identify and assess business risks and establish the appropriate control mechanisms.

Due to Konecta's business model, data security, cybersecurity, customer expectations, IT and talent issues are dominant risks throughout the Group. Criminal risks, although less predominant, are relevant because of their potential consequences for the company. Climate risks are integrated due to the potential direct impact of adverse weather effects (droughts, heat waves, floods, etc.) on the company's operations and supply chain.

Konecta's **Corporate Risk Assessment Procedure** facilitates the identification, control, and assessment of these risks. In addition, during 2023 and 2024, work was carried out on the integration of risk management tools. The corporate governance tool, Diligent HighBond, currently has specific matrices for criminal risks, IT and information security risks, and other risks, including ESG risks.

Process owners are responsible for identifying and assessing risks, establishing control methods, and monitoring them. Where necessary, the Compliance team is also involved. Risks that exceed a certain threshold are reported to the Board of Directors, which is ultimately responsible for the identification, analysis, assessment, treatment, monitoring, and measurement of events that could affect the Group's strategy.

Konecta periodically reviews its risk mapping, in addition to its materiality analysis, which provides it with an up-to-date view of its context.

This assessment considers the likelihood of their occurrence and the expected extent of their impact, taking into account the risk management measures implemented by the main departments responsible. Once the results are obtained, a decision is taken on how to manage the risk and the appropriate control methods are applied.

Some of the main risks identified are detailed below and explained in more detail throughout the document, together with the controls in place:

TYPE	DESCRIPTION	MATERIAL ISSUE
Strategic risks	Associated with operations in different countries (e.g. regulatory, political or economic changes).	Good governance and risk management.
	Intense market competitiveness.	Quality service and customer satisfaction.
	Shifting industry trends towards CRM and BPO service delivery.	
	Changes in the regulation of labor relations. Effect of labor disputes on business.	
Compliance and regulatory risks	Regulatory changes in markets and sectors of activity.	Ethics and compliance.
	Regulatory non-compliance on data protection and privacy; corruption, bribery and money laundering; and labor and tax obligations.	
	Risks with potential criminal consequences.	
Financial risks	Liquidity pressures in the economy.	Good governance and risk management.
	Exchange rate risk.	
	Expansion of the Company into unstable markets.	Economic growth, technological innovation, and new markets.
	Operational risks due to changing situation or unforeseen events.	
	Increased costs.	

TYPE	DESCRIPTION	MATERIAL ISSUE
IT Risks	<p>Technological obsolescence.</p> <p>Cyber attacks and information security.</p> <p>Dependence on third parties for technology and telecommunications services.</p> <p>Capacity to invest in and implement new technologies.</p>	<p>Economic growth, technological innovation and new markets.</p> <p>Information security and confidentiality.</p>
Operational risks	<p>Consumer trend towards new digital channel models and self-service.</p> <p>Increasingly demanding clients, who demand greater added value.</p> <p>Customer dissatisfaction.</p> <p>Incidents in systems.</p> <p>Attracting and retaining skilled profiles to support our operations.</p>	<p>Quality service and customer satisfaction.</p> <p>Attracting and retaining talent with quality employment and decent pay.</p> <p>Occupational health and safety.</p> <p>Supply chain.</p>
Reputational risks	<p>Loss of reputation, image and brand value.</p> <p>Loss of confidence as an employer brand.</p> <p>Insufficient efficiency and quality in the management and resolution of complaints and claims.</p> <p>Communication deficiencies.</p>	<p>Communication and transparency with stakeholders.</p>
ESG risks	<p>Climate risks such as physical effects or transition risks such as failure to meet commitments.</p> <p>Other environmental risks related to incidents, irrational use of resources or inadequate waste management.</p> <p>Social risks such as cases of discrimination or human rights violations, other risks linked to labor management (dissatisfaction, absenteeism and drop-outs, health and safety diligence, etc.) or social commitment.</p> <p>Governance risks related to the achievement of internal commitments and plans, the relationship with stakeholders or the role of governance bodies.</p>	<p>Decarbonization strategy.</p> <p>Environmental management.</p> <p>Equality, diversity and non-discrimination.</p> <p>Social commitment.</p>

Business continuity

Ensuring business continuity and responding to unexpected situations or crises are key to maintaining customer satisfaction and minimizing risks to Konecta's operations and reputation. The Group has Business Continuity certification in accordance with the ISO 22301 standard in Chile, Spain, Italy, Morocco, Mexico, Peru, Portugal, Romania, Turkey, and the UK.

Crisis management

In the area of crisis management, the Group has established a robust system to ensure an effective and coordinated response to such situations. The **Crisis Manual** sets out the procedures, responsibilities and mechanisms for the identification, management and resolution of critical situations. This document is based on the following pillars:

01

Proactive identification and control: a structured monitoring process that allows early detection of critical events and timely activation of the response protocol.

02

Crisis Committee: Crisis management is led by a group of people in key roles within the company. This committee is responsible for assessing the situation, making strategic decisions, and ensuring effective communication with stakeholders.

03

Clear procedures: anyone who detects a critical problem has a clear procedure for reporting it to the right people.

Konecta carries out regular training and constant updating of the Crisis Manual to ensure an effective response to any situation that could compromise the stability of the Group.

Ethical and responsible management model throughout the value chain

Ethics and compliance

Strengthening the Compliance culture at Konecta

Konecta has established a robust **Compliance Program** covering all areas of the company. The Group thus reinforces the confidence of its stakeholders and the response to risks of non-compliance with regulations or internal commitments, criminal risks or increased regulatory pressure.

This program, which is global in nature and adaptable to the particularities of each jurisdiction, is designed to prevent and detect any irregularities that could affect the reputation and performance of the Company.

The consolidation of the **Criminal Risk Prevention and Compliance Model** has strengthened risk management and regulatory compliance.

Policies

The Compliance Program consists of policies, procedures and controls in place within the Group that are intended to detect and react diligently to any behavior potentially contrary to the interests of the company:

• Code of Ethics	• Fiscal Policy
• Code of Ethics for Suppliers	• Funding Policy
• Human Resources Framework Policy	• Privacy and Confidentiality Framework Policy
· Occupational Health and Safety Policy	· Information Systems Security and Cybersecurity Policy
· Recruitment and Selection Policy	
· Equality Policy	• Quality Policy
· Diversity Policy	• Responsible Purchasing Policy
• Human Rights Policy	• Environmental Policy
• Criminal Risk Prevention Policy	• Corporate Responsibility and Sustainability Policy
• Compliance Policy	• Digital Disconnect Protocol
• Anti-Corruption and Money Laundering Policy	

In addition to the application of the policies that make up the corporate Compliance Program, Konecta has procedures that ground its contents locally and seek to address the realities and needs of each region or country.

Action plans developed

To ensure compliance with its principles of action and its long-term consolidation, Konecta implements comprehensive action plans that include:

- Awareness and training programs to reinforce best ethical practices.
- Standard contractual clauses integrated into agreements, ensuring alignment with the company's ethical commitments.
- Confidential reporting channels to promote transparency and accountability.
- Risk assessment and continuous improvement processes to proactively strengthen ethical governance.

In addition, in recent years, significant progress has been made on the Compliance Program. Among the most notable achievements are:

- **Adapting to the digital era:** The growing adoption of AI has prompted the creation of a detailed guide for its responsible use in the work environment, aimed at the Group's professionals. It includes a set of guidelines and recommendations, ensuring the safe use of the technology, as well as data protection and privacy.
- **Commitment to the environment:** The update of the Environmental Policy in 2024, which extends the Group's commitments in line with the global emissions reduction targets verified by the SBTi, reinforces the company's commitment to the fight against climate change and encourages the adoption of practices aligned with this principle throughout the value chain.
- **Strengthening the supply chain:** The implementation of a Code of Ethics for suppliers, available on the Procurement Portal, ensures that business partners share the same values and ethical standards as the company. In addition, in 2024, an approval process was established, managed, and audited by a third party – the latter applying to critical suppliers that need it after the initial assessment. Sustainability criteria are a key component in this process.
- **Reducing risk exposure:** Proactive risk identification and management help to reduce the company's exposure to legal sanctions and reputational damage.

- **Continuous improvement:** Periodic evaluation of the program allows for identifying areas for improvement and adapting it to the new realities of the business and its environment.

Fighting corruption and bribery

Konecta has internal procedures designed to prevent, detect and, where necessary, mitigate any form of corruption, including bribery and money laundering.

Policies

The **Anti-Corruption and Anti-Money Laundering Policy** sets out the key principles for preventing illicit business practices.

During 2024, the company continued its process for identifying, analyzing, and assessing criminal risks, with a particular focus on public corruption, money laundering, and fraud. This assessment allows for prioritizing risk controls and clearly defining the areas and persons responsible for their management. The company has also carried out a review of existing controls to measure their efficiency and implement corrective measures where necessary.

In order to ensure the correct implementation of these controls, the Group develops action plans based on:

- **Comprehensive Compliance program** to ensure adherence to regulations.
- **Secure and confidential reporting channels** to report any breaches of internal or legal rules.
- **Strict compliance with tax regulations** to ensure financial integrity.
- **Awareness raising and continuous training on ethics and anti-corruption.** In 2024, a total of 43,401 hours of ethics and anti-corruption training were provided.
- **Assessment of suppliers to ensure ethical standards.**

In addition, those positions with greater exposure to illicit practices are identified in order to adapt the available action plans. Due to the characteristics of Konecta's business model, these roles include those with greater decision-making capacity or influence over contracting, tenders or relations with suppliers or public entities. In some geographies, such as Argentina and France, preventive training actions have been developed for these personnel.

The development of anti-corruption and anti-bribery practices has enabled Konecta in Peru to obtain the "Entrepreneurs for Integrity (EXI)" certification, based on the criteria of the ISO 37001 standard (anti-bribery systems).

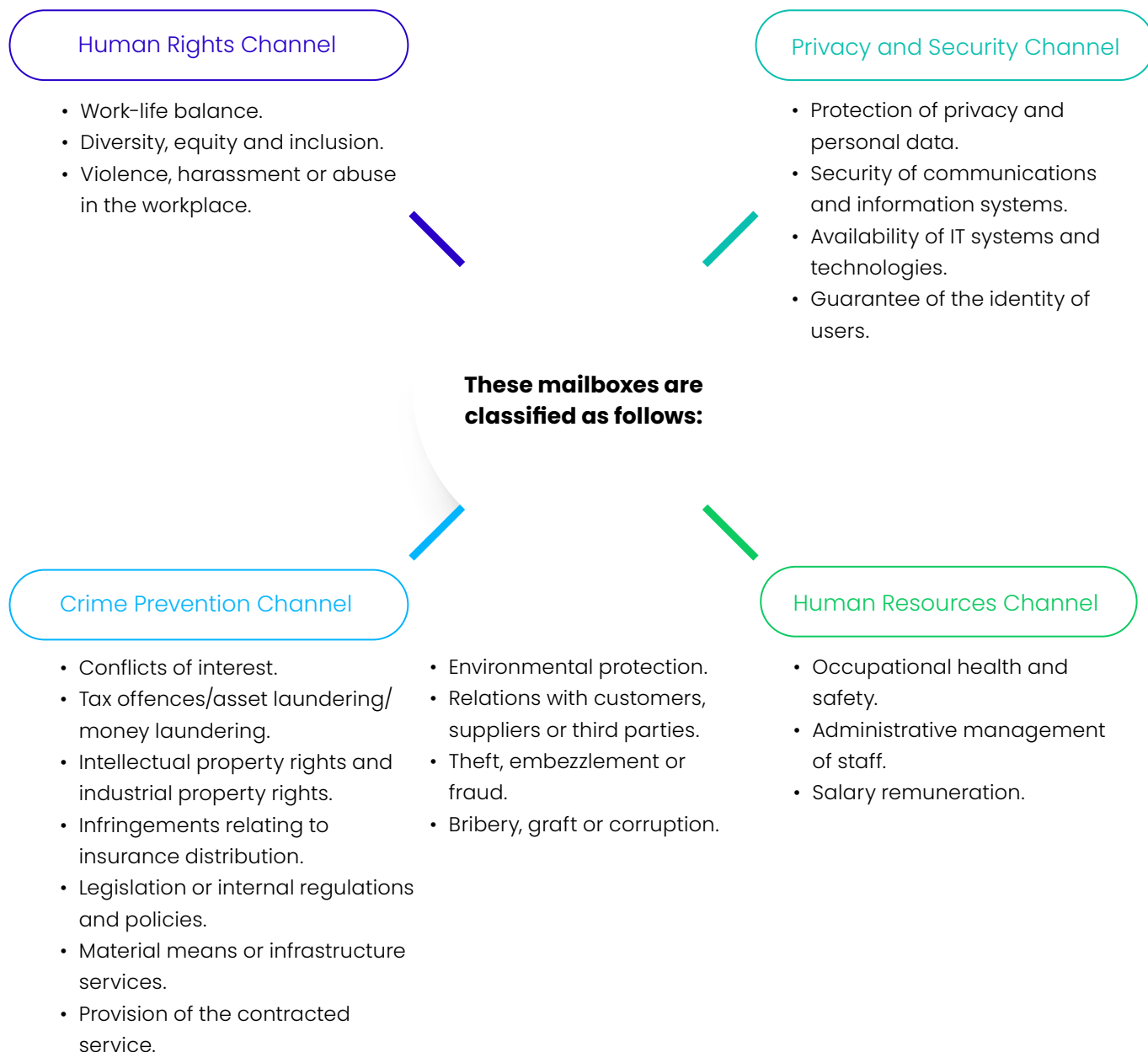
Whistleblowing Channel: strengthening transparency and integrity

Since 2023, Konecta has had the "Information Channels" platform, available on the Group's corporate website, which allows employees, suppliers and other stakeholders to confidentially report any irregularities or possible violations of its policies. This is an effective mechanism to promote transparency and trust among all stakeholders.

This platform, created with high security standards, facilitates the reporting of any irregularity, ensures the confidentiality and protection of whistleblowers, and optimizes the management of the communications received.

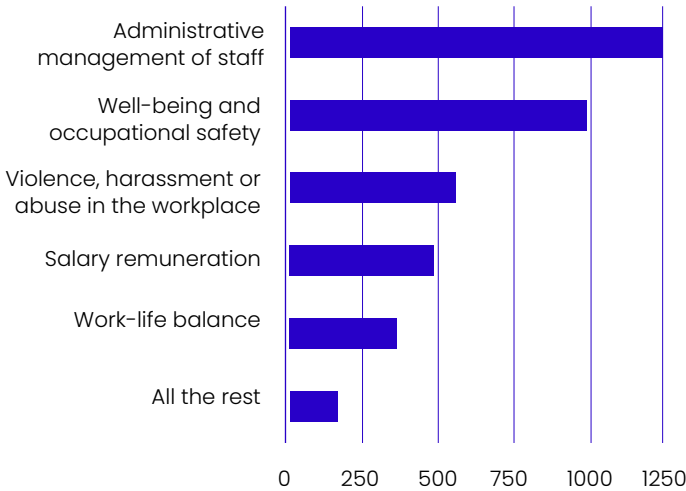
The main characteristics of these Channels are:

- **Anonymity:** The system is designed to be secure and confidential, so that the identity of the informant and of any third party mentioned in the communication, management and processing of the communication is protected.
- **Multilingual:** The Channels are available in multiple languages to facilitate its use in the different countries where the company is present.
- **Follow-up:** The informant has the option to track the progress of the reported case at any time during the ongoing investigation, through the secure communication mailbox.
- **Categorization:** The communications received are classified into different categories according to the content of the facts.

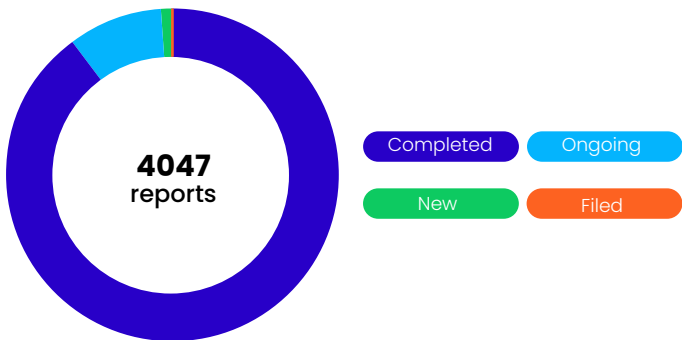
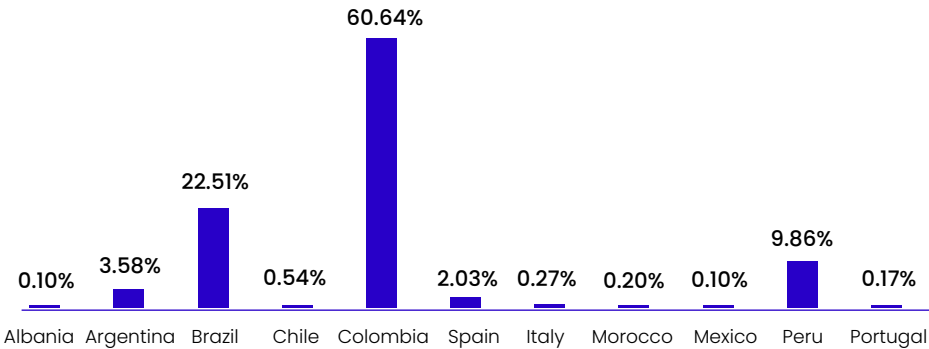


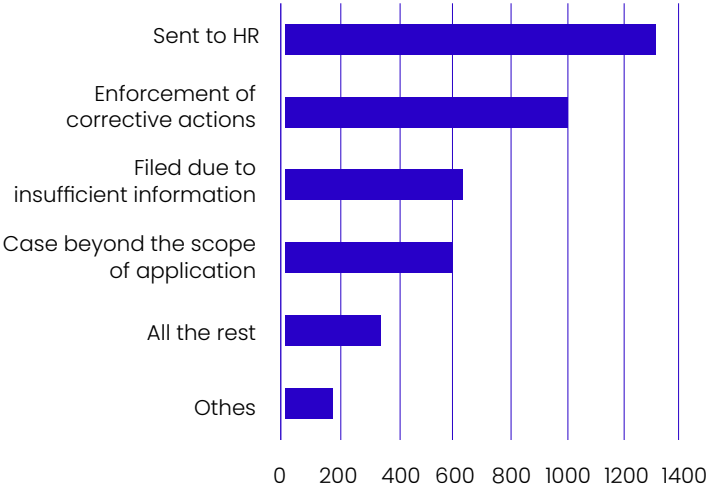
The **Compliance Committee** is in charge of addressing any problem related to the Code of Ethics, the Compliance Policies and any matter that, due to its complexity, requires to be submitted to its interpretation.

During 2024, a total of 4,047 reports received through those procedures were handled. 68% of the queries related to labor issues (remuneration, occupational health and safety), in line with the number of the Group’s employees.



In terms of the number of incidents reported, more than half came from Colombia, followed by Brazil.





Commitment to human rights

Konecta respects, safeguards, and promotes human rights in all the regions in which it is present, and pays special attention to the rights of its employees and collaborators in all geographies.

Policies

Through its general **Compliance Program** and **Human Rights Policy**, the company promotes compliance with the rights recognized globally in the Universal Declaration of Human Rights and the principles set out in the United Nations Global Compact, to which it has been committed for more than 20 years. This policy is available to all stakeholders through the company's website and applies to the entire Group.

Action plans developed

In 2024, Konecta worked on identifying and prioritizing adverse human rights and environmental impacts, both in its own operations and throughout its value chain. This project aims to establish effective control mechanisms to prevent possible impacts, as well as to mitigate, eliminate or repair them when they materialize.

Following the methodology established in the OECD Guidelines for Multinational Enterprises, an analysis of the severity and probability of the impacts identified was carried out, prioritizing the most relevant ones.

During the fiscal year, an ESG risk assessment was carried out in all the countries where Konecta is present, taking into account international benchmark indices and determining the Group's exposure to these risks. Based on this analysis, it was decided to focus the first phase of the project on the operations in Spain and Colombia, as these are the countries with the greatest operational weight and representation.

Cybersecurity and personal data protection

Information is fundamental for Konecta, as a strategic and sensitive asset. For this reason, the company has promoted a comprehensive strategy that places special emphasis on confidentiality, prioritizing cybersecurity, and the protection of personal data.

Policies

Since the end of 2022, Konecta has had its own **Security and Cybersecurity Policy** which aims to serve as a reference framework to guarantee the integrity, privacy and confidentiality of information in accordance with current legislation, through general principles of action.

The Group has defined an inventory of specific information security risks, with the aim to progressively grow the number of facilities eligible for ISO 27001 certification. Currently, Albania, Argentina, Brazil, Chile, Colombia, Spain, Guatemala, Italy, Morocco (Tangiers), Mexico, Peru, Portugal, Czech Republic, Romania, El Salvador, Turkey, and the UK are certified. The French speaking region (France, Belgium, Madagascar and Morocco remaining platforms) was added in 2024.

In addition, Konecta has a **Framework Policy on Privacy and Confidentiality** that aims to ensure appropriate, lawful, fair, and transparent processing of the personal data of customers, employees, and suppliers. This policy is based on the General Data Protection Regulation (GDPR), the strictest international standards and the local laws applicable in each jurisdiction.

Along these lines, the Group undertakes to be transparent in the processing of personal data. Data subjects may exercise their rights of access, rectification, deletion, and other rights recognized in the applicable regulations, through the established channels.

Cybersecurity action plans

In the context of increasing threats in the digital environment, Konecta has invested heavily in cybersecurity to protect the sensitive data of its customer base and to ensure business continuity. Following the implementation of the information security governance model in all geographical regions, various controls and processes have been put in place to safeguard the corporate environment:

- **Audits and simulations:** Konecta has maintained a proactive approach, coordinating external cybersecurity audits and conducting attack simulations to improve and validate its defense systems.
- **Standardization and automation:** The definition of global security requirements, the unification of services and the adoption of systems based on AI allow for a more agile and

efficient response to any attack or incident. In addition, Konecta is working on integrating automated processes into its software development lifecycles to mitigate the risks inherent in the design process.

- **Training program:** All employees participate in this annual information security awareness program, which includes phishing simulations. In addition, developers undergo specific training to strengthen software security.
- **Other key actions developed in the** field of cybersecurity and data protection include:

- **EDR Agent implementation:** Group-wide deployment of this tool for monitoring and analyzing endpoints (connected devices) and the network has been completed. Approximately 130,000 endpoints were analyzed in May 2024.

- **Integration of XSOAR sources:** Perimeter firewalls, proxies, Active Directory servers, and VPNs have been integrated into XSOAR for better monitoring.

- **XSOAR correlation rules and automated playbooks:** These tools enable Konecta to automatically resolve 67% of incidents detected in Palo Alto XSIAM tools, improving operational efficiency and reducing response time to potential threats.

- **New Threat Intelligence tool:** This enables active surveillance and monitoring of the Deep and Dark Web through Terms of Evaluation (TOE), specifically designed according to Konecta's requirements. The tool strengthens proactive protection, improves security, and reduces risks.

- **Strengthening VPN security:** VPN security settings have been improved by implementing certificate validation, geopolitical restrictions, limiting user login to one session, etc.

- **Implementation of web browser security:** Konecta has established and implemented a corporate browser. In 2024, as part of the initial phase of this project, 87,000 browsers were recognized within the group and the new security measures were implemented in five different countries, ensuring greater control and protection of online activities.

In 2025 Konecta will continue to strengthen cybersecurity by implementing the following key projects:

Deployment of the Privileged Access Management tool to complete the security coverage within the Group.
Increase in the overall percentage of automated SOC (Security Operations Centre) alerts and incidents recorded.
Continuous improvement of Terms of Evaluation (TOEs) on the Deep and Dark Web.
Enhancement and extension of DLP policies to increase the protection of the Group.
Completion of the corporate browser project and security tools for the remaining countries.

Personal data protection action plans

To ensure the protection of personal data, Konecta has implemented various measures, including the following:

- **Risk analysis and impact assessments:** Periodic assessments of the risks associated with the processing of personal data are carried out and the necessary security measures are implemented to mitigate them.
- **Training and awareness:** 59,185 employees were trained during 2024, to foster a culture of privacy throughout the organization.
- **Audits:** In 2024, various projects were developed to monitor and audit data protection and personal information systems.

- Audit in Argentina carried out by an independent third party.
- External audit in Spain to verify compliance with the requirements of the GDPR and the LOPDGDD.
- Constant monitoring of French-speaking markets (Belgium, France, Madagascar, and Morocco) to ensure the protection of personal data. In addition, regular audits are carried out on subcontractors and subsidiaries.
- External audit in Hungary on GDPR which resulted in the updating of internal regulations.
- In Chile, internal monitoring and continuous control was carried out to ensure compliance with the provisions set out in local regulations.

In 2024, no privacy incidents or loss of personal data have been reported to the supervisory authority.



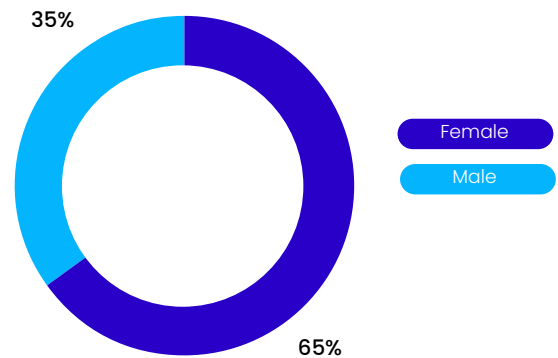
Great professionals create great companies³

³Quantitative data on the workforce is based on the position at the end of the year.

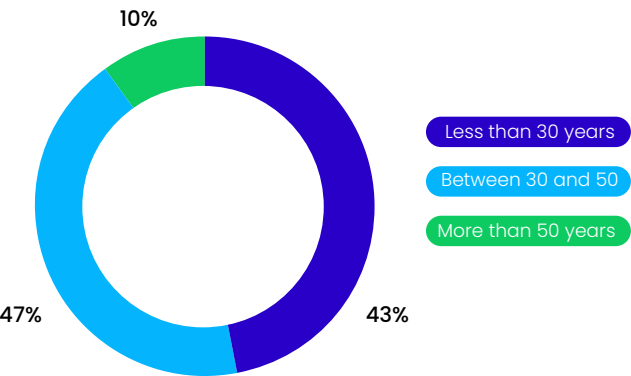
Konecta’s business model is leveraged on the talent of its team, which is supported by digital technologies. Having people who are motivated and committed to the project is essential to the company’s success and allows it to address the challenges of growth and sector transformation.

Konecta’s workforce is made up of 116,972 employees with the ability to operate in more than 30 languages, demonstrating its global presence and diversity. In 2024, 89% of the workforce were agents, of whom 67% were women and over 91% of whom were under the age of 50.

Workforce distribution by gender 2024



Workforce distribution by age 2024



In addition, at the end of 2024, Konecta had 2,275 subcontracted workers who did not have a direct employment relationship, a reduction of 20.6% compared with the previous year. 97% of these workers are based at locations in Italy.

People Strategy

During the 2024 fiscal year, the Group consolidated its People Strategy, a global human resources strategy aimed at strengthening the commitment and wellbeing of the team, and comprehensively addressing the needs of its employees globally along with the challenges and opportunities linked to talent management.

The People Strategy has three main pillars:

- **Better match.** Connecting with talent in the best possible way.

Konecta has reinforced its value proposition for attracting, inspiring, and retaining the best professionals, by opting for a talent acquisition model based on:

- Outsourcing through digitized processes and a new value proposition.
- Internal promotion: guaranteeing opportunities for professional growth.
- Campus management strengthening the relationship with universities and training centres.

In addition, work continued to strengthen Konecta's employer brand, with the deployment of campaigns aligned with the new corporate identity, and the development of a coherent and attractive employee value proposition (EVP) in key markets. Internal communication is positioned as an essential element to ensure alignment of messages and to gather feedback from teams.

- **Better place.** Creating the best possible environment for our talent.

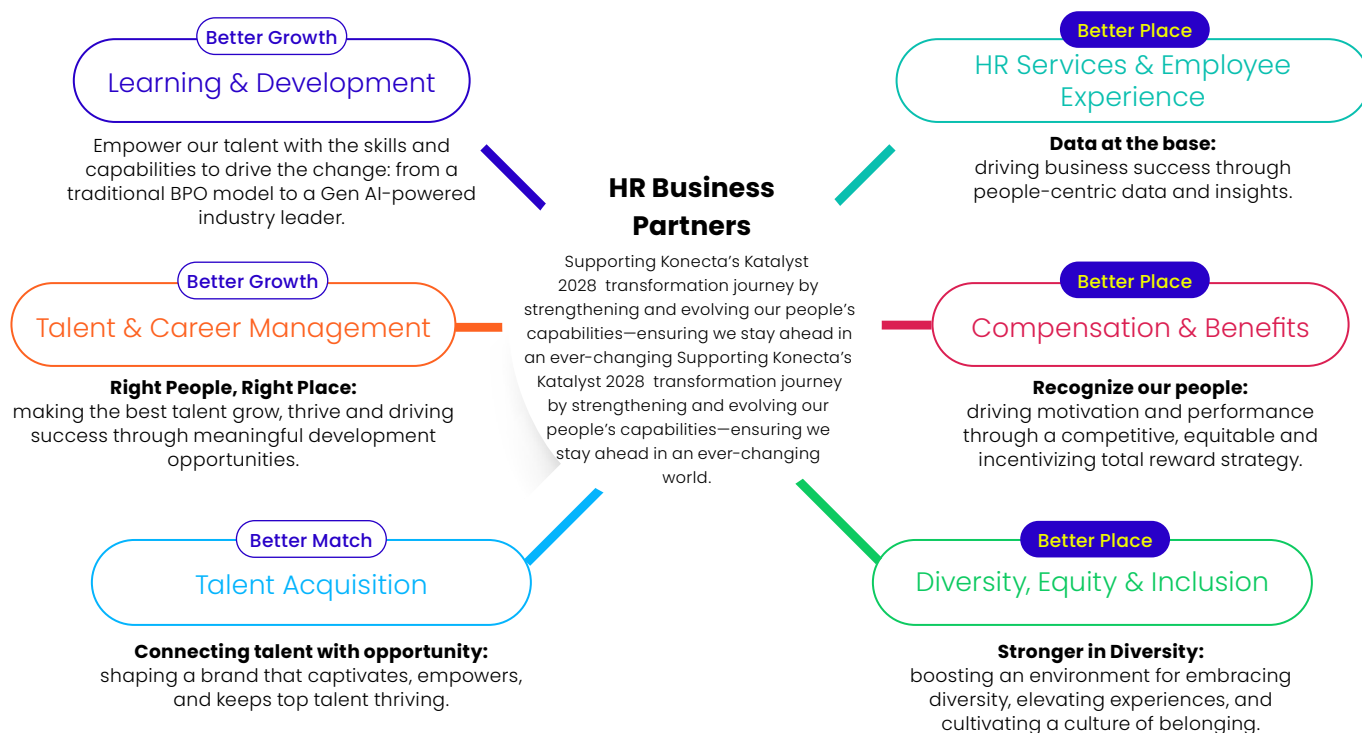
Konecta focuses on improving the employee experience through:

- Continuous monitoring and analysis of team satisfaction and well-being.
- Fostering a common and positive organizational culture.
- Development of diversity, equality, and inclusion (DEI) policies and initiatives, ensuring that all team members feel valued and included, regardless of their background or identity.

- **Better growth.** Empowering the best possible version of our talent.

- Learning and development programs with a focus on leadership, digital competences, and adaptation to generative AI.
- Strengthening talent management and recognition and reward processes, promoting fair remuneration and competitive benefits.

This strategy aligns with Konecta's guiding principles, driven by the following levers:



Ambition: a global strategy for managing change and caring for people

The CX digital solutions and service delivery sector operates in a changing landscape, driven by customer demands and advances in digital transformation. Companies must adapt to these new realities and to have an agile and dynamic team capable of dealing with changing situations.

Konecra has created a Change Management Office and senior Change Management role, integrated into the Human Resources structure. This role promotes the coordination of key initiatives and facilitates communication between teams. Initial achievements include the preparation of Konecta's Change Management Plan, the creation of a community of transformation leaders, and the development of Google Catalyst, a platform to centralize information and monitoring of the transformation program, which was launched in January 2025.

Konecta Leaders Convention

As part of this commitment to leadership, **the first Konecta Leaders Convention took place in 2024**, an exclusive meeting that brought together the company's top 150 leaders. This convention served as a platform to present the new strategic plan and to reinforce the alignment of the management teams with Konecta's transformation and digitalization objectives.

The meeting was also an important opportunity to interact with the company's key decision-makers, including members of the Group Executive Committee, regional and country CEOs, and leaders from Sales, Operations and Corporate Functions.



Global Approach: standardization in people management

Konecta continued to strengthen the standardization of its Human Resources practices in 2024 in all the countries where it operates. This led to the implementation of standardized processes in key areas such as recruitment and salary conditions, guaranteeing greater transparency and fairness throughout the organization.



Konecta taxonomy project

At the end of 2024, Konecta launched the Konecta Taxonomy project, to design a comprehensive framework that standardizes key concepts and terminologies globally. This initiative will:

- Standardize definitions and ensure alignment of reporting across markets.
- Optimize data quality and improve transparency of information at group level.
- Facilitate operational clarity through a better understanding of the interrelationships between teams, roles, and functions.

The project will continue in 2025 with the extension of the taxonomy to all corporate functions, such as Finance, IT, Marketing and Communications, and Operations, providing a solid base for strategic and operational decision-making.

The Human Resources team has also established a standardized monthly reporting framework to ensure consistency of information and its use in global talent management.

Human resources convention

In 2024, Konecta organized its first Global Human Resources Convention, a milestone in the process of standardizing and globalizing its people management practices. This event, held in Madrid, marked the consolidation of a global team ready to lead the company's transformation and growth.



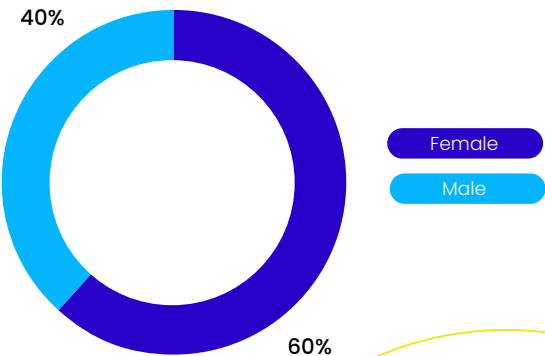
Attracting talent

Attracting and retaining talent with quality employment and decent remuneration

Konecta has a **Recruitment and Selection Policy** that designs, defines and disseminates the principles on which new recruits are based. This policy seeks to provide the company with the necessary talent and to promote equal treatment for all people, generating equal employment opportunities and encouraging internal promotion.

During 2024, there were 99,856 new recruits, of whom 60% were women, the same percentage as in 2023; 64% of new recruits were under 30 years of age, 2% down on the previous year. As in 2023, 98% of new recruits were agents.

New recruits by gender 2024 (%)



Recognition

Attracting and retaining talent with quality employment and decent remuneration

Konecta’s recognition strategy helps to improve talent satisfaction and retention with a variety of mechanisms in place to recognize the work of employees and their commitment to the project. In addition to formal incentive systems, there are other measures such as recognition by managers or the team.

Among other actions, the annual **“Inspiring Talent”** event, held in Spain, highlights and celebrates the achievements of employees in relation to the company’s challenges. Its purpose is to motivate continuous effort, encourage commitment, and provide opportunities for growth within the company.

During 2024 Konecta successfully implemented its **Global Variable Incentive Plan** in all countries where it operates. This is based on sustainable financial principles and the alignment of individual objectives with business results.

2024 highlights included:

- Complete digitization of the process, leading to improved transparency and efficiency.
- Extension of the plan with a specific incentive scheme for commercial roles, aimed at generating new revenues.

The Global Variable Incentive Plan reinforces Konecta’s commitment to fair and equitable remuneration, aligning the interests of the company and its employees and encouraging motivation and performance at all organizational levels.

By promoting various initiatives aimed at talent recognition, satisfaction, and retention, Konecta succeeded in reducing the voluntary turnover rate on an annual basis:

Voluntary turnover rate evolution

Female			Male		
2022	2023	2024	2022	2023	2024
0.043	0.042	0.0396	0.049	0.051	0.048

Learning and professional development

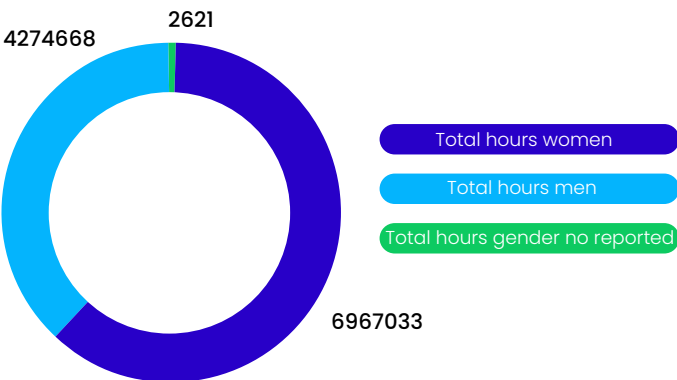
In a changing market and technological context, it is essential that Konecta ensures staff competencies and skills are up to date and appropriate for the requirements of their jobs. **Konecra's training plans are adapted to the realities of each position and country**, with the aim to:

- Have the necessary skills in place for each job.
- Develop the optimal strategic, business, and individual competencies for its business realities.

This model enables Konecta to develop its professionals more effectively, harnessing and enhancing their skills and encouraging a culture of learning.

In 2024, a total of 11,244,322 training hours were delivered, with an average of 96 training hours per person (up from 94 hours in 2023).

Hours of training by gender 2024



The main training initiatives developed by Konecta include:

01

Top Talent: This initiative seeks to transform leadership and foster growth through meaningful learning experiences focused on self-awareness and strategic competency development. In 2024, the focus was on

leadership development and strategic agility, with the participation of 50 key talents from the Americas. This program includes language skills enhancement, preparation for global initiatives and mentoring to

ensure significant and lasting impact. In 2025, Konecta expects to continue the program's expansion.

02

Konecra AI and GenAI Academy: This program promotes AI training at all levels, ensuring structured training aligned with Konecta's business strategy. Special emphasis is placed on change management,

effective communication, and the adoption of the new organizational culture and values. In 2024, 649 people enrolled in the program, with a 42.7% completion rate. The training is set to continue with a focus on change

management and internal communication.

03

Speexx Global Language Skills: This language training program, launched in 2022, aims to improve employees' language proficiency through flexible sessions, customization, and dedicated tutors. This fosters

both internal and external collaboration, reinforcing a corporate culture focused on English proficiency. Over 500 participants in 10 countries have been involved with the program, with an attendance rate of 75% and a satisfaction

rating of 8/10. The next step is to expand this model to countries with a greater need for language development.

04

Sales Excellence: This training initiative standardizes sales practices and improves both technical and interpersonal skills through a comprehensive training

model. It also promotes the creation of a Global Sales Community that unifies sales activity worldwide. In 2024, the program involved 130 salespeople from 16 different

countries; the attendance rate was 88%, with an average satisfaction rating of 8/10.

05

DidactiK! – Digitization of Learning: This corporate tool facilitates the global management and digitization of training, enabling on-demand training and offering advanced analysis options. In 2024, the platform reached a total of 177,510 users, recognized in 19 countries.

- The monthly average for access reached 4,900 registrations in 2024, an increase of 26.53% over 2023.
- 3,923 new courses were created, bringing the total to 14,721 courses.

- The course enrolment rate continued its upward trend, reaching a total of 529,150 completed enrolments, an increase of 22%.
- A total of 199,776 certificates were issued, an increase of 24% over the previous year, evidencing a high level of program completion and highlighting the value of training for employees.
- By region, Latin America showed a growing interest in the platform. Colombia stood out as the leader, with an average of 19,116 monthly

accesses, while Peru contributed more new users, with a monthly average of 4,661 registered users.

In addition, the individual countries where Konecta has a presence implement their own development and training plans to adapt skills to the needs of their market. Different geographies offer coaching and support to their employees or develop training in digital skills, soft skills, languages, leadership, or health and safety. Among others, Peru develops the Talent-K program for leaders and high-potential employees, while in Turkey, the Talent K! program focuses on internal promotion and the development of soft skills.

Next steps in training

Konecta has an action plan in place for 2025 to set out the guidelines for training its team:

- Expansion of Top Talent to include more leaders and key talent in the organisation.
- Continuation of the Gen AI program with training courses adapted to all levels.
- Expansion of the Language Training program, with a focus on language development in high-growth countries.
- Reinforcement of Commercial Excellence through the consolidation of the Global Sales Community and continuous standardization of processes.
- Optimization of Didáctik! with new analysis tools and a stronger focus on integration with global systems.

Progress of learning and professional development indicators

No. of hours of training per professional category

Professional category	2023	2024
Agent/Clerical Staff /Validator	10788353	11032311
Quality	15452	23292
Coordinators	137344	76530
Force/Instructor	21018	28753
Services Line Manager	7513	8496
Other Operations staff	1502	12534
Structure / SG&A	26392	32011
Other Operation Managers	558	3991
Person in charge of services	6065	4272
Supervisor	26015	22131
Total	11030212^a	11244322

No. of training hours associated with main sustainability topics

Theme	2023	2024
Leadership	30913	25603
Anti-corruption / Money laundering	9435	4797 ⁴
Digital capabilities/digital transformation	39953	20755
Human rights	12736	8343
Ethics/ Code of Ethics/ Compliance	12856	43401
Equality, equity, non-discrimination, workplace harassment, diversity, disability awareness	14158	20964
Prevention of gender-based violence, harassment behaviors	24264	17248
Data protection - GDPR	45653	312166 ⁵
Environmental protection / climate change / recycling	101630	24685 ⁶
Information security	35625	38072
Health and safety of workers / Emergency prevention/ Covid-19	146168 ⁹	160146 ⁷
Total hours of training on sustainability issues	442478⁸	676180

⁴ The reduction in training hours on money laundering is associated with the decrease in welcome training in Colombia and Mexico due to lower recruitment.

⁵ The increase in training hours on data protection (GDPR) is due to training for 100% of the staff in Madagascar.

⁶ This is influenced by the restructuring and updating of environmental training in Peru.

⁷ The increase in occupational health and safety (OHS) training is associated with the updating of training in Peru and the training plan implemented in Colombia, both of which have been geared towards encouraging greater participation.

⁸ This figure has been updated from that published in the NFIS 2023 due to an adjustment in SSL training hours in Colombia.

Talent management

Work organization

Konecta promotes a work organization that facilitates work-life balance, recognizing the impact that proper time management and digital disconnection has on the health, wellbeing, and productivity of its team.

To mitigate these risks, Konecta has a global **Digital Disconnection Protocol**, which defines guidelines and limits on the use of digital devices and electronic communications outside working hours. This policy ensures respect for employees' rest time and promotes their wellbeing, in compliance with local regulations.

Work-life balance and flexible working arrangements

The Group develops actions considered effective for improving the work experience of its employees, combined with work-life balance and flexible working arrangements. It also identifies new opportunities for engagement and focuses its efforts on proactive, employee-centered solutions.

Where possible, remote or hybrid working is facilitated in all operations. In 2024, 31.8% of the workforce performed their work in these modes: 24% remotely and 8% in hybrid remote/on-site mode. The maintained the trend in 2023, when 31.4% of the workforce performed their duties remotely or in mixed modes.

In addition, Konecta adapts its work-life balance measures in each country to enable its team to reconcile their work and personal lives. The main measures include:

- Reduced working hours and leave to care for minors and family members.
- Maternity, paternity and breastfeeding leave.
- Flexible working hours and a variety of shifts.
- Priority in the choice of holidays for people with dependent children.
- Telework and hybrid working patterns.

Measures implemented by different regions on this include:

Argentina: With the aim of promoting co-responsibility and work-life balance, Konecta offers extended paternity leave, beyond what is required by law. It also offers benefits for new mothers such as mother and baby kits or financial support for childcare. Likewise, the Tribu Mamá Konecta program offers teleworking options to support new mothers on their return to work.

Brazil: The “Mamãe K” program is designed to help, support, and guide pregnant employees during the gestational period.

Colombia: Among other measures, Konecta offers half-day leave for children’s birthdays, phased return from maternity and paternity leave, extended maternity and paternity leave in cases of multiple pregnancies or adoptions, and special hours during school break weeks.

Spain: Work-family reconciliation measures offered include flexible working hours for school tutoring and child adjustment periods, as well as for childbirth preparation classes for the non-pregnant parent. In addition, holidays can be adapted to the Christmas school calendar, and both parents can apply for reduced working hours at the same time, independently of their companies.

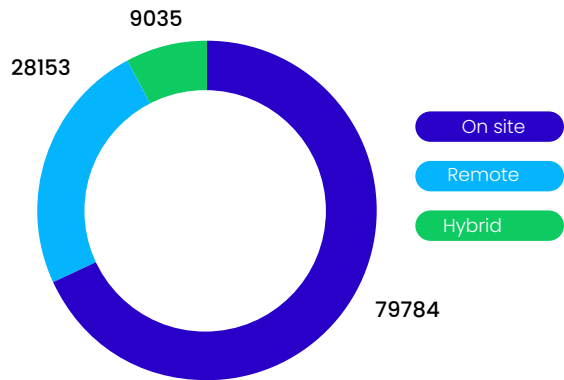
Hungary: Flexibility in shift planning is available, with employees able to inform the company about their needs and have these taken into account. In addition, part-time (4-6 hours) contracts are provided if necessary.

Morocco: Konecta offers extra parental leave for mothers and fathers, flexible working hours and working hours tailored to individual needs and communicated in advance, remote work options to cover health or personal issues, and employee awareness and wellness programs.

Romania: Employees are allowed to adjust their working hours to meet personal and family needs, with the option to work from home where possible. There is also paid leave for specific family events and additional leave for carers of dependents.

Peru: The “Conectamos contigo” benefits plan offers two additional days of paid maternity and paternity leave, including in cases of adoption, along with special leave for employees in situations of terminal illness or communities at risk of exclusion, informative talks on the care of newborns, holiday workshops for employees’ children, and the extension of the breastfeeding period by one month.

Distribution of workers by type of work



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

3,992 people took parental leave in 2024, 77% of whom were women.

Year	No. of people taking leave	% Female	No. of people reinstated	% Women reinstated
2023	4810	77%	3574	74%
2024	3992	77%	3634	78%

Safety, health and wellbeing in the workplace

Occupational health and safety

Ensuring health, safety, and wellbeing in the workplace is essential not only to protect the people who make up the company but also to ensure the continuity of its operations.

Konecta's **Global Occupational Health and Safety (OHS) Policy** is based on principles such as:

- Elimination and assessment of risks.
- Adapting work to the individual.
- Preventive planning.
- Workers' involvement.
- Ongoing training and information.

The company promotes the continuous improvement of its health and safety standards and has ISO 45001:2018 certification, the highest international standard in this area, in Argentina, Czech Republic, Peru, Turkey, Italy, and, since 2024, Chile. This certification covers more than 27% of Konecta's sites. For its part, Colombia has implemented a management system in accordance with Decree 1072 of 2015, certified by the Aseguradora de Riesgos Laborales. In the case of Spain, the management system is backed by a Regulatory Audit of Occupational Risk Prevention, carried out and certified by AENOR.

Health prevention

Konecra's preventive management is based on periodic assessments of the risks associated with its jobs, considering criteria such as probability and consequences. This is complemented by:

- Prevention plans.
- Environmental measurements (CO₂ levels, lighting, noise).
- OSH training, face-to-face or online (through the Didáctik! platform).
- Involvement of workers through Health and Safety Committees in 66% of the countries where Konecta operates.

Notable initiatives carried out at the regional level include:

Brazil: The "Massoterapeutas en las Operaciones" (Massage Therapists in Operations) project offers short sessions in the workplace that help reduce stress, prevent muscle injuries and improve the well-being of employees. It also promotes the inclusion of visually impaired people in the workplace.

Spain offers specific training such as voice care, ergonomics, carpal tunnel, and first aid.

Madagascar conducted an awareness workshop on breast and cervical cancer, and 66 screening tests were carried out.

Wellbeing and stress at work

The Group has specific measures in place to prevent work-related stress and promote wellbeing:

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

Konecta's regions have implemented various programs on this, including:

Argentina: Employees have access to the "Enjoy" program, featuring nutrition solutions, psychological counselling and wellbeing initiatives. In addition, the "Estamos con Vos" (We Are with You) program offers a psychological-workplace space dedicated to caring for the emotional health of employees. "Bienestar Simple y Real" is aimed at promoting healthy habits among middle management and executives.

Brazil: Workshops have taken place on mental health and suicide prevention, as well as a masterclass on emotional management.

Colombia: In addition to the Armoniosamente stress management program, the Zentir tool allows employees to express their emotions and discuss them directly through a virtual assistant.

Morocco: There are regular workshops on relaxation techniques, headaches, hydration, detoxification, and healthy living. In addition, it has created a "Health and Wellness Centre", led by an occupational physician and health advisor.

Peru: Konecta is developing the "Mi Salud, Mi Vida" (My Health, My Life) program with fully trained staff, psychological consultations, and preventative campaigns.

Emergency response

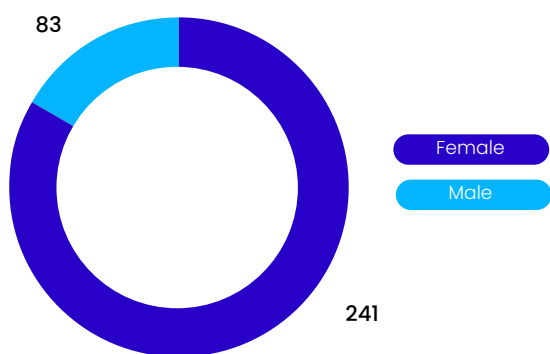
Konecta has emergency response preparedness in place, framed within local emergency plans. These are designed to deal with possible situations specific to each operation and to guarantee compliance with current legislation.

Accident rate

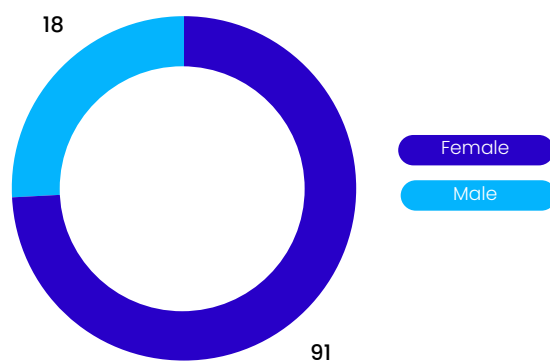
Konecta guarantees the thorough investigation of any accident, incident or occupational illness, complying with local legal regulations in each region where it has a presence. In addition, it ensures that the relevant authorities are informed in a timely manner.

This investigation is key in order to identify the origin of any events and to implement the necessary corrective actions.

Occupational accidents with lost days by gender 2024



Persons with occupational diseases by gender 2024



Accident rates

	2023		2024	
	Female	Male	Female	Male
Frequency index ⁹	1.70	1.12	1.49	0.92
Severity index ¹⁰	0.06	0.02	0.026	0.025

Total No. of hours of IT absenteeism by gender¹¹

Female			Male			Total		
2022	2023	2024	2022	2023	2024	2022	2023	2024
8458799.02	9036054.63	8393761	2365752.53	2594124.51	2615343	10824551.55	11630179.14	11009104

Total No. of hours of absence by gender

Female			Male			Total		
2022	2023	2024	2022	2023	2024	2022	2023	2024
16961472.10	19287465.01	18043604.06	5488845.74	6993460.26	6514800.67	22450317.84	26280925.27	24558404.86

⁹ Total accidents with sick leave/ Total days worked*10⁶.

¹⁰ Total days lost/Total hours worked*10³.

¹¹ IT absenteeism refers to absenteeism caused by temporary incapacity.

Total absenteeism hours decreased by 6.6% compared with the previous year, while IT absenteeism decreased by 5.34 %, both for men and women.

Occupational health and safety for workers in the value chain

Konecta communicates to its suppliers the importance of actively engaging in the development of protocols and conditions that ensure the health and safety of workers. This ensures that the execution of projects, as well as the procurement and installation of equipment, and activities performed by external personnel, are carried out under strict health and safety standards.

This commitment is facilitated through the specific procedures the Company has established for the registration and approval of suppliers, managed through the Procurement Portal.

Furthermore, the general conditions of purchase stipulate that the supplier must comply with applicable laws regarding the treatment of workers, environmental protection and occupational safety. In addition, on the Procurement Portal itself, suppliers declare their commitment to the Ten Principles of the United Nations Global Compact, which are based on UN declarations and have a global consensus. Those suppliers who cannot demonstrate compliance with the requirements will not be allowed to operate in Konecta’s facilities.

Diversity, equality, and inclusion: our strengths

Diversity is a differentiating element that adds value to Konecta and reflects the plurality of its customers and the geographies in which it operates. For this reason, it promotes a culture based on equal opportunities, with the aim of creating a working environment in which each person feels valued, understood, and represented.

Konecta’s Diversity Policy, which is applied transversally in all its human resources processes and procedures, is structured along five axes:

Generational diversity.	Functional diversity.
Gender diversity.	Diversity of sexual orientation and identity.
Cultural diversity.	

This commitment is complemented by **Konecta's Human Rights Policy, Code of Ethics, and Recruitment and Selection Policy**, ensuring the absence of bias in recruitment, promotion, and professional development processes.

In 2024, women accounted for 65.11% of the global workforce, with the figure remaining at similar levels to 2023 (65.44%). Likewise, the percentage of women in management positions at global level reached 30%, and their representation on the Board of Directors was 25%, with an average remuneration of 26.4% for female directors compared with the average for male directors, whose average remuneration is equivalent to 22% of the total remuneration of the Board of Directors.

Actions developed to promote diversity, equality and inclusion include:

- **Improving accessibility** in workplaces to facilitate access for people with disabilities. In countries such as Peru, annual inspections are carried out to assess and guarantee accessibility conditions at head offices.
- **Equality plans** that promote full and effective participation on equal terms. In Spain, the equality plans of 10 companies have been negotiated with the Equality Negotiating Committee. Each plan included a diagnosis of the situation of women and men in areas such as access to employment, promotion, training or remuneration, which have made it possible to define specific measures to ensure equal opportunities for women and men in the company.
- **Protocols to prevent violence, sexual and gender-based harassment.**
- **Strategic alliances** signed in different geographies for the development of projects and initiatives created in conjunction with public administrations, social entities, and private companies. These aim to strengthen the technological capabilities of the company's professionals, promoting the integration of vulnerable groups into the workforce or training and employment projects for labor integration.
- **Training and awareness-raising initiatives** targeted at the workforce. In 2024, 46,555 hours of training were provided on equality, equity, diversity or prevention of gender-based violence and harassment.
- **Principle of equal pay.** A comparison of the average remuneration received by men and women in 2024 showed an overall difference of 10%¹². This was 3 points lower than in the previous year, reflecting Konecta's commitment to continuous improvement.

¹² Calculated as (Average remuneration of women - Average remuneration of men) / Average remuneration of men.

Socio-labor integration in the workforce

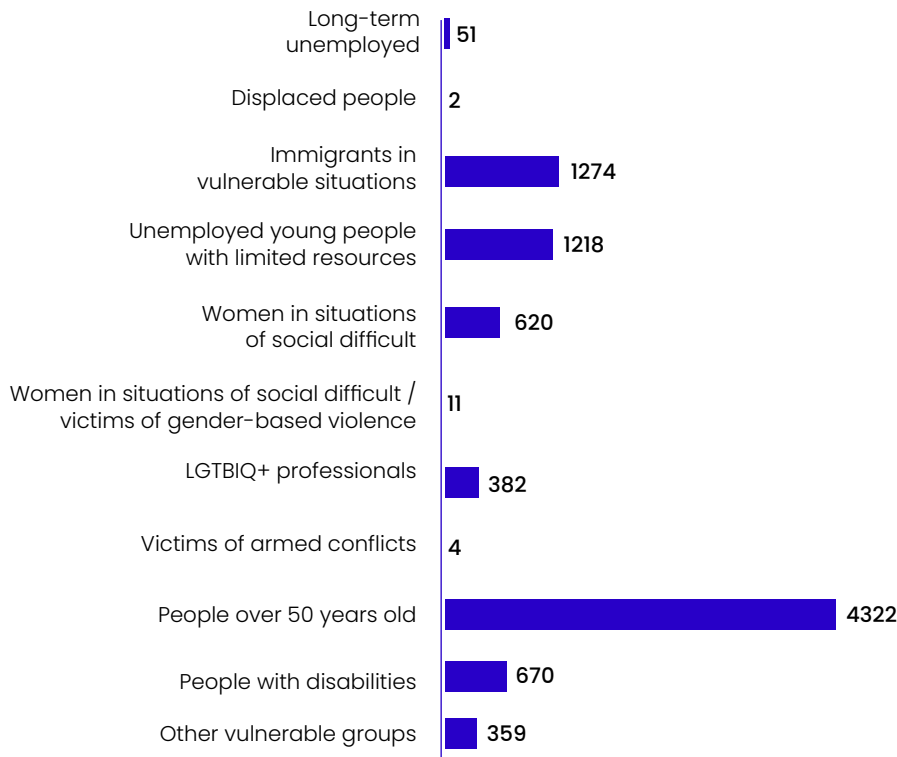
In the different geographies where the company operates, it has a variety of programs and initiatives focusing on the social and labor market integration of people belonging to groups considered vulnerable. These groups include the long-term unemployed, displaced people, immigrants in vulnerable situations, unemployed young people with limited resources, women in situations of social difficulty, victims of gender-based violence and armed conflicts, LGTBQ+ professionals, and people over 45 years old who have difficulty finding employment.

In 2024, Konecta integrated the following into its workforce:

3,921 people through programmes for the recruitment of vulnerable staff,
670 professionals with disabilities,
4,322 people over 50 years old.

At the end of the financial year, Konecta workforce included 1,813 people¹³ working with disabilities, 60 more than at the end of 2023. In addition, it had 11,258 people are employees over the age of 50, a generational profile facing greater obstacles in the labor market.

People from vulnerable groups recruited over 2024



¹³ Data provided as of 31 December 2024.

Konecta's job placement programmes combine various initiatives, from participation in job fairs and direct recruitment to specific selection processes.

In Brazil, Konecta is working with PagBank and the NGO G10 Favelas to open a **work platform in Paraisópolis, the second largest favela in São Paulo**. Its aim is to revitalise 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. In the first phase, 17 people have been hired, 16 of them women, many of whom live in extreme poverty or on low incomes.

Training programs are also in place to provide candidates with the necessary tools to facilitate their integration into Konecta or to support training and employment for the integration of disadvantaged groups into the labor market. Among these training projects, the following stand out:

- **Professional Training School run by Konecta Foundation** in Spain, which seeks to train groups at risk of exclusion in the field of contact centers.
- **"InKluye" project**, implemented in Peru since 2012, aimed at providing training in soft skills to promote the employability and labor integration in the company of groups at risk of exclusion.
- **Partnership with the Akamasoa Humanitarian Association** (Madagascar), which develops a training programme in French and customer relationship management (CRM), aimed at young people who have grown up in conditions of extreme poverty, thus ensuring that the beneficiaries can access job opportunities in the company itself.
- **The inclusion programme in Colombia** seeks the employment of professionals such as vulnerable women, people with disabilities, victims of violence-displacement, people over 45 years of age (Pioneers programme), Afro-descendants, migrants and young people. Thanks to these efforts, the company has been recognised with the Sello Diverso certification awarded by the Mayor's Office of Medellín, and the Bronze Inclusion Seal awarded by the Secretariat of Economic Development of the Mayor's Office of Bogotá.
- **Cooperation and understanding agreement with the JESUITA JRS/COL Foundation** in order to facilitate the implementation of the Employability Route, promoting the generation of opportunities for access to formal, decent and inclusive employment, and to fill new vacancies for vulnerable staff.
- **"Peruanas a la Nube"**. (Peruvian Women to the Cloud). Collaboration with Amazon Web Services (AWS) in Peru to train women in STEM skills. This initiative offers specialised technology courses for Konecta employees and their families aged 13 and over.

- **Training project in Brazil together with the NGO Amor Philia**, aimed at women in vulnerable situations in the communities of São Paulo. This initiative has trained more than 100 women, 20% of whom have found employment.



The inclusion of people with disabilities is one of the cornerstones of Konecta's social and labor insertion programmes. The Group works to create work spaces characterised by inclusion and accessibility in the countries in which it operates.

Argentina has developed an Inclusion Policy for Persons with Disabilities that allows each case to be addressed individually, with a properly designed initial individual interview.

Brazil has developed the Massoterapeutas en las Operaciones project, which promotes the inclusion of visually impaired professionals, certified in massotherapy, who provide their services on various company platforms.

Chile develops strategic agreements with specialised entities and has training and awareness-raising actions on disability and inclusion together with Sofán and Teletón, with which it has trained more than 4,000 employees.

Slovakia is in active contact with the Slovak Union of the Blind and Visually Impaired and the Centre for Social Services in Krupina. These partnerships facilitate access to job opportunities for visually impaired people and women in vulnerable situations.

France adheres to the national TH agreement with the French government to regulate the employment of people with disabilities and everything related to recruitment, maintenance and promotion of health at work.

The Czech Republic has had its own social company, Konecta PRO, more than 80% of whose workforce is made up of people with disabilities.

Other measures aimed at achieving a diverse and inclusive workspace:

Spain has an internal procedure to support transgender workers, which facilitates internal management. Capital Humano sends job offers to associations to recruit candidates with this profile. It also raises awareness of LGBTBI rights among staff.

Italy has developed an awareness-raising campaign and listening channel "IoCiSono" with the aim of raising awareness and

providing information on how to detect situations of violence.

Peru develops programmes such as ¡BASTA YA! against gender violence or the LIFE programme to strengthen women's leadership inside and outside Konecta, which offers training, connection and impact opportunities, as well as talks in the community through volunteering.

Responding to cases of discrimination

During 2024, 36 reports were recognised, of which 10 constituted incidents related to cases of racism, transphobia and discrimination. The management and analysis of the reports received concluded with warnings to the persons reported when necessary.

Employee Services: Satisfaction

Konecta has maintained in 2024 its firm commitment to active listening and measuring the satisfaction of its teams. This has materialised in two key initiatives:

Great Place to Work (GPTW) certification in several LATAM countries, where three countries (Argentina, Colombia and Peru) have achieved certification after analysis of 26,960 responses, representing an overall participation of 74% and a confidence index of 77%. The surveys in Brazil, Mexico, Chile, El Salvador and Guatemala were conducted under the GPTW model in order to have comparable data with the rest of the region.

An **internal satisfaction survey** in the EMEA region, with a response rate of 56% and a total of 33,150 respondents, resulted in an overall satisfaction score of 6.8 out of 10.

Both tools contribute to strengthening people’s confidence and commitment, making it easier to attract and retain talent in an increasingly competitive environment.

Country	Ownership interest GPTW
Argentina	73%
Colombia	61%
Peru	88%

Average employee satisfaction score

Country	Level of satisfaction GPTW	
	2023	2024
Argentina	75%	79%
Colombia	75%	75%
Peru	87%	84%
Global	75%	76%

The GPTW Trust Index is calculated on five key dimensions: Trust, Respect, Fairness, Pride and Commitment:

79%

Credibility

Assesses trust in leadership, effective communication, and the perceived level of transparency.

72%

Respect

Evaluates how supervisors value employees, including support for development, recognition, and wellbeing.

74%

Impartiality

It focuses on the perception of fairness in compensation, fair treatment, and the absence of favoritism.

76%

Pride

Assesses the sense of belonging, pride in work, and perceived impact within the company.

78%

Commitment

Measures the quality of relationships between employees, the work environment, and team spirit.

In addition, the Group has obtained the **Best Place to Work 2024** recognition in Albania, Morocco, Romania, Africa and Europe, reinforcing its reputation as an employer of reference in different markets.

Progress of data in the configuration of the workforce

Distribution of workforce by gender and professional category

	2023		2024	
	Female	Male	Female	Male
Agent/Clerical Staff /Validator	71309	35229	69487	34979
Quality	817	428	638	306
Force/Instructor	623	623	506	595
Coordinators	3541	2529	3226	2354
Supervisor	850	664	783	615
Service Manager	263	272	198	186
Service Officer	383	306	331	279
Other Operations staff	51	95	54	83
Structure / SG&A	840	1355	845	1239
Other Operations Officers	39	78	94	174
Total	78716	41579	76162	40810
Total Global	120295		116972	

Distribution of workforce by age and professional category

	2023			2024		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Agent/Clerical Staff /Validator	50337	47072	9129	47558	47050	9858
Quality	512	670	63	344	539	61
Force/Instructor	563	640	43	404	655	42
Coordinators	1573	4056	441	1343	3738	499
Supervisor	272	1057	185	230	985	183
Service Manager	25	418	92	28	289	67
Service Officer	71	556	62	43	496	71
Other Operations staff	20	107	19	21	95	21
Structure / SG&A	442	1384	369	367	1293	424
Other Operations Officers	8	103	6	11	225	32
Total	53823	56063	10409	50349	55365	11258
Total Global	120295			116972		

The percentage of permanent contracts in 2024 reaches 73% of the total, an increase of 12 points compared to the previous year. In terms of working hours, 73% of contracts are full-time (71% in 2023), which reinforces the quality of employment.

100% of professionals in Spain, Belgium, Brazil, Spain, France and Italy are covered by collective bargaining agreements. 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

2023			
Permanent		Temporary	
Female	Male	Female	Male
48442	24691	30274	16888
120295			

2024			
Permanent		Temporary	
Female	Male	Female	Male
56212	28665	19950	12145
116972			

Distribution of workforce by gender and working hours

2023			
Full-time		Part-time	
Female	Male	Female	Male
53195	31902	25521	9677
120295			

2024			
Full-time		Part-time	
Female	Male	Female	Male
53129	31956	23033	8854
116972			



**Environmental
protection**

Environmental protection

Konecta Environmental Policy

Konecta recognises the importance of integrating the environmental impacts and risks of its activity into its management. Although the business model has a limited impact on the environment, the group must adapt to the increasingly visible consequences of climate change and the growing demands of regulations and stakeholders on key issues such as waste management and efficient resource consumption.

Within this framework, the Group maintains its firm commitment to sustainability through its **Environmental Policy**, which seeks to ensure continuous improvement of its performance by focusing on the identification and control of environmental impacts.

This policy, available since 2017, has been revised periodically to integrate the Group's commitments. In 2024, it was updated to incorporate several aspects, including the goal of reducing its greenhouse gas emissions verified by the SBTi. In this way, Konecta's Environmental Policy reflects the integration into the company's strategy of the fight against climate change and the promotion of sustainable practices throughout the value chain.

Since the adoption of this policy, Konecta has implemented concrete measures to measure and reduce its environmental impact.

Principles of Environmental Policy

Respect and care for the environment: by minimising its impact, complying with environmental legislation and voluntary commitments.

Responsible and sustainable consumption: applying technologies and processes to minimise waste generation and promote energy saving.

Awareness-raising: strengthening internal communication to raise awareness and train the team and encourage their participation and that of stakeholders

Keep all stakeholders proactively informed about decisions taken to promote sustainability.

Commitments to promoting the sustainable development of its activities, applying the life cycle approach and considering environmental criteria in procurement and new projects. In addition, it seeks to mitigate its impact on climate change.

Decarbonization strategy

Konecta has placed climate action at the heart of its environmental management strategy, reinforcing the management of risks and opportunities linked to the transition to decarbonized economies. In this respect, it has set decarbonization targets as part of its voluntary adherence to the SBTi. It is thereby aligned with the principles of the Paris Agreement and the SDGs, setting targets that limit the increase in global temperature to below 2°C, with an attempt to keep it at 1.5°C.

Management of energy resources

Konecta's decarbonization strategy places special focus on the management of its electricity consumption, given the nature of its operations, which depend on the supply of this type of energy.

In the fiscal year 2024, the **electricity consumption** was recorded at 83,578,892MWh, of which 25.34% came from renewable sources, a decrease of 3.97% compared with the previous year. Energy intensity stood at 0.71 MWh per working person.

Konecta also used **other direct energy sources** for its activity.

The following fuel consumption was recorded for 2024:

Fuel consumption from non-renewable sources	2023	2024
Biofuel (litres)	–	5945.93
Diesel (litres)	325756.3	278863.83
Liquefied petroleum gas (LPG) (litres)	5886	5720.47
Natural gas (MWh)	9054.03	750.37
Refrigerant gases (kg)	2668.79 ¹⁴	5984.74
Fuel (litres)	85013.83	154210.38

In order to reduce its dependence on non-renewable energy sources, Konecta seeks to increase its consumption of renewable energy. 100% of the electricity consumed at all sites in Germany, Spain, Italy, and the UK, where the Group has operational control, comes from renewable sources, in addition to other locations in Hungary, Turkey, and Brazil.

The Company also has photovoltaic panels installed at some of its operations, self-generating 233.4MWh of electricity in 2024.

¹⁴ The refrigerant gas data published in the NFIS 2023 has been corrected following an internal review of the information.

Konecta is also working to improve energy measurement and efficiency systems through measures such as:

- Periodic internal audits to evaluate consumption and optimize air conditioning and insulation systems. The last audits were carried out in 2023 and are still in force.

- Replacement of lighting with LED technology, reaching 95% coverage of the total illuminated area in all geographies

- 93% of the estate has efficient HVAC systems, which reduces energy consumption without affecting comfort.

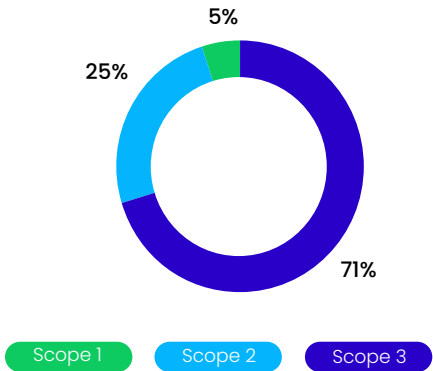
During this fiscal year, work continued on the process of **replacing the fleet of leasing vehicles in Spain with zero-label vehicles**. The intention is to extend this practice to other geographies in which Konecta operates.

Carbon footprint

Konecta calculates and monitors its carbon footprint across all its scopes on an annual basis. In 2024, total emissions reached 61,964.94 tCO₂e. This figure represents an intensity of 0.53 tCO₂e per employee.

Compared with the previous fiscal year, Konecta achieved a reduction of 11.18% in Scopes 1 and 2. However, Scope 3 emissions were higher, mainly due to an increase in travel. The Company is working on an action plan to manage this impact.

Carbon footprint 2024



CARBON FOOTPRINT		tCO ₂ e 2023 ¹⁵	tCO ₂ e 2024
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.	5346.046	2701.79 ¹⁶
SCOPE 2	Indirect emissions derived from electricity consumption.(Mar- ket – Based)	15283.80	15451.73
	Indirect emissions derived from electricity consumption. (Lo- cated– Based)	22870.62	21126.18
SCOPE 3	Emissions resulting from business travel undertaken by the Group's workforce.	39543.81	43811.42

¹⁵ The carbon footprint information for 2023 has been updated with the application of the emission factors for the fiscal year.

¹⁶ The decrease in direct emissions is due to, among other activity, the reduction in natural gas consumption or the replacement of the boiler in León (Spain), as well as the reduction in fuel consumption by company cars and the use of biodiesel.

Climate change initiatives

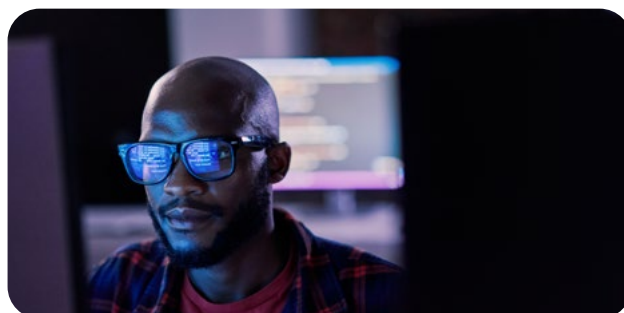
Konecta has defined a comprehensive roadmap to move towards emissions reduction, structured in four axes:

01

Facilities: Konecta is working on a new **global facilities management model** to establish more efficient management and precise guidelines for fitting out its locations. In addition, it continues to optimize the use of workspaces by rationalizing facilities and promoting teleworking. The Group promotes ISO 14001 certification in its main centers and also promotes circular economy activity.

02

IT solutions: The renewal of equipment with **more efficient versions**, the use of eco-efficient software, and migration to the cloud.



03

Mobility: Progress has been made on replacing the fleet with sustainable vehicles, and **Konecta also promotes responsible mobility practices**, such as the choice of less polluting means of transport for business trips. In addition, when the characteristics and needs of the service allow for it and with the approval of customers, the company facilitates hybrid or remote working patterns.

04

Supply chain: The Achilles tool has been implemented as a criterion for **selecting suppliers in accordance with ESG standards**. Konecta is working on identifying strategic suppliers to define joint emission reduction targets.

Offset programmes

Konecta develops reforestation programs to offset emissions and mitigate the effects of climate change. In 2024, these included programs in Colombia, Argentina, Madagascar, Spain, and Peru, with more than 2,000 trees planted.

In Italy, **Konecta collaborated with the Parco Nazionale delle Foreste** Casentinesi, with a donation for the protection of pollinating insects, the installation of artificial nests for bees, and the conservation of 20 hectares of forest, in line with the objectives of the Natura 2000 program.

All these actions show how environmental protection and the fight against climate change are integrated into Konecta's sustainability strategy and business model.

Waste management and circular economy

Konecta maintains its commitment to responsible waste management, prioritizing responsible consumption and promoting the reuse of materials through alliances with specialist organizations. Through this activity, it works with its value chain to reduce dependence on materials in a market where competition for resources is increasing. This approach also mitigates the costs and risks associated with waste management and reduces the emissions associated with the value chain.

The company has implemented technologies and processes to reduce waste and promote energy savings, ensuring that waste treatment focuses on waste prevention, reduction, recycling, and reuse.



Among the most relevant initiatives developed in 2024, the following stand out:

Argentina: The infrastructure for waste management was reinforced through the acquisition of new specific containers and anti-spill trays. In addition, the contracting of specialist waste collection and treatment companies has been formalized.

Colombia: The Group joined a packaging collection program, collecting more than 50,000 units at its facilities during the fiscal year. Likewise, an alliance with the Botellas de Amor Foundation led to the collection of over 50 tonnes of plastic; this material was transformed into two geodesic domes, benefiting more than 1,500 children. Within the framework of preventing the pollution of water resources, Konecta implemented an initiative to collect used cooking oil, with more than 70kg collected throughout the year. It also collected 102kg of batteries from offices and homes, ensuring their correct disposal.

Spain: The redesign of the Data Center drove progress on energy efficiency by reducing the number of servers by 40% and the number of server cabinets by 70%.

Globally, the Group continued to drive the reduction of paper consumption, favoring the use of digital media such as e-mail, screens and electronic signatures. This activity was complemented by awareness-raising campaigns aimed at the workforce.

Hazardous waste

During the year, Konecta has intensified its efforts on hazardous waste management, achieving a significant increase in the percentage of materials recycled.

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

Non-Hazardous Waste	2023	2024
Non-hazardous waste generated (t)	3459.13	2032.18
Recycled non-hazardous waste (t)	180.47	284.79
% NHW recycled	5%	14%
Intensity of NHW generation (t/employee)	0.03	0.02

Internal awareness-raising

To build on its environmental commitment, Konecta has intensified its internal communications with the aim of raising awareness and training its team on the importance of respecting the environment. This awareness-raising facilitates the participation of stakeholders in the development and management of the Environmental Management System.

Progress on environmental performance

All the information in the following tables referring to data for the year 2022 relates to the last two months of operation of the Kronosnet Topco, S.L. Group, following the integration on 25 October 2022 of the groups headed by GMM Topco Conexión, S L U and Comdata S p A.

Fuel consumption from non-renewable sources	2022	2023	2024
Biofuel (litres)	–	–	5945.93
Diesel (litres)	13873.8	325756.30	278863.83
Liquefied petroleum gas (LPG) (litres)	191.00 ¹⁷	5886.00	5720.47
Natural gas (MWh)	287.44	9054.03	750.37
Refrigerant gases (kg)	¹⁸	2668.80	5984.74
Fuel (litres)	568.8	85013.83	154210.38

Electricity consumption	2022	2023	2024
Electricity consumption (MWh)	13538.65	87377.48 ¹⁹	83578.89
Electrical intensity MWh/employee	0.11	0.77	0.71

Electricity consumption – renewable sources (MWh)	2022 ²⁰	2023	2024
	2738.80	25609.33	21176.75

Water consumption	2022	2023	2024
Water consumption (m3)	65372	497246.31	447695.42
% source regional water network	100%	100%	100%
Water consumption intensity (m3/employee)	0.52	4.13	3.78

¹⁷ The data on liquefied petroleum gas (LPG) consumption for 2022 only includes information from Comdata for the last few months.

¹⁸ Information not available for fiscal year 2022.

¹⁹ The data for 2023 does not match the version published that year due to adjustments made after 31 December 2023. This applies to all consumption in 2023.

²⁰ Estimated data corresponding to electricity consumption from renewable sources in Spain and Brazil in 2022. Comdata achieved 100% renewable energy consumption in 11 of its 37 work centers in Italy and Manchester, in the UK and in its new flagship work center in Barcelona.

Kms travelled	2022 ²¹	2023	2024
Aircraft	753583.9	8638678.91	7765083.88
Bus ²²	–	–	17868.00
Car	59473.8	409264.68	44311.52
Taxi	36769.67	471422.16	724238.83
Train	142929.32	1838125.25	490263.92

Progress on carbon footprint

tCO ₂ e	2022	2023	2024
Scope 1 Fixed facilities	100.4	1930.72	397.27
Scope 1 Company vehicles	104.33	735.20	799.67
Scope 1 Fugitive emissions	892.57	2679.93	1504.85
Scope 2 Purchased electricity	2051	15283.80	15451.73
Scope 3 Trips in Itinere ²³	– ²⁴	38163.56	41732.14
Scope 3 Business trips	137.00	1380.25	2079.28

Progress of hazardous and non-hazardous waste

Hazardous Waste	2023	2024
Hazardous waste generated (t)	111.08	134.37
Recycled hazardous waste (t)	79.76	103.47
% HW recycled	72%	77%
Intensity of HW generation (t/employee)	0.001	0.001

Non-Hazardous Waste	2023	2024
Non-hazardous waste generated (t)	3459.13	2032.18
Recycled non-hazardous waste (t)	180.47	284.79
% NHW recycled	5%	14%
Intensity of NHW generation (t/employee)	0.03	0.02

²¹ Estimated number of kilometers travelled during the last two months of 2022 based on the kilometers travelled during the rest of the year.

²² No kilometers travelled by bus were reported for 2022 and 2023 due to the impossibility of tracking this information.

²³ The data for Scope 3 relating to Konecta is reported, as the information for Comdata was not available in 2022.

²⁴ Data not available for 2022.



Contribution to and
impact on society

Customer satisfaction

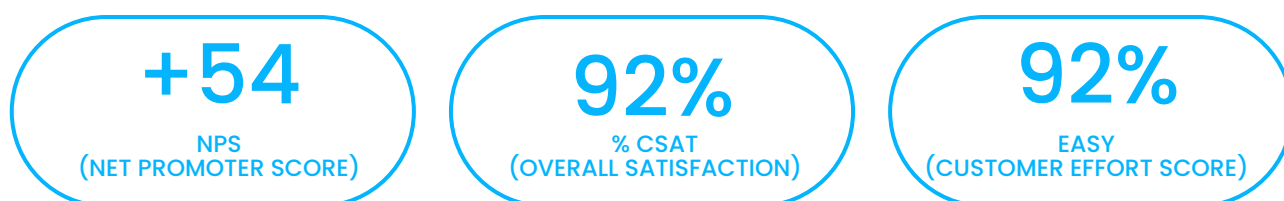
Quality service and customer satisfaction

Konecta's ability to meet client requirements, increase customer quality and diversify its pipeline is key to the continuity, profitability and reputation of its business. Customer management that fosters customer satisfaction and loyalty has an impact on service productivity and the achievement of key performance indicators (KPIs).

The Company focuses on generating value, creating exceptional end-user experiences and managing its services in an efficient and personalised way. Innovation plays a crucial role, not only enabling agile response, but also facilitating proactive anticipation of needs.

In order to gain a more precise understanding of customer needs and expectations, active listening is carried out through satisfaction surveys.

Survey results:



The data show stability in the NPS results, which increased slightly from +50 to +54. In addition, satisfaction increased from 88% to 92%.

Konecta is seen as an innovative company, as it was in 2023. In addition, the Group outperforms the local benchmark in Southern Cone, Czech Republic, Peru, France, UK and France.

Quality and Competition: The company was rated positively in terms of quality of service and in comparison to the competition. Overall, clients stated that the quality of services provided has remained stable, and almost as many consider that it has improved. In terms of markets, the proportion of customers stating that the quality of service provided is improving is highest for Cono Sur, Peru, the UK and Brazil.

Sustainability: Globally, the brand is most positively perceived in the areas of ESG (Environmental, Social and Governance). Konecta is perceived as a contributor to achieving its customers' sustainability goals.

Complaints management

Due to the nature of its service, **Konecta manages two types of complaints: those received by the end customer and those from the direct client.** The former are controlled by the client, while the latter are managed by Konecta.

Complaints are handled locally:

In Chile, Spain, Peru, Portugal and Morocco, complaints management has been centralised since 2020 through a tool that allows for a unified response and efficient follow-up in each case.

In Spain, customer complaints are dealt with by the relevant service and subsequently reported to the Quality department for evaluation and resolution.

In Italy, an internal procedure has been put in place whereby the Legal Affairs team assumes responsibility for the handling of such complaints.

In the Central and Latin America region, a structured process is in place to collect and follow up on complaints. A mailbox called "La Voz del Cliente" is currently being implemented, which aims to strengthen the management of non-conformities and ensure an effective response.

In the UK all complaints are handled in accordance with its ISO 9001 certified quality management system.

In those geographies where there is no specific tool for managing complaints, monitoring is carried out by the Operations area. In the event of incidents that could impact client relations or generate significant consequences, a coordinated management process is activated with the corresponding area depending on the nature of the case.

The complaints received in 2024 were related to the operational scope of the activity itself. 94.5% have been resolved, while the rest are in the process of being managed, with a resolution expected during 2025.

Collaboration with suppliers

Supply chain

Along the Group's supply chain, the most relevant categories for its business include acquisitions and investments in technology and information systems, acquisitions of software applications, purchases of internet services, as well as others related to the management and use of data, infrastructure maintenance services, leasing and supplies.

The number of total active and approved suppliers on the Procurement Portal totals 2,089, of which 51.6% were evaluated in 2024.

Konecta prioritizes the contracting of local suppliers, who account for 53.08% of total expenditure in its overall cost structure.

Corporate Procurement Procedure

In 2024 Konecta continued to standardize its procurement process, promoting the homogenization of contracting procedures in all countries where it is present, and maintaining the flexibility necessary to support the Group's operations. It also focused on incorporating best practices in the supply chain, especially those relating to sustainability, in order to adapt to current changes and demands.

Purchases are managed through the corporate Procurement Portal. The corporate procurement procedure, as well as the "General Conditions" document, establishes supplier's obligation to comply with local legislation and current regulations applicable in each country.

Throughout 2024, the procurement process was carried out in accordance with corporate procedure. This process was supervised by the areas of the business with purchasing autonomy and, when necessary, was escalated to the Purchasing Committees, in accordance with the criteria established at global level in the organization.

Since the launch of the Procurement Portal, Argentina, Brazil, Chile, Colombia, El Salvador, Guatemala, Mexico, Peru, Portugal, Spain, and in 2024, Turkey, Italy, and Egypt have joined it.

Supply chain risk management

In order to optimize the mapping of risks linked to its supply chain, Konecta outsourced the supplier approval process in 2024, using the Achilles tool. This aimed to promote the **integration of the supply chain into the Group's sustainable management practices** and to address the forthcoming Corporate Sustainability Due Diligence Directive. Implementation of the tool began in 2024 and it will continue to be progressively rolled out to all geographies over the next year.

This system ensures that all suppliers entering into a business relationship with Konecta comply with both legal requirements and those established by the company in order to form part of its supply chain. The roll-out is being carried out gradually, starting with Spain and Iberia in 2024, followed by Latam during the first quarter of 2025. It is estimated that from June 2025, the remaining countries in Europe will be integrated into the tool.

Achilles has specific questionnaires that must be completed by suppliers wishing to work with Konecta. These questionnaires address key issues relating to sustainability, which are considered in the purchasing and contracting process. Among the issues included are environment and carbon footprint, human rights, equity, diversity and inclusion, occupational risk prevention, supply chain management, ethical business practices, data governance, and cybersecurity, as well as good sustainability practices.

To prevent cases of corruption and bribery (through training, advice, information to suppliers, among others), Konecta has a **Code of Ethics for Suppliers** that they must adhere to. The Responsible Procurement Policy is also hosted on the same Portal. In addition, the Information Channels on Konecta's website facilitate the communication of any irregularity.

To date, no suppliers have been detected in Konecta's supply chain whose right to freedom of association and collective bargaining is at risk, nor suppliers with significant risk of forced labor incidents. In 2024, no relevant incidents were identified with Konecta suppliers.

Promoting community development

Social commitment

Konecta reaffirms its commitment to sustainable development and the promotion of social inclusion. Through volunteering initiatives and solidarity actions, it encourages its team to participate in promoting the progress of communities around its work locations and actively contributing to the creation of more equitable, prosperous, and sustainable environments.

This year **Konecta Foundation celebrates 20 years of commitment to driving change within the business sector.** Since its inception, it has channeled Konecta resources into promoting initiatives with a high social impact, strengthening strategic alliances with its stakeholders in order to maximize the scope of its projects.

Since its launch, the Foundation has invested almost EUR 17 million and benefited more than 216,000 people, delivering change through the labor market integration of over 15,000 people in vulnerable situations, including women victims of gender violence, people with disabilities, victims of terrorism, and unemployed people over 55 years of age.

The main axes of Konecta's social action and Konecta Foundation's work are:

Training and employment



Support to communities

Awareness-raising actions



Training and employment

With the aim of remaining a benchmark in the social and employment integration of people at risk of exclusion and to promote social commitment in the business sector, Konecta continued to promote training and employment projects for vulnerable groups in 2024. There was a particular focus on people with disabilities and women victims of gender violence.

Since inception, most of Konecta and Konecta Foundation's programs have been designed with a long-term focus, thanks to strategic alliances that allow them to expand their impact and benefit more people.

Konecra Programs

- **"InKluye"**, founded in **Peru** in 2012, focuses on the training, integration, and support of groups at risk of social exclusion, such as people with disabilities, low-income people, women victims of violence and trafficking, the LGBTBIQ+ community and the elderly.

- **"La Cravate Solidaire"**, a network of associations in **France**, aims to combat discrimination in recruitment, in particular discrimination based on physical appearance. Training courses are provided to enable participants to pass their interviews in the best possible conditions.

- **A French training center with the Akamasoa Foundation (Madagascar)**, has been working since 2021 to promote the employability of vulnerable young people (previously selected by Konecta) from the community and surrounding villages.

- **In other countries**, as mentioned previously in the section on diversity, **strategic alliances have been established** to broaden the impact of initiatives and agreements implemented, thereby promoting the employability of professionals belonging to vulnerable groups. For example, in Argentina, these activities include Employment Guidance Workshops with Iprodich, CEDEL, Fundación Córdoba Mejora, Ministry of Social Development and Employment Promotion; participation in events such as the Employment and Professional Insertion Fair, organized by the National University of Córdoba; the Barrio Mugica Training Workshops; the Enlazados Programme Agreement; the Talent Summit, an event organized by the Chamber of the Argentine Software Industry; the Entrepreneurs' Fairs, and the Fundación Córdoba Mejora Interview Marathon.

Konecra Foundation initiatives

Konecra Foundation's Professional Training School in Spain, which has been active in the training of vulnerable groups for eight years, intends to expand its activity nationwide in collaboration with other entities, in addition to the Konecta Foundation Digital Training School, in collaboration with IBM. Once

training is successfully completed, students become part of Konecta's employment exchange, after being interviewed by the company's selection team.

During the 2023/24 academic year, the project achieved the following results:

- So far, 550 vulnerable and unemployed people have been trained in the new commercial and digital skills needed for the jobs of the future in the contact center sector.
- 1,599 students enrolled in the different courses.
- 550 students completed at least one course.
- 170 students enrolled in Konecta's job bank.

• **Support for education in Madagascar**, delivering 400 school kits and organizing a support course to prepare students for the official Elementary Primary School Certificate Examination (CEPE).

• In alliance with Fundación Botellas de Amor, the construction of a **geodesic dome library in Colombia** using 45 tonnes of recycled plastic. This has provided a digital classroom for the Loma Linda Educational Institution, demonstrating the transformative impact of recycling on society.

• Support to "LaboraTEA", an innovative project promoted by the Chair of Autism of the University of Sevilla, in collaboration with Autismo Sevilla. This aims to promote the **inclusion of autistic people in the working environment** and improve the accessibility of working environments.

• Aula TIC, a three-way project developed with Konecta and UCM -Universidad Complutense de Madrid - to **bring ICT closer to young people with intellectual disabilities**, with Down Madrid. Support continued for the 2024/2025 academic year, involving a total of 20 students in two groups.

The Foundation also continues to contribute to third party initiatives with which it has been actively involved over the years. These include:

• **Training practices CAPACIS**: two people with intellectual disabilities have undertaken 144 hours of training practice in the workplace.

• Support since 2018 to Fundación Dáboris, with the aim of financing two scholarships per academic year for access to university education. Through this, it promotes the **professional development of young people** with limited economic resources and extraordinary talent in their studies.

• **Helpline for vulnerable young people**, providing support since 2020 to the SIOF youth program of the Fundación de Ayuda contra la Drogadicción (FAD). This support line offers information and guidance to young people between 15 and 29 years of age in vulnerable situations.

• **Participation in the Inclusive Companies conference**, where challenges and solutions for the labor market integration are addressed, highlighting the importance of certified training to overcome barriers such as the recognition of qualifications. Through the Konecta School, which has trained more than 850 people, and with the support of public and private entities, real employment opportunities are being generated, and sustainable integration is being promoted.

• Renewal of the collaboration with the AON Foundation to promote the **social and employment integration of people at risk of exclusion** and to encourage the social commitment of other companies.

• Support for the projects DIGITALÍZATE, run by Fundación Mornese in Sevilla, aimed at the **socio-labor integration and digital participation** of 15 **vulnerable people**; and Employability for female prisoners, run by RUBIKON Centrum, z.ú., in Prague, Czech Republic.

Community support

Konecta promotes the development of the communities in which it operates, identifying their local needs through the participation of employees and others and offering key business resources. It also encourages the participation of volunteers who donate their time and/or contribute financially to various social causes.

During 2024, Konecta professionals demonstrated their social commitment with concrete actions, carrying out multiple volunteering initiatives and sharing resources, knowledge, and experiences to improve community wellbeing. These initiatives were enhanced by continuing to create and maintain strategic alliances, which help to expand their impact and effectiveness.

Emergency response

In addition, there were fundraising campaigns, donations of food, clothing, computer equipment, books, office furniture, toys, and other essential supplies in 2024.

In particular, the company and its volunteers, together with the Konecta Foundation, were committed to supporting communities through a variety of initiatives:

- Helping the **victims of the DANA flooding** in Valencia, Spain, through the collection of food and clothing, and the launch of a fundraising campaign in collaboration with Asociación Mensajeros de la Paz.

- **Support for the victims of earthquakes** in Morocco, in collaboration with the Reach Out association. This saw continued efforts to accelerate the reconstruction of the affected areas with initiatives aimed at facilitating access to drinking water, energy with solar panels, installation of toilet blocks, etc.

- Konecta Foundation and Konecta joined forces with Fundación Madrina to launch the “MadrinaSOS” 24/7 hotline that provides comprehensive care to **families affected by the DANA** in Spain.

- In Madagascar, employee solidarity took the form of **blood donation** through its annual campaign.

- In Brazil, a campaign was carried on collecting and donating food for **families affected by the tragedy in Rio Grande do Sul** in the first half of the year.

Other social initiatives

To contribute to the development of the communities in which the Group operates, Konecta employees participate in various social causes through volunteering and fundraising:

Konecta initiatives

• **Argentina: The Volunteering Program** for the well-being of the community collaborates with organizations such as Casa Ronald, Asociación Civil Acción Ambiental, Ministerio de Ambiente y Economía Circular (Córdoba), Municipio de Juárez Celman, Forestando, and Subsecretaría de Ambiente de la Prov de Chaco or Rio sustentable. Within the framework of the Month of Children, assistance was offered to families, including donations of food and toys. In addition, Konecta employees participate in the telethon “Un Sol para los Chicos” organized by UNICEF, where they donate volunteers’ time (answering calls) to promote donations.



• **Brazil: The Konectados do Bem** volunteering initiative revitalized the space of the NGO CEDECA in the municipality of Osasco. Konecta also collaborated in charity dinners for various causes, and donated resources to various sports, cultural, age, and youth projects. In addition, the commercial team adopted the practice of preferring 100% solidarity corporate gifts, where the proceeds from sales are donated to social projects.

• **Colombia: Operation Kilo** delivered 500 kilos of school supplies, over 100 kilos of non-perishable food, and 940 kilos of clothing to various social impact organizations. **Recycling points** were donated to the FUNDAMOR Foundation in Cali, and support was given to beautifying the premises of various foundations and partner institutions. Thanks to the Botellas de Amor project, a geodesic dome was delivered to the Loma Linda Educational Institution in Colombia. In the environmental sphere, four Conectando con

Intención (Connecting with Intention) workshops were held to promote good environmental practices.

• **Spain:** Through **Konecta Foundation's Internal Call for Social Projects**, support was given to organizations such as Fundación Asistencial Nuestro Padre Jesús de la Pasión, which benefited 35 people with disabilities; and Cáritas Huelva, for its "Acompañamiento a Personas Mayores solas de la Sierra" (Accompanying lonely elderly people in the Sierra) project, which benefited 561 elderly people. In addition, more than 350 kilos of food were donated to the "Gran Recogida de Alimentos 2024" (Great Food Collection 2024). And finally, charity paddle tennis tournaments were organized, in support of adapted sports.

• **Hungary:** Financial support was provided to the **Foundation for Children with Limb Differences**. In addition, volunteers from Konecta participated in its summer camp; in the collection of toys and chocolates for the Hope Foundation for Children with Leukaemia; and in the preparation of gift boxes for children in Transylvania who live in difficulties and are supported by the Gyökerek Tábor Foundation – Roots Camp Foundation.

• **Morocco:** Organization of **regular blood donation campaigns** in collaboration with the Blood Transfusion Centre, and other volunteer initiatives.

• **Mexico:** Program for the **collection and donation of plastic bottle caps** for the benefit of Banco de Tapitas A.C. Funds raised through the recycling of these materials are used to provide support to children and young people diagnosed with cancer, in vulnerable situations.

• **Peru:** As part of its Diversity, Equity and Inclusion Model, employees from various offices joined together to **collect food** and bring a morning of joy to the Casa Hogar San José in Chiclayo, **supporting 75 senior citizens**.

• **Portugal:** Campaign to **collect food and basic necessities** among the company's employees for donation to the Residência de Velinhos das Irmãzinhas dos Pobres de Campolide, an old people's home located near Konecta's offices.

• **Czech Republic:** Employee volunteers participate every year in weekly **events for young people with disabilities**, organized by the Emil Foundation fund.

• **Turkey:** Konecta supports the donation program of the Darüşşafaka Institution, contributing to the **education of children in vulnerable situations**. In addition, volunteers participate in "Conscience in Konecta", with activities such as donations for children's education or the construction of a playground for earthquake victims in Adıyaman, under the coordination of the Call Centre Association.

Konecta Foundation initiatives

01

Collaboration with Fundación FAD

Fundación FAD plays a very important role in improving the wellbeing and quality of life of young people and their families. Through its initiatives, it addresses various problems such as violence, mental health, and addiction to technology, among others. In 2024, together with Fundación FAD team, Konecta Foundation continued to collaborate in the **SIOF Joven project**, which offers an online, free, confidential, and anonymous service for young people and adolescents with mental health problems. The topics most commonly discussed in consultations were anxiety and drug use.

02

Sports activities

Konecta collaborates in charitable and inclusive sports tournaments and activities, such as the organization of the annual **Konecta Foundation Charity Padel Tournament**. This is supported by companies and volunteers from the company, with 100% of funds raised going to a relevant social cause each time. Other sport initiatives supported included the 13th Carrera Popular Madrid También Solidario, an event dedicated to raising funds to facilitate access to sporting activities for people with disabilities.

03

Awareness-raising actions

Konecta, in collaboration with the Foundation, social entities and other institutions, plays a key role in raising awareness in the business world and society in general. It actively participates in events organized by public and private institutions to highlight projects related to diversity, inclusion, equality, and the prevention of gender violence.

This commitment is reflected both inside and outside the organization, promoting exemplary practices in support of vulnerable groups through activities such as business breakfasts, awards, business panels, and classroom visits.

- Fifth edition of the **Awareness and Sustainability Meeting**, a benchmark event in Spain held annually by Konecta Foundation together with the Vocento group. The meeting is a space dedicated to debate and reflection, to disseminate all the business initiatives that are being developed to achieve the Sustainable Development Goals (SDGs) of the 2030 Agenda.

- In the Czech Republic, regular communication with the state administration and the non-profit sector is key. Konecta is involved in **strategic planning for social inclusion and employment** in different regions. In 2024, several meetings were held at ministerial, business, and regional level, addressing topics related to the labor market and integration of target groups into the labor market (people with disabilities, single mothers, people over 55). Several conferences were also held, presenting the company's experience and support for people with disabilities.

- As part of the **"Unite por el Planeta"** (Unite for the Planet) program, the first environmental networking event organized by the sustainability sphere in Argentina, with the participation of customers, suppliers, the community and public sector players in favor of the fight against climate change. This event promoted the sharing of good practices, ideas, resources, and experiences, to foster a collaborative environment where every voice adds up on the road to carbon neutrality.

- **Meetings with allies**, such as business breakfasts with Amcham, Contrata Trans, and Semana D; participation in annual programs of Fundación Córdoba Mejora; breakfast with Casa Ronald Argentina; and meetings with UNICEF, among others.

- Dissemination of **awareness-raising materials**, both on free legal advice available to company employees, and on issues related to unethical conduct, workplace hostility, sexual harassment, and their respective Corporate Whistleblower Channels.

- Participation in France in **Activ' Challenge de l'Agefiph**, an inter-company challenge with 100% digital activities to inform and raise awareness of disability among employees.

- Participation in the event **"Leading change: Challenges of gender equity"**, held in Trujillo, Peru highlighting the work of women in the development of the country. In front of more than 130 people, experiences and good business practices in gender equality were shared, emphasizing the importance of closing wage gaps and improving access to education, especially in La Libertad.

- **ExpoContact 2024**, held in Madrid, a global event organized by Konecta with the theme "Intelligence squared: maximizing the Customer experience". During the event, the synergies between human talent and advanced technologies were explored, highlighting the integration of AI in digital transformation. Trends in the BPO and contact center sector were also discussed, such as omni-channeling, data analytics, and the use of chatbots.

Awards received by Konecta and the Foundation for their contribution to society

The effort and commitment across the Konecta and Konecta Foundation communities has led to the following awards:

- Konecta Foundation was recognized with the **Inclusion Award** at the 1st Edition of the RadiUS Awards.
- Konecta in Colombia was one of the five companies selected in the **Comfenalco Inclusion Awards**, in the category for Labour Inclusion of Other Diverse Populations.
- In Peru, Konecta was recognized as an **Integrating Company 2024**, creating workplaces with a firm commitment to diversity, equity, and inclusion.



Annexes

EMPLOYEE HEALTH AND SAFETY

Progress on accident rates by country

Frequency index	2023			2024		
	Female	Male	Total	Female	Male	Total
Albania	-	-	-	-	-	-
Germany	16.42	-	14.37	-	-	-
Argentina	1.69	0.58	1.32	1.1	0.54	0.91
Belgium	9.11	23.28	15.33	21.92	-	11.98
Brazil	0.17	-	0.11	0.44	0.13	0.33
Chile	2.46	3.02	2.63	3.4	1.51	2.81
Colombia	2.48	0.81	1.87	2.21	1.06	1.78
El Salvador	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-
Spain	1.59	1.24	1.5	1.56	2.24	1.74
France	5.64	1.58	4.34	9.26	3.71	7.47
Guatemala	-	-	-	-	-	-
Hungary	-	-	-	-	11.34	2.89
Italy	0.67	0.25	0.53	-	0.51	0.18
Madagascar	-	0.47	0.2	0.36	-	0.2
Morocco	1.45	1.52	1.49	1.79	1.69	1.74
Mexico	7.48	6.54	7.05	3.37	1.17	2.39
Monaco	-	-	-	-	-	-
Paraguay	-	-	-	-	-	-
Peru	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	-	-	-
Total	1.7	1.12	1.5	1.49	0.92	1.29

Severity index	2023			2024		
	Female	Male	Total	Female	Male	Total
Albania	-	-	-	-	-	-
Germany	0.02	-	0.01	-	-	-
Argentina	0.06	0.01	0.04	0.01	-	0.01
Belgium	0.14	0.16	0.15	0.68	-	0.37
Brazil	-	-	-	-	-	-
Chile	0.03	0.07	0.04	0.07	0.01	0.05
Colombia	0.02	0.01	0.01	0.01	-	0.01
El Salvador	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-
Spain	0.29	0.05	0.23	0.06	0.11	0.07
France	0.21	0.02	0.15	0.26	0.22	0.25
Guatemala	-	-	-	-	-	-
Hungary	-	-	-	-	0.08	0.02
Italy	0.01	-	0.01	-	0.03	0.01
Madagascar	-	-	-	-	-	-
Morocco	0.04	-	0.05	0.07	-	0.06
Mexico	0.05	0.05	0.05	0.04	0.03	0.03
Monaco	-	-	-	-	-	-
Paraguay	-	-	-	-	-	-
Peru	-	-	-	-	-	-
Portugal	-	-	-	-	-	-
United Kingdom	-	-	-	-	-	-
Czech Republic	-	-	-	-	-	-
Romania	-	-	-	-	-	-
Turkey	-	-	-	-	-	-
Total	0,06	0,02	0,04	0,03	0,03	0,03

Accident rates in 2022²⁵ by country

Frequency index	Konecta		Comdata		Severity index	Konecta		Comdata	
	Female	Male	Female	Male		Female	Male	Female	Male
Albania	0	0	0	0	Albania	-	-	-	-
Germany	0	0	0	0	Germany	-	-	-	-
Argentina	0.9	0.79	0	0	Argentina	0.03	0.03	-	-
Belgium	0	0	0	0	Belgium	-	-	-	-
Brazil	0.45	0	0	0	Brazil	-	-	-	-
Chile	27.98	51.27	0	0	Chile	0.95	2.14	-	-
Colombia	37.36	19.97	2.02	1.34	Colombia	0.2	0.1	0.02	0.02
El Salvador	0	0	0	0	El Salvador	-	-	-	-
Spain	1	0.92	1.58	0	Spain	0.04	0.02	0.01	-
France	0	0	5.51	2.38	France	-	-	0.23	0.08
Guatemala	0	0	0	0	Guatemala	-	-	-	-
Hungary	0	0	0	0	Hungary	-	-	-	-
Italy	0	0	0.72	0	Italy	-	-	0.01	-
Madagascar	0	0	0	0	Madagascar	-	-	-	-
Morocco	0	0	2.12	2.3	Morocco	-	-	0.14	0.09
Mexico	1.85	0.7	0	0	Mexico	0.04	-	-	-
Monaco	0	0	7.62	0	Monaco	-	-	0.02	-
Peru	0.04	0	0.22	0	Peru	-	-	-	-
Portugal	0	0	0	0	Portugal	-	-	-	-
United Kingdom	0	0	0	0	United Kingdom	-	-	-	-
Czech Republic	0	0	0	0	Czech Republic	-	-	-	-
Romania	0	0	0	0	Romania	-	-	-	-
Turkey	0	0	0.28	0.36	Turkey	-	-	-	-

²⁵ The 2022 data refer to the last two months of 2022 following integration (25 October 2022).

Progress on number of recognized occupational diseases by gender and country

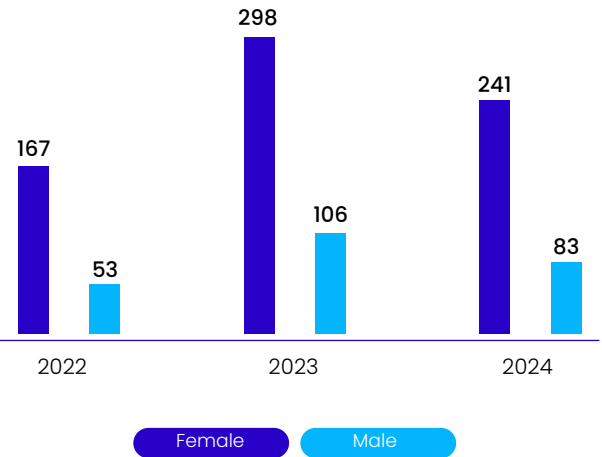
Country	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Albania	-	-	-	-	-	-
Germany	-	-	-	-	-	-
Argentina	98	9	115	7	73	15
Belgium	-	-	-	-	-	-
Brazil	4	-	-	-	-	-
Chile	1	-	4	-	3	-
Colombia	1	-	2	-	8	-
El Salvador	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-
Spain	7	-	8	-	3	2
France	-	-	2	-	4	1
Guatemala	-	-	-	-	-	-
Hungary	-	-	-	-	-	-
Italy	-	-	-	-	-	-
Madagascar	-	-	-	-	-	-
Morocco	-	-	-	-	-	-
Mexico	-	-	-	4	-	-
Paraguay	-	-	-	-	-	-
Peru	-	-	-	-	-	-
Portugal	-	-	-	-	-	-
United Kingdom	-	-	-	-	-	-
Czech Republic	-	-	-	-	-	-
Romania	-	-	-	-	-	-
Turkey	-	-	-	-	-	-
Total	111	9	131	11	91	18

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

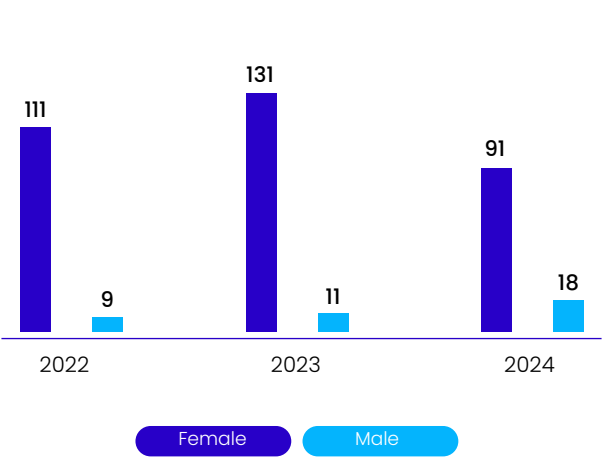
Country	2022 ²⁶		2023		2024	
	Female	Male	Female	Male	Female	Male
Albania	-	-	-	-	-	-
Germany	-	-	1	-	-	-
Argentina	9	4	18	3	12	3
Belgium	-	-	1	2	2	-
Brazil	5	-	2	-	6	1
Chile	8	7	9	5	10	2
Colombia	110	31	122	23	95	27
El Salvador	-	-	-	-	-	-
Slovakia	-	-	-	-	-	-
Spain	25	8	42	11	37	20
France	-	-	30	4	47	9
Guatemala	--	-	-	-	-	-
Hungary	-	-	-	-	-	1
Italy	-	-	5	1	-	2
Madagascar	-	-	-	1	1	-
Morocco	-	-	11	13	12	13
Mexico	9	3	54	40	18	5
Paraguay	-	-	-	-	-	-
Peru	1	-	2	-	-	-
Portugal	-	-	-	-	1	-
United Kingdom	-	-	-	-	-	-
Czech Republic	-	-	-	1	-	-
Romania	-	-	-	-	-	-
Turkey	-	-	1	2	-	-
Total	167	53	298	106	241	83

²⁶ At the time of integration, Comdata did not have tools enabling it to consolidate information at corporate level for the reporting of integrated data relating to Health and Safety, which would guarantee accurate monthly data. Therefore, the data reported for that year corresponds to the countries in which Konecta was present at the time.

Progress on number of work accidents with lost days by gender

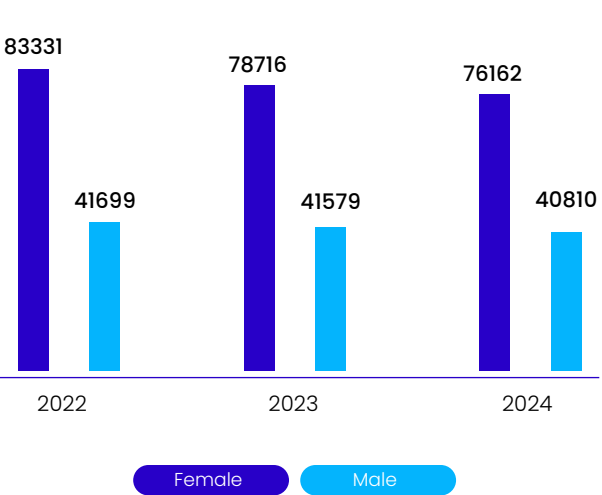


Progress on number of people with occupational diseases by gender



EMPLOYEE DATA

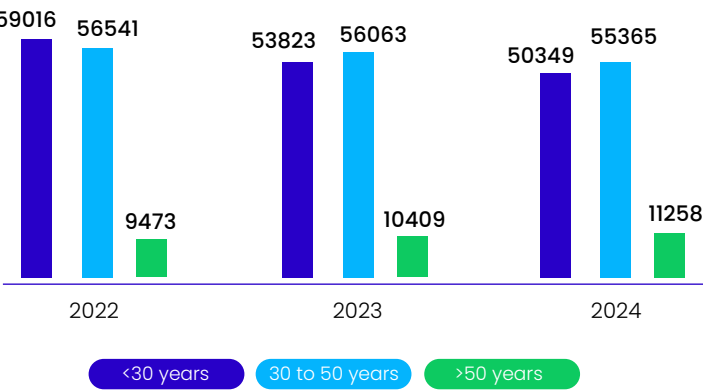
Progress on workforce by gender



Progress on workforce by gender for each country

Country	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Albania	440	290	547	292	806	423
Germany	32	3	38	7	40	21
Argentina	6003	2843	6148	2987	6150	3118
Belgium	62	51	55	41	41	37
Brazil	4940	2236	6639	3415	6692	3563
Chile	1940	841	1456	636	1317	608
Colombia	18639	9974	17018	10033	15643	9041
Egypt	0	0	0	0	6	26
El Salvador	436	395	335	325	329	303
Slovakia	0	0	85	16	84	17
Spain	16202	4544	15058	5239	13574	4951
USA US.	0	0	1	2	2	4
France	3147	1488	2954	1384	2866	1327
Guatemala	416	247	306	152	357	157
Hungary	105	32	157	56	135	49
Italy	4689	2335	5151	2458	5628	2725
Madagascar	1356	955	1366	1093	1540	1187
Morocco	3470	3686	3091	3550	2793	3294
Mexico	3526	2953	2505	2012	2128	1640
Monaco	37	54	0	0	0	0
Paraguay	0	0	27	12	0	0
Peru	12283	6780	10430	6017	10938	6644
Portugal	518	265	511	288	501	297
United Kingdom	202	175	216	185	207	197
Czech Republic	979	294	852	257	708	224
Romania	1248	269	1303	299	1323	261
Turkey	2661	989	2467	823	2354	696
Total	125030		120295		116972	

Progress on workforce by age



Progress on workforce by age for each country

Country	2022			2023			2024		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Albania	337	379	14	338	484	17	476	722	31
Germany	0	9	26	5	15	25	17	20	24
Argentina	4237	4511	98	4186	4817	132	4146	4950	172
Belgium	48	59	6	31	59	6	25	48	5
Brazil	4084	2718	374	5737	3714	603	5555	4033	667
Chile	899	1547	335	577	1216	299	533	1126	266
Colombia	19636	8676	301	17671	9038	342	15403	8879	402
Egypt	0	0	0	0	0	0	11	19	2
El Salvador	526	301	4	363	289	8	317	307	8
Slovakia	0	0	0	34	53	14	32	55	14
Spain	3554	12693	4499	3603	11951	4743	3228	10601	4696
USA US.	0	0	0	0	2	1	0	5	1
France	1446	2542	647	1363	2277	698	1339	2133	721
Guatemala	452	209	2	263	194	1	291	222	1
Hungary	58	62	17	104	83	26	82	78	24
Italy	285	5255	1484	317	5438	1854	307	5578	2468
Madagascar	1821	484	6	1850	602	7	2077	644	6
Morocco	3011	3927	218	2495	3865	281	2025	3766	296
Mexico	3640	2384	455	2281	1874	362	1731	1704	333
Monaco	6	66	19	0	0	0	0	0	0
Paraguay	0	0	0	18	19	2	0	0	0
Peru	12258	6429	376	9994	6018	435	10395	6638	549
Portugal	236	449	98	264	441	94	268	441	89
United Kingdom	157	170	50	163	182	56	149	190	65
Czech Republic	485	644	144	405	579	125	278	532	122
Romania	235	1087	195	232	1164	206	204	1131	249
Turkey	1605	1940	105	1529	1689	72	1460	1543	47
Total	125030			120295			116972		

Progress on workforce by gender and professional category

	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	75470	34862	71309	35229	69487	34979
Quality	926	476	817	428	638	306
Force/Instructor	774	800	623	623	506	595
Coordinators	3552	2629	3541	2529	3226	2354
Supervisor	891	631	850	664	783	615
Service Manager	293	315	263	272	198	186
Service Officer	355	294	383	306	331	279
Other Operations staff	59	128	51	95	54	83
Structure / SG&A	967	1485	840	1355	845	1239
Other Operations Officers	44	79	39	78	94	174
Total	125030		120295		116972	

Progress on workforce by age and professional category

	2022			2023			2024		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Agent/Clerical Staff /Validator	55100	46907	8325	50337	47072	9129	47558	47050	9858
Quality	603	743	56	512	670	63	344	539	61
Force/Instructor	765	779	30	563	640	43	404	655	42
Coordinators	1631	4154	396	1573	4056	441	1343	3738	499
Supervisor	248	1115	159	272	1057	185	230	985	183
Service Manager	41	488	79	25	418	92	28	289	67
Service Officer	71	539	39	71	556	62	43	496	71
Other Operations staff	35	129	23	20	107	19	21	95	21
Structure / SG&A	512	1580	360	442	1384	369	367	1293	424
Other Operations Officers	10	107	6	8	103	6	11	225	32
Total	125030			120295			116972		

Progress on workforce by gender and type of employment contract

2022				2023				2024			
Permanent		Temporary		Permanent		Temporary		Permanent		Temporary	
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
49161	24478	34170	17221	48442	24691	30274	16888	56212	28665	19950	12145
125030				120295				116972			

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

2022					2023				2024			
Permanent			Temporary		Permanent		Temporary		Permanent		Temporary	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Albania	440	290	0	0	547	292	0	0	806	423	0	0
Germany	31	3	1	0	30	2	8	5	29	8	11	13
Argentina	5631	2627	372	216	5696	2710	452	277	6150	3118	0	0
Belgium	46	41	16	10	35	25	20	16	35	26	6	11
Brazil	3504	1596	1436	640	4382	2221	2257	1194	4905	2617	1787	946
Chile	1539	643	401	198	1310	532	146	104	1102	463	215	145
Colombia	3524	2752	15115	7222	3761	3046	13257	6987	11458	6421	4185	2620
Egypt	0	0	0	0	0	0	0	0	1	5	5	21
El Salvador	436	395	0	0	335	325	0	0	329	303	0	0
Slovakia	0	0	0	0	55	7	30	9	43	3	41	14
Spain	14082	4084	2120	460	13784	4617	1274	622	12496	4434	1078	517
USA US.	0	0	0	0	1	2	0	0	2	4	0	0
France	2455	1138	692	350	2263	1018	691	366	2124	960	742	367
Guatemala	416	247	0	0	306	152	0	0	357	157	0	0
Hungary	105	32	0	0	157	56	0	0	135	49	0	0
Italy	4525	2250	164	85	4949	2341	202	117	5432	2620	196	105
Madagascar	1356	954	0	1	1364	1092	2	1	1496	1164	44	23
Morocco	3342	3509	128	177	3051	3464	40	86	2741	3167	52	127
Mexico	1531	1410	1995	1543	728	598	1777	1414	418	359	1710	1281
Monaco	33	50	4	4	0	0	0	0	0	0	0	0
Paraguay	0	0	0	0	27	12	0	0	0	0	0	0
Peru	1783	946	10500	5834	1421	802	9009	5215	1853	1024	9085	5620
Portugal	54	29	464	236	49	38	462	250	80	69	421	228
United Kingdom	119	116	83	59	134	128	82	57	207	197	0	0
Czech Republic	300	108	679	186	287	90	565	167	336	117	372	107
Romania	1248	269	0	0	1303	298	0	1	1323	261	0	0
Turkey	2661	989	0	0	2467	823	0	0	2354	696	0	0
Total	125030				120295				116972			

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

Country	2022						2022						2022					
	Permanent			Temporary			Permanent			Temporary			Permanent			Temporary		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Albania	337	379	14	0	0	0	338	484	17	0	0	0	476	722	31	0	0	0
Germany	0	8	26	0	1	0	0	8	24	5	7	1	1	12	24	16	8	0
Argentina	3835	4329	94	402	182	4	3652	4633	121	534	184	11	4146	4950	172	0	0	0
Belgium	31	51	5	17	8	1	14	41	5	17	18	1	14	43	4	11	5	1
Brazil	2798	2008	294	1286	710	80	3633	2597	373	2104	1117	230	3955	3043	524	1600	990	143
Chile	663	1239	280	236	308	55	475	1095	272	102	121	27	386	945	234	147	181	32
Colombia	3150	3003	123	16486	5673	178	3568	3108	131	14103	5930	211	10631	6951	297	4772	1928	105
Egypt	0	0	0	0	0	0	0	0	0	0	0	0	0	4	2	11	15	0
El Salvador	526	301	4	0	0	0	363	289	8	0	0	0	317	307	8	0	0	0
Slovakia	0	0	0	0	0	0	19	34	9	15	19	5	12	25	9	20	30	5
Spain	2498	11470	4198	1056	1223	301	2728	11147	4526	875	804	217	2410	9986	4534	818	615	162
USA US.	0	0	0	0	0	0	0	2	1	0	0	0	0	5	1	0	0	0
France	747	2255	591	699	287	56	640	1999	642	723	278	56	537	1863	684	802	270	37
Guatemala	452	209	2	0	0	0	263	194	1	0	0	0	291	222	1	0	0	0
Hungary	58	62	17	0	0	0	104	83	26	0	0	0	82	78	24	0	0	0
Italy	192	5124	1459	93	131	25	202	5263	1825	115	175	29	203	5406	2443	104	172	25
Madagascar	1820	484	6	1	0	0	1847	602	7	3	0	0	2019	635	6	58	9	0
Morocco	2978	3659	214	33	268	4	2435	3810	270	60	55	11	1938	3702	268	87	64	28
Mexico	1627	1095	219	2013	1289	236	658	563	105	1623	1311	257	283	415	79	1448	1289	254
Monaco	3	61	19	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraguay	0	0	0	0	0	0	18	19	2	0	0	0	0	0	0	0	0	0
Peru	1165	1458	106	11093	4971	270	604	1501	118	9390	4517	317	962	1764	151	9433	4874	398
Portugal	1	69	13	235	380	85	3	68	16	261	373	78	14	104	31	254	337	58
United Kingdom	110	97	28	47	73	22	115	113	34	48	69	22	149	190	65	0	0	0
Czech Republic	87	250	71	398	394	73	68	237	72	337	342	53	91	280	82	187	252	40
Romania	235	1087	195	0	0	0	231	1164	206	1	0	0	204	1131	249	0	0	0
Turkey	1605	1940	105	0	0	0	1529	1689	72	0	0	0	1460	1543	47	0	0	0
Total	125030						120295						116972					

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

Country	2022						2022						2022					
	Permanent			Temporary			Permanent			Temporary			Permanent			Temporary		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Part-time	3958	11659	3016	14968	7447	758	4270	12024	3515	13440	6299	492	6224	13016	3854	8685	4914	504
Full-time	18739	26217	4636	23676	10911	965	22265	30162	5311	23628	11081	997	21084	30251	5872	20723	10209	1110
Full	126950						133484						126447					

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

	2022				2023				2024			
	Permanent		Temporary		Permanent		Temporary		Permanent		Temporary	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Part-time	13937	4696	16500	6674	14909	4900	13990	6240	17033	6061	9607	4496
Full	32606	16986	22735	12816	36419	21320	22127	13579	36090	21117	19441	12601
Total	126950				133484				126447			

Progress on average workforce by professional classification, contract type, and type of working hours

	2022				2023				2024			
	Permanent		Temporary		Permanent		Temporary		Permanent		Temporary	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
Agent/Clerical Staff /Validator	18122	38549	22859	33403	19370	45882	20050	33710	22690	45807	13989	30619
Quality	141	886	53	256	38	957	34	269	29	844	26	145
Force/Instructor	28	1001	50	390	22	911	10	396	19	869	9	255
Coordinators	236	4653	174	770	275	5058	89	678	257	5031	33	649
Supervisor	24	1151	3	291	34	1416	22	332	39	1207	30	181
Service Manager	4	522	3	95	3	520	1	40	3	443	1	25
Service Officer	4	631	8	38	6	713	0	45	1	645	0	21
Other Operations staff	7	139	4	14	2	138	2	9	2	147	0	2
Structure / SG&A	66	1961	20	289	59	2028	23	222	54	2010	16	143
Other Operations Officers	0	100	0	5	2	114	0	4	0	206	0	3
Total	126950				133484				126447			

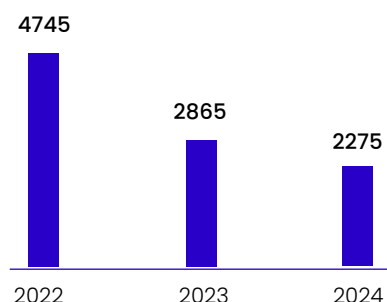
Progress on workforce by gender, country and working hours

Country	2022				2023				2024			
	Full-time		Part-time		Full-time		Part-time		Full-time		Part-time	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Albania	79	44	361	246	79	39	468	253	159	111	647	312
Germany	24	3	8	0	28	7	10	0	30	20	10	1
Argentina	5977	2836	26	7	6034	2954	114	33	6066	3092	84	26
Belgium	59	51	3	0	53	41	2	0	34	37	7	0
Brazil	4891	2220	49	16	6604	3394	35	21	6649	3531	43	32
Chile	1377	700	563	141	1150	555	306	81	1103	532	214	76
Colombia	7594	5236	11045	4738	7619	5743	9399	4290	7976	5544	7667	3497
Egypt	0	0	0	0	0	0	0	0	6	26	0	0
El Salvador	436	395	0	0	335	325	0	0	329	303	0	0
Slovakia	0	0	0	0	62	14	23	2	67	16	17	1
Spain	7714	2485	8488	2059	6508	2599	8550	2640	6061	2615	7513	2336
USA US.	0	0	0	0	1	2	0	0	2	4	0	0
France	2750	1444	397	44	2605	1344	349	40	2533	1292	333	35
Guatemala	313	186	103	61	249	129	57	23	285	132	72	25
Hungary	89	31	16	1	134	52	23	4	110	44	25	5
Italy	1087	1000	3602	1335	1114	1026	4037	1432	1162	1095	4466	1630
Madagascar	1299	939	57	16	1334	1078	32	15	1488	1161	52	26
Morocco	3389	3644	81	42	3001	3511	90	39	2604	3161	189	133
Mexico	1730	1809	1796	1144	1585	1509	920	503	1408	1231	720	409
Monaco	36	51	1	3	0	0	0	0	0	0	0	0
Paraguay	0	0	0	0	27	12	0	0	0	0	0	0
Peru	11755	6569	528	211	9927	5807	503	210	10505	6426	433	218
Portugal	468	237	50	28	483	277	28	11	451	273	50	24
United Kingdom	178	162	24	13	194	172	22	13	180	188	27	9
Czech Republic	564	251	415	43	547	227	305	30	438	195	270	29
Romania	1117	247	131	22	1170	280	133	19	1182	240	141	21
Turkey	2619	987	42	2	2352	805	115	18	2301	687	53	9
Total	125030				120295				116972			

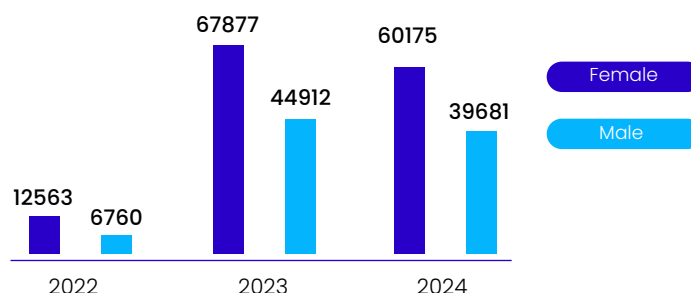
Progress on workforce by age, country and working hours

Country	2022						2022						2022					
	Full-time			Part-time			Full-time			Part-time			Full-time			Part-time		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Albania	45	69	9	292	310	5	38	71	9	300	413	8	107	152	11	369	570	20
Germany	0	8	19	0	1	7	5	13	17	0	2	8	17	18	15	0	2	9
Argentina	4221	4495	97	16	16	1	4147	4711	130	39	106	2	4133	4855	170	13	95	2
Belgium	48	56	6	0	3	0	31	57	6	0	2	0	23	43	5	2	5	0
Brazil	4029	2708	374	55	10	0	5681	3714	603	56	0	0	5480	4033	667	75	0	0
Chile	648	1154	275	251	393	60	460	986	259	117	230	40	452	951	232	81	175	34
Colombia	7986	4652	192	11650	4024	109	8397	4754	211	9274	4284	131	8131	5125	264	7272	3754	138
Egypt	0	0	0	0	0	0	0	0	0	0	0	0	11	19	2	0	0	0
El Salvador	526	301	4	0	0	0	363	289	8	0	0	0	317	307	8	0	0	0
Slovakia	0	0	0	0	0	0	29	35	12	5	18	2	29	42	12	3	13	2
Spain	1118	6434	2647	2436	6259	1852	1071	5447	2589	2532	6504	2154	957	5072	2647	2271	5529	2049
USA US.	0	0	0	0	0	0	0	2	1	0	0	0	0	5	1	0	0	0
France	1398	2246	550	48	296	97	1331	2019	599	32	258	99	1303	1906	616	36	227	105
Guatemala	325	173	1	127	36	1	205	172	1	58	22	0	223	193	1	68	29	0
Hungary	52	53	15	6	9	2	96	67	23	8	16	3	75	61	18	7	17	6
Italy	83	1502	502	202	3753	982	69	1458	613	248	3980	1241	85	1406	766	222	4172	1702
Madagascar	1751	481	6	70	3	0	1806	599	7	44	3	0	2005	638	6	72	6	0
Morocco	2970	3858	205	41	69	13	2464	3785	263	31	80	18	1961	3540	264	64	226	32
Mexico	1926	1376	237	1714	1008	218	1581	1298	215	700	576	147	1213	1210	216	518	494	117
Monaco	6	65	16	0	1	3	0	0	0	0	0	0	0	0	0	0	0	0
Paraguay	0	0	0	0	0	0	18	19	2	0	0	0	0	0	0	0	0	0
Peru	11722	6238	364	536	191	12	9526	5785	423	468	233	12	9950	6447	534	445	191	15
Portugal	203	413	89	33	36	9	250	420	90	14	21	4	235	405	84	33	36	5
United Kingdom	143	152	45	14	18	5	151	163	52	12	19	4	141	169	58	8	21	7
Czech Republic	368	368	79	117	276	65	334	373	67	71	206	58	232	336	65	46	196	57
Romania	203	982	179	32	105	16	207	1055	188	25	109	18	178	1019	225	26	112	24
Turkey	1595	1909	102	10	31	3	1469	1620	68	60	69	4	1428	1515	45	32	28	2
Total	125030						120295						116972					

Progress on number of workers who are not employees (TEA) and whose work is monitored by Konecta



Progress on new hires²⁷ by gender



Progress on new hires by gender and country

Country	Female			Male		
	2022	2023	2024	2022	2023	2024
Albania	59	598	757	36	305	463
Germany	1	9	8	0	5	19
Argentina	306	1664	1307	173	1040	887
Belgium	9	40	1	9	14	3
Brazil	1087	10165	10121	464	5069	5226
Chile	523	1282	1077	201	771	695
Colombia	3678	19398	15282	2113	13629	10707
Egypt	0	0	6	0	0	26
El Salvador	64	152	153	69	167	182
Slovakia	0	154	64	0	45	45
Spain	1758	7651	6944	373	4005	3792
USA US.	0	1	1	0	2	2
France	327	1396	1411	165	746	729
Guatemala	43	76	181	30	29	68
Hungary	15	174	80	5	74	28
Italy	113	497	982	81	226	518
Madagascar	173	905	1287	106	785	934
Morocco	113	1334	1033	143	2039	1719
Mexico	709	3168	2404	820	3872	2408
Monaco	1	0	0	2	0	0
Paraguay	0	76	59	0	39	45
Peru	3104	15684	13484	1779	10676	9887
Portugal	66	396	391	38	232	258
United Kingdom	12	122	90	11	126	108
Czech Republic	167	707	539	43	276	220
Romania	92	778	818	21	179	213
Turkey	143	1450	1695	78	561	499
Total	12563	67877	60175	6760	44912	39681

²⁷Estimated number of new hires during the last two months of 2022 based on the total number of new hires in 2022.

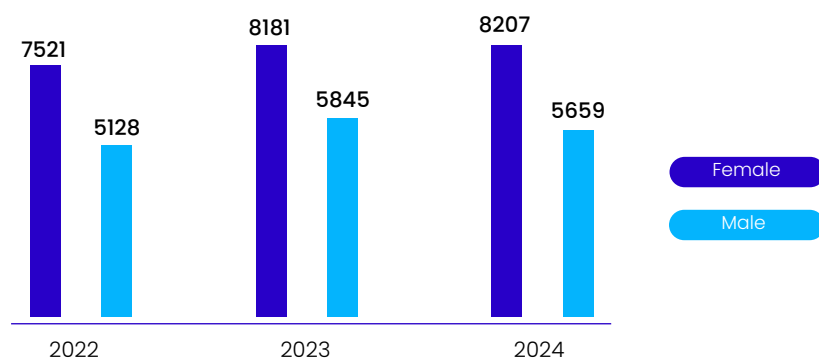
Progress on new hires by professional category

	2022	2023	2024
Agent/Clerical Staff /Validator	18949	110992	98285
Quality	42	205	101
Force/Instructor	45	189	165
Coordinators	131	616	582
Supervisor	28	203	180
Service Manager	12	46	27
Services Line Manager	18	106	59
Other Operations staff	5	12	27
Structure / SG&A	90	402	412
Other Operations Officers	4	18	18
Total	19323	112789	99856

Progress on new hires by age and country

	< 30			30 to 50			> 50		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	54	422	529	40	471	671	1	10	20
Germany	0	5	16	1	7	10	0	2	1
Argentina	336	1935	1581	139	740	593	4	29	20
Belgium	10	28	2	6	25	1	2	1	1
Brazil	975	9404	9260	530	5202	5331	46	628	756
Chile	303	895	739	371	975	861	50	183	172
Colombia	4689	25241	19258	1088	7654	6554	14	132	177
Egypt	0	0	11	0	0	18	0	0	3
El Salvador	97	214	226	35	102	108	1	3	1
Slovakia	0	88	55	0	91	48	0	20	6
Spain	996	5550	4884	914	4906	4566	221	1200	1286
USA US.	0	0	0	0	2	3	0	1	0
France	329	1524	1536	134	512	518	29	106	86
Guatemala	65	85	180	8	20	69	0	0	0
Hungary	9	140	47	8	79	49	3	29	12
Italy	12	126	85	159	493	896	23	104	519
Madagascar	242	1445	1917	36	243	303	1	2	1
Morocco	125	1880	1552	127	1402	1105	4	91	95
Mexico	973	4088	2614	464	2464	1775	92	488	423
Monaco	1	0	0	1	0	0	1	0	0
Paraguay	0	62	65	0	50	37	0	3	2
Peru	3643	19209	16655	1180	6733	6208	60	418	508
Portugal	52	285	294	44	289	316	8	54	39
United Kingdom	12	130	96	8	72	74	3	46	28
Czech Republic	97	515	366	91	403	347	22	65	46
Romania	36	298	287	65	563	668	12	96	76
Turkey	118	1304	1625	89	640	523	14	67	46
Total	13174	74873	63880	5538	34138	31652	611	3778	4324

Progress on layoffs²⁸ by gender



Progress on layoffs by gender and country

Country	Female			Male		
	2022	2023	2024	2022	2023	2024
Albania	22	0	14	21	3	8
Germany	0	0	1	0	0	2
Argentina	106	128	251	80	97	187
Belgium	10	3	6	2	7	5
Brazil	1638	2049	2663	753	971	1405
Chile	1031	1022	570	431	546	328
Colombia	1404	1890	1676	1223	1657	1710
Egypt	0	0	0	0	0	0
El Salvador	83	47	26	116	38	37
Slovakia	0	25	30	0	13	16
Spain	804	843	776	343	382	379
USA US.	0	0	0	0	0	0
France	305	235	178	210	154	117
Guatemala	99	20	18	85	18	10
Hungary	0	2	7	5	3	2
Italy	52	45	327	28	22	121
Madagascar	42	40	71	22	38	82
Morocco	50	105	67	117	345	205
Mexico	650	424	246	1025	681	331
Monaco	3	33	0	1	49	0
Paraguay	0	1	29	0	0	14
Peru	586	534	522	381	450	388
Portugal	1	0	3	0	0	2
United Kingdom	1	5	22	2	14	15
Czech Republic	416	399	348	149	149	127
Romania	74	108	131	27	49	65
Turkey	144	223	225	107	159	103
Total	7521	8181	8207	5128	5845	5659

²⁸The information on layoffs for fiscal year 2022 has been annualized to twelve months.

Progress on layoffs by age

Country	< 30			30 to 50			> 50		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	24	2	8	19	1	14	0	0	0
Germany	0	0	1	0	0	2	0	0	0
Argentina	108	121	202	74	99	229	4	5	7
Belgium	3	4	4	5	6	5	4	0	2
Brazil	1374	1789	2367	938	1144	1561	79	87	140
Chile	638	609	308	730	820	485	94	139	105
Colombia	1990	2610	2429	624	916	927	13	21	30
Egypt	0	0	0	0	0	0	0	0	0
El Salvador	145	52	41	52	31	21	2	2	1
Slovakia	0	21	20	0	15	23	0	2	3
Spain	277	269	271	678	703	663	192	253	221
USA US.	0	0	0	0	0	0	0	0	0
France	316	223	138	173	133	114	26	33	43
Guatemala	158	35	20	26	3	8	0	0	0
Hungary	3	1	4	2	3	2	0	1	3
Italy	1	1	9	58	46	274	21	20	165
Madagascar	41	57	103	23	21	49	0	0	1
Morocco	12	202	113	149	227	132	6	21	27
Mexico	1035	612	286	519	406	234	121	87	57
Monaco	1	3	0	2	61	0	1	18	0
Paraguay	0	1	22	0	0	19	0	0	2
Peru	697	688	606	254	276	285	16	20	19
Portugal	1	0	2	0	0	3	0	0	0
United Kingdom	1	8	10	2	8	23	0	3	4
Czech Republic	255	240	224	243	256	219	67	52	32
Romania	40	54	60	53	74	122	8	29	14
Turkey	103	166	125	139	198	196	9	18	7
Total	7223	7768	7373	4763	5447	5610	663	811	883

Progress on layoffs by professional category

	2022	2023	2024
Agent/Clerical Staff /Validator	11801	12965	12838
Quality	127	115	116
Force/Instructor	80	94	131
Coordinators	364	478	440
Supervisor	80	119	135
Service Manager	33	42	35
Services Line Manager	35	53	54
Other Operations staff	12	2	7
Structure / SG&A	111	148	93
Other Operations Officers	6	10	17
Total	12649	14026	13866

Progress on workforce by work type and country

	2022			2023			2024		
	On-site	Remote	Mix	On-site	Remote	Mix	On-site	Remote	Mix
Albania	484	246	0	455	384	0	905	324	0
Germany	7	20	8	19	19	7	30	24	7
Argentina	4532	3925	389	5045	3729	361	5439	2832	997
Belgium	93	0	20	85	0	11	69	1	8
Brazil	6641	530	5	9252	802	0	8829	1426	0
Chile	935	242	1604	1375	180	537	1196	28	701
Colombia	21797	6816	0	22780	4271	0	20014	4670	0
Egypt	0	0	0	0	0	0	0	0	32
El Salvador	52	779	0	45	615	0	63	566	3
Slovakia	0	0	0	101	0	0	44	35	22
Spain	14143	6527	76	15159	5138	0	12371	6154	0
USA US.	0	0	0	0	3	0	0	6	0
France	3348	632	655	2359	633	1346	2318	560	1315
Guatemala	0	663	0	7	451	0	7	502	5
Hungary	0	15	122	0	35	178	0	51	133
Italy	2010	80	4934	3123	76	4410	4090	137	4126
Madagascar	2311	0	0	2459	0	0	2727	0	0
Morocco	6318	838	0	6376	265	0	5834	253	0
Mexico	5269	728	482	3669	848	0	3310	454	4
Monaco	31	17	43	0	0	0	0	0	0
Paraguay	0	0	0	39	0	0	0	0	0
Peru	8162	10265	636	9286	6070	1091	11437	5227	918
Portugal	481	137	165	506	279	14	530	89	179
United Kingdom	145	100	132	127	103	171	96	85	223
Czech Republic	79	665	529	67	534	508	64	567	301
Romania	214	1303	0	150	1452	0	103	1481	0
Turkey	31	3532	87	20	3196	74	308	2681	61
Total	125030			120295			116972		

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:

Fiscal year 2022	Thousands of Euros			
	Wages	Remuneration in kind	Professional fees	Life insurance premiums
Board of Directors	306	10	117	34
Total	306	10	117	34

Fiscal year 2023	Thousands of Euros			
	Wages	Remuneration in kind	Professional fees	Life insurance premiums
Board of Directors	2495	74	713	36
Total	2495	74	713	36

Fiscal year 2024	Thousands of Euros				
	Wages	Remuneration in kind	Professional fees	Pension plans	Life insurance premiums
Board of Directors	2320	67	174	29	26
Total	2320	67	174	29	26

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 2024 was made up of five men and two women (five men and two women at 31 December 2023), thus remaining composed in this way 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 on average remuneration²⁹ by gender and professional category

Average remuneration	Albania (Lek)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	931063	1042624	1002734	1045868	1135555	1161287
Quality	1111663	1108867	1058376	1133655	1277160	1229838
Force/Instructor	976107	1184938	1001479	890498	1164930	1453843
Coordinators	1274611	1329673	1404266	1391876	1470164	1513797
Supervisor	2057258	1827104	2533441	1916113	2461373	3497882
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	930375	1452159	1034296	1389717	1133627	1363433
Other Operations Officers	-	-	-	-	-	-

Average remuneration	Germany (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	42527	-	41766	31455	41433	36963
Quality	-	-	-	-	-	-
Force/Instructor	-	-	-	-	-	-
Coordinators	-	-	-	-	53780	55195
Supervisor	-	-	-	-	-	-
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	42583	42645	44944	44040	13428	9661
Other Operations Officers	-	-	-	-	-	-

Average remuneration	Argentina (Argentine peso)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	1314576	1293343	3114991	3042301	8736578	8499488
Quality	2347424	-	5045749	-	14894662	-
Force/Instructor	1578023	1579526	3501013	3482292	10263153	10105815
Coordinators	1840819	1860798	3985334	4070093	11402297	11662275
Supervisor	2320131	-	5541699	5530810	15455964	15339759
Service Manager	-	-	-	-	-	-
Service Officer	2591574	2610890	5607115	5650829	17296243	17750742
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	3912306	3636237	8812387	7329516	34170211	31314069
Other Operations Officers	-	-	-	-	-	-

²⁹The remuneration information for fiscal year 2022 has been annualized to twelve months.

Average remuneration	Belgium (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	31665	30193	31756	38357	39764	36199
Quality	-	32080	-	40026	-	48524
Force/Instructor	-	34481	-	43311	55043	51153
Coordinators	37970	38894	46047	50217	54767	58992
Supervisor	37117	0	49027	-	59559	46656
Service Manager	-	-	-	-	-	-
Service Officer	156008	161057	168943	180249	-	-
Other Operations staff	56563	70494	-	-	-	-
Structure / SG&A	54035	75638	63561	92928	89996	35124
Other Operations Officers	298031	252270	326218	310290	-	-

Average remuneration	Brazil (Real)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	23123	23562	24284	25084	27076	28014
Quality	32071	29140	31710	34488	35384	37066
Force/Instructor	34391	46800	36908	49925	41968	55385
Coordinators	40709	42697	44470	44628	47904	48912
Supervisor	72835	114710	79726	111055	91850	120263
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	154126	177685
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	-	-	-	-	73281	122855
Other Operations Officers	-	-	-	-	348943	412440

Average remuneration	Chile (Chilean Peso)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	7584665	7986738	8572831	8835640	9316248	9320995
Quality	8786012	8295431	9857147	9071775	10554724	9887273
Force/Instructor	8824085	8494586	9617204	10259945	11796175	11952660
Coordinators	10870748	10961985	12164250	12433078	13110438	13203549
Supervisor	14542452	15273187	15287833	16142886	17821603	18023178
Service Manager	21080663	25151555	23124923	31124575	25140915	32360324
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	12238536	33037374	15908697	29768467	19977366	17896551
Other Operations Officers	-	-	-	53707913	-	-

Average remuneration	Colombia (Colombian Peso)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	18065576	19521245	20820515	22317982	23219418	24384672
Quality	19633082	20658729	21516471	21880748	22879774	24001197
Force/Instructor	22746626	23845953	26727680	27347704	31684169	32838950
Coordinators	26800960	29385067	31678825	35177627	32493747	36166377
Supervisor	38231880	40826325	37022702	38693016	50102990	52700767
Service Manager	40170648	44200443	57693131	75750093	58797261	71845256
Service Officer	81357668	85305476	86853290	89827503	103704539	108557876
Other Operations staff	34493262	60753902	36070626	64931693	39108834	72951916
Structure / SG&A	63129192	55610135	58540143	51536312	63561138	54074420
Other Operations Officers	205916384	105543288	175000842	108499596	204044723	198467409

Average remuneration	Egypt (Egyptian Pound)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	-	-	-	-	1105732	534431
Quality	-	-	-	-	-	-
Force/Instructor	-	-	-	-	-	-
Coordinators	-	-	-	-	-	-
Supervisor	-	-	-	-	-	-
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	-	-	-	-	1779699	5365590
Other Operations Officers	-	-	-	-	-	2425160

Average remuneration	El Salvador (US Dollar)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	5966	6255	6818	7638	7625	8458
Quality	6420	6397	7989	7944	8216	7893
Force/Instructor	6892	8087	7739	8678	6279	8890
Coordinators	9409	9746	10311	10458	10111	10905
Supervisor	15351	14416	17220	14861	17160	16494
Service Manager	11536	21075	18171	9508		14237
Service Officer	18206	15105	15676	14535	17925	15367
Other Operations staff	-	-	-	-		
Structure / SG&A	17038	18498	34909	28820	6446	23823
Other Operations Officers	-	-	-	23717	12817	22882

Average remuneration	Slovakia (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	-	-	13134	13050	14027	13925
Quality	-	-	-	-	-	-
Force/Instructor	-	-	17707	15160	18399	-
Coordinators	-	-	-	-	-	-
Supervisor	-	-	19903	20445	18850	19914
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	-	-	4745	15760	12302	16948
Other Operations Officers	-	-	-	-	-	-

Average remuneration	Spain (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	16788	17272	17669	17823	18110	18518
Quality	18293	17898	19321	18752	19727	20031
Force/Instructor	19359	19495	20164	19803	20165	21642
Coordinators	19382	19351	20305	20235	20836	20943
Supervisor	23537	24894	24606	25378	25415	26012
Service Manager	33745	36478	34003	36531	34752	36450
Service Officer	25696	27032	37815	50175	37817	46190
Other Operations staff	28951	25305	27278	26372	25503	27700
Structure / SG&A	33520	34962	35146	37974	35560	40560
Other Operations Officers	54031	50411	51152	-	-	-

Average remuneration	USA (US Dollar)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	-	-	-	-	146706	160115
Quality	-	-	-	-	-	-
Force/Instructor	-	-	-	-	-	-
Coordinators	-	-	-	-	-	-
Supervisor	-	-	-	-	-	-
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	-	-	152160	187469	164230	174586
Other Operations Officers	-	-	-	-	-	-

Average remuneration	France (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	23710	24303	24254	25217	24627	24944
Quality	28475	36274	31067	39114	30793	36475
Force/Instructor	30432	30187	29015	29366	29060	29433
Coordinators	29071	30315	28364	30203	29103	30972
Supervisor	34773	36331	32380	35031	36123	35827
Service Manager	53255	54974	50295	53499	38802	52038
Service Officer	39967	40583	39180	46305	46396	53466
Other Operations staff	-	-	-	-	32082	44607
Structure / SG&A	53692	59614	60183	65105	46062	53998
Other Operations Officers	48076	42160	53543	50542	56613	66364

Average remuneration	Guatemala (Quetzal)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	57794	59870	56399	60321	65355	69204
Quality	59038	57026	60734	58702	69034	64403
Force/Instructor	68259	75872	63795	65008	67858	72110
Coordinators	77549	87063	76592	81354	78597	93230
Supervisor	-	133200	-	84132	-	99596
Service Manager	181813	180760	144654	162413	176881	194603
Service Officer	203358	186316	152000	139296	200400	171288
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	-	75495	51764	100980	103631	184902
Other Operations Officers	-	-	-	-	-	-

Average remuneration	Hungary (Forint)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	5086080	5036987	5294620	5348419	5699431	5854762
Quality	8481209	8065684	9054458	9565139	10103727	9784661
Force/Instructor	8365961	8640546	9017641	7818970	9798723	7394466
Coordinators	-	9142207	10051722	9006996	9808514	10384673
Supervisor	7779593	8236180	9089266	9711179	10647399	12505730
Service Manager	-	-	52245000	10617662	-	11073484
Service Officer	-	-	-	-	-	10080012
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	10007431	11921396	9558999	12293020	10416686	6113483
Other Operations Officers	1580226	-	7423414	12777313	-	13789983

Average remuneration	Italy (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	26542	27084	27796	28282	27819	28350
Quality	36383	31428	36521	32962	38668	32793
Force/Instructor	33003	45030	33466	47203	36736	29816
Coordinators	29314	29474	30617	30623	30870	30817
Supervisor	41262	39351	40261	37566	38806	39137
Service Manager	47150	62426	40570	53113	42530	54570
Service Officer	57256	66854	54020	60306	56518	58293
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	42945	52385	42593	50785	44007	49762
Other Operations Officers	-	-	-	-	-	116856

Average remuneration	Madagascar (Ariari)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	11343142	11885331	12332699	12819997	12178438	12684507
Quality	16211205	87079178	18960260	19684706	19491586	19355633
Force/Instructor	18928683	16732470	17634077	18016254	18834483	19979459
Coordinators	20160055	18401671	21077807	20108315	18986481	21662143
Supervisor	31354960	23782518	31499151	27044477	30716699	29419068
Service Manager	62145692	56355227	55382506	64405669	40637950	46993855
Service Officer	69551128	72381816	63792276	107525430	58851641	126469338
Other Operations staff	18034382	13333595	-	-	21122156	20436495
Structure / SG&A	38484247	30450342	31780876	34279856	26445480	36033833
Other Operations Officers	66403572	110176039	82381070	27897810	72621570	71576203

Average remuneration	Morocco (Dirham)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	78465	80111	77803	78570	79972	81160
Quality	133493	134333	128623	129075	130893	129167
Force/Instructor	154884	134669	147385	138120	144973	140486
Coordinators	139392	141575	146081	144411	145450	146891
Supervisor	203765	220551	240793	241984	239867	250382
Service Manager	312003	274843	387159	349424	317508	269181
Service Officer	-	580547	-	643940	-	644938
Other Operations staff	117173	135160	137156	142372	141137	150537
Structure / SG&A	166408	184613	177741	221894	181911	188637
Other Operations Officers	253610	421794	621208	384796	445182	414973

Average remuneration	Mexico (Mexican Peso)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	110691	111711	115523	118285	128993	132127
Quality	127411	127693	134464	140882	142312	149261
Force/Instructor	164678	161616	165966	179842	170565	178084
Coordinators	171414	172798	182641	186938	174957	185310
Supervisor	292195	375585	237752	238124	233407	227597
Service Manager	316794	308741	331348	343994	364735	362635
Service Officer	501809	552876	286903	572808	-	525660
Other Operations staff	257449	589913	789615	651337	-	634918
Structure / SG&A	540337	556985	612411	625452	485763	634788
Other Operations Officers	1075762	893434	921031	610319	225752	514018

Average remuneration	Paraguay (Guaraní)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	-	-	26584260	30054024	28373777	25955842
Quality	-	-	-	-	-	-
Force/Instructor	-	-	45839565	-	47119985	60000000
Coordinators	-	-	31167873	69552750	56403911	73201470
Supervisor	-	-	-	-	52783784	64800000
Service Manager	-	-	-	-	-	-
Service Officer	-	-	74484545	-	78000000	103329959
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	-	-	44298685	-	7234279	59568034
Other Operations Officers	-	-	-	-	-	-

Average remuneration	Peru (Sol)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	18892	19648	19263	19529	20327	20652
Quality	23684	24536	23012	24013	26974	27965
Force/Instructor	23164	26075	23662	24072	26369	26222
Coordinators	32549	34111	32048	32766	35641	36162
Supervisor	41906	42946	51505	46908	60938	52330
Service Manager	66685	72169	63546	66455	71050	69266
Service Officer	110326	113364	97421	92276	121453	109105
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	65333	73763	81137	80099	81291	92488
Other Operations Officers	170660	171142	139457	134791	177770	143192

Average remuneration	Portugal (Euro)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	14230	14135	15698	15714	16733	16765
Quality	14633	13327	16988	14229	17445	15023
Force/Instructor	-	-	-	-	-	-
Coordinators	22910	23716	24539	27521	26223	32161
Supervisor	17118	17688	17599	18600	19109	21117
Service Manager	-	-	-	-	-	-
Service Officer	-	-	-	-	-	-
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	57498	38057	65714	35754	50663	38441
Other Operations Officers	-	65608	-	54372	-	85412

Average remuneration	United Kingdom (Pound Sterling)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	20473	21142	22780	26804	23625	24620
Quality	-	40989	28825	31672	30895	33176
Force/Instructor	-	-	22120	32013	-	-
Coordinators	23858	27257	23485	45765	28525	25882
Supervisor	30187	36895	26910	124115	36404	42955
Service Manager	-	-	-	-	118382	71007
Service Officer	29365	33762	37651	35030	-	-
Other Operations staff	-	35735	-	-	-	-
Structure / SG&A	38713	47946	48506	221890	47224	110405
Other Operations Officers	39256	68271	43264	84846	-	-

Average remuneration	Czech Republic (Koruna)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	285166	322662	300671	336747	316209	341480
Quality	221822	423069	489355	458227	543120	508762
Force/Instructor	364637	412321	417940	476907	446564	527018
Coordinators	370178	438252	425934	450165	445916	482155
Supervisor	553790	509393	589550	525509	597015	554886
Service Manager	464902	572749	-	-	-	-
Service Officer	587236	-	629404	634739	686117	730025
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	487313	588800	531859	652651	581836	607017
Other Operations Officers	-	-	-	-	-	-

Average remuneration	Turkey (Turkish Lira)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	87067	92981	191883	200734	278377	-
Quality	123690	107612	258071	230610	370766	378193
Force/Instructor	87158	135488	209016	284598	-	-
Coordinators	117508	120431	253274	251843	366004	377513
Supervisor	-	-	-	-	-	-
Service Manager	-	-	-	-	-	-
Service Officer	937500	815000	1597853	1489822	1392000	1272000
Other Operations staff	81006	91623	165784	204546	294820	324789
Structure / SG&A	162884	208673	305723	450215	610366	781637
Other Operations Officers	425834	336695	890833	667573	1128400	829125

Average remuneration	Romania (Leu)					
	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Agent/Clerical Staff /Validator	51338	63394	58300	70568	65429	76146
Quality	74727	75527	91434	93827	97998	99720
Force/Instructor	112865	124044	132248	136474	137135	-
Coordinators	71507	67446	74438	77552	86756	94347
Supervisor	108307	104316	121851	111259	160426	140792
Service Manager	144410	-	-	182596	191960	183184
Service Officer	82475	91220	91824	110434	100190	121236
Other Operations staff	-	-	-	-	-	-
Structure / SG&A	90511	130141	98188	136477	145304	153998
Other Operations Officers	-	-	-	-	-	-

Progress on average³⁰ remuneration by age and country

Country	2022			2023			2024		
	< 30	30 to 50	> 50	< 30	30 to 50	> 50	< 30	30 to 50	> 50
Albania (Lek)	998762	1081802	675477	1058784	1107688	786569	1163524	1224190	985761
Germany (Euro)	31425	47761	41219	36708	46021	40604	34204	39514	42381
Argentina (Argentine peso)	1276574	1439222	1538404	2953448	3397752	3807073	8295285	9622300	10526858
Belgium (Euro)	29295	33198	35529	31828	38230	45108	34018	43842	56335
Brazil (Real)	24919	34123	28670	25848	35146	29254	27593	36583	30635
Chile (Chilean Peso)	7801119	8606961	8383212	8822090	9564703	9296337	9245661	10256769	9722780
Colombia (Colombian peso)	18821482	24521658	29585123	21690123	26862170	26217592	23820613	29078086	29217219
Egypt (Egyptian Pound)	-	-	-	-	-	-	545211	3178781	3914774
El Salvador (US dollar)	6115	7173	18277	7260	8312	12411	8135	8751	12097
Slovakia (Euro)	-	-	-	13774	12875	13379	14795	13882	14360
Spain (Euro)	17103	18126	18397	17849	19071	19240	18631	19540	19778
USA US. (US Dollar)	-	-	-	-	187469	152160	-	173125	164230
France (Euro)	23061	28144	28632	23754	28386	30467	23600	28891	30769
Guatemala (Quetzal)	58488	75447	60417	58287	67127	52597	65759	78894	65997
Hungary (Forint)	5763884	6127936	5336562	5857008	6491789	5568381	6681491	6741917	6174365
Italy (Euro)	29215	28295	30301	29469	29473	31727	27385	29442	31930
Madagascar (Ariari)	12785619	28320972	28163905	13725930	24234486	49108821	13690941	24466889	30125293
Morocco (Dirham)	78785	100351	95569	78042	103689	98309	80489	104680	103815
Mexico (Mexican peso)	114981	156783	137757	121017	159907	146168	132689	163083	150366
Monaco (Euro)	33493	31621	34073	28629	40125	43573	-	-	-
Paraguay (Guaraní)	-	-	-	30376546	35523927	22954311	25448921	39743534	26076471
Peru (Sol)	19220	25437	21526	19297	24772	22958	20315	26459	23214
Portugal (Euro)	13932	15495	14519	15413	16871	16274	16306	18030	18049
United Kingdom (Pound sterling)	22192	28077	26285	24866	44397	80857	24008	35186	38806
Czech Republic (Koruna)	316692	326636	300232	328364	357959	336855	331847	380681	357111
Romania (Leu)	63664	59240	49227	70963	66610	57808	75541	76391	64823
Turkey (Turkish lira)	86054	109818	149177	191176	227587	303885	272395	336807	436402

³⁰ The remuneration information for fiscal year 2022 has been annualized to twelve months.

Progress on wage gap by country

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

Wage gap by country 2022³¹

% Wage gap	Konecta	Comdata
Albania	-	7%
Germany	-	34%
Argentina	1%	-
Belgium	-	-1%
Brazil	23%	6%
Chile	10%	-
Colombia	13%	9%
El Salvador	-	13%
Spain	7%	15%
France	-	13%
Guatemala	-	13%
Hungary	-	14%
Italy	-	10%
Madagascar	-	17%
Morocco	2%	7%
Mexico	14%	15%
Monaco	-	-4%
Peru	11%	11%
Portugal	4%	-
United Kingdom	-	8%
Czech Republic	-	18%
Romania	-	22%

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³¹ The information corresponds only to the two months following the integration of Konecta and Comdata.

Konecta salary ratio compared to minimum wage in 2024

Country	Ratio
Albania	1.90:1
Germany	1.16:1
Argentina	2.7:1
Belgium	1.04:1
Brazil	1:1
Chile	1.12:1
Colombia	1.35:1
Egypt	2.5:1
El Salvador	1:1
Slovakia	1.13:1
Spain	1.01:1
USA US.	2.48:1
France	1:1
Guatemala	1:1
Hungary	1.1:1
Italy	1.64:1
Madagascar	1.52:1
Morocco	1.2:1
Mexico	1:1
Paraguay	-
Peru	1:1
Portugal	1.04:1
United Kingdom	1.4:1
Czech Republic	1.06:1
Romania	1:1
Turkey	1:1

Konecta salary ratio compared to minimum wage in 2023

Country	Ratio
Albania	1.99:1
Germany	1.26:1
Argentina	2.08:1
Belgium	1.11:1
Brazil	1:01
Chile	1.048:1
Colombia	1.15:1
El Salvador	1:01
Slovakia	1.04:1
Spain	1:01
USA US.	2.48:1
France	1:01
Guatemala	1:01
Hungary	1.08:1
Italy	2.35:1
Madagascar	1.51:1
Morocco	1.29:1
Mexico	1:01
Paraguay	1:01
Peru	1.01:1
Portugal	1.06:1
United Kingdom	1.2:1
Czech Republic	1.15:1
Romania	1:01
Turkey	1:01

Konecta salary ratio compared to minimum wage in 2022³²

Country	Ratio
Argentina	36-hour contract (ATACC agreement):1.54
	36-hour contract (agreement 781/20):1.48
	48-hour contract (agreement 781/20): 1.97
Brazil	1.003
Chile	1.48
Colombia	0.04
Spain	0.04
Morocco	1.34
Mexico	0.04
Peru	0.04
Portugal	0.04

Progress on total percentage of employees protected by collective bargaining agreements

Country	2023	2024
Germany	48%	34%
Argentina	89%	89%
Belgium	100%	100%
Brazil	100%	100%
Chile	85%	80%
Spain	100%	100%
France	100%	100%
Italy	100%	100%
Mexico	73.78%	84%
Total	45.24%	46.61%

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

³² Data relating to Konecta 2022. Comdata complies with minimum wage requirements in all countries where it operates.

Total percentage of employees protected by collective bargaining agreements 2022³³

Konecta	
Country	%
Argentina	91%
Brazil	100%
Chile	63%
Colombia	0%
Spain	100%
Morocco	0%
Mexico	73%
Peru	0%
Portugal	0%

Comdata	
Country	%
Albania	0%
Germany	17%
Belgium	0%
Brazil	100%
Colombia	2%
El Salvador	0%
Spain	100%
France	100%
Guatemala	0%
Hungary	0%
Italy	100%
Madagascar	0%
Morocco	0%
Mexico	82%
Monaco	100%
Peru	0%
United Kingdom	0%
Czech Republic	0%
Romania	0%
Turkey	0%

³³ The data for 2023 and 2022 are not comparable due to the change in scope between the two reporting periods. In addition, the 2022 data refer to the last two months of the year since integration.

Progress on total absenteeism rate by gender³⁴

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	0.08	0.09	0.08	0.1	0.12	0.1	0.05	0.06	0.05
Germany	0.14	0.17	0.16	0.16	0.19	0.18	0.03	0.05	0.07
Argentina	0.07	0.07	0.06	0.08	0.08	0.07	0.04	0.04	0.04
Belgium	0.18	0.15	0.2	0.19	0.16	0.22	0.17	0.14	0.17
Brazil	0.1	0.1	0.12	0.12	0.12	0.13	0.08	0.08	0.09
Chile	0.12	0.13	0.12	0.14	0.15	0.14	0.08	0.08	0.06
Colombia	0.05	0.07	0.08	0.05	0.08	0.09	0.04	0.06	0.06
Egypt	-	-	0	-	-	0	-	-	0
El Salvador	0.04	0.04	0.05	0.05	0.05	0.06	0.03	0.02	0.04
Slovakia	0	0.11	0.09	0	0.12	0.08	0	0.08	0.13
Spain	0.15	0.16	0.16	0.16	0.17	0.18	0.11	0.11	0.12
USA US.	0	0	0	0	0	0	0	0	0
France	0.21	0.21	0.18	0.24	0.23	0.2	0.16	0.16	0.13
Guatemala	0.04	0.03	0.03	0.04	0.04	0.04	0.02	0.02	0.03
Hungary	0.09	0.13	0.15	0.11	0.14	0.18	0.06	0.09	0.07
Italy	0.15	0.12	0.13	0.17	0.14	0.14	0.11	0.09	0.09
Madagascar	0.02	0.01	0.04	0.02	0.02	0.04	0.01	0	0.03
Morocco	0.12	0.13	0.14	0.13	0.15	0.17	0.1	0.11	0.12
Mexico	0.05	0.05	0.04	0.06	0.05	0.05	0.05	0.04	0.04
Monaco	0.14	0.12	-	0.15	0.12	-	0.12	0.12	-
Paraguay	0	0.02	0.02	0	0.02	0.02	0	0.02	0.04
Peru	0.08	0.07	0.06	0.09	0.08	0.06	0.08	0.06	0.05
Portugal	0.09	0.07	0.07	0.11	0.08	0.08	0.07	0.06	0.06
United Kingdom	0.03	0.02	0.03	0.05	0.04	0.05	0.01	0.01	0.01
Czech Republic	0.16	0.19	0.18	0.19	0.22	0.2	0.09	0.1	0.09
Romania	0.15	0.11	0.1	0.16	0.12	0.11	0.06	0.05	0.05
Turkey	0.13	0.16	0.12	0.13	0.17	0.12	0.13	0.12	0.1
Global-consolidated	0.092	0.097	0.1	0.104	0.11	0.11	0.068	0.074	0.07

³⁴ IT absenteeism refers to absenteeism caused by temporary incapacity.

Progress on total hours of absenteeism by gender

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	125834	139292	167998	93551	108639	135376	32283	30653	32622
Germany	9288	11698	13824	9076	11298	12405	212	400	1419
Argentina	1011065	1103121	1005306	819651	896485	806831	191414	206636	198475
Belgium	36028	29562	33467	21076	17784	20299	14952	11778	13168
Brazil	1479566	1882469	2451092	1128230	1379803	1748875	351336	502666	702217
Chile	724637	664999	496820	576806	533704	416018	147831	131295	80802
Colombia	3269772	5588220	5541526	2415009	3854213	3966645	854763	1734007	1574881
Egypt	-	-	0	-	-	0	-	-	0
El Salvador	75668	65784	77466	49917	43384	47927	25750	22400	29540
Slovakia	0	23857	18306	0	20964	13438	0	2893	4867
Spain	5483808	5590299	5297421	4491752	4577718	4254797	992056	1012581	1042624
USA US.	0	0	0	0	0	0	0	0	0
France	1863653	1628931	1350534	1399410	1235596	1029690	464243	393335	320844
Guatemala	56192	42642	37828	43089	33793	28625	13103	8849	9203
Hungary	17926	46485	53083	14850	37081	47025	3076	9405	6058
Italy	2000846	1396431	1420039	1502319	1050654	1067033	498527	345777	353006
Madagascar	72592	60739	184009	60038	53019	124839	12553	7719	59169
Morocco	557850	2064056	2069218	287813	1109254	1127547	270036	954803	941671
Mexico	628008	654216	403490	366170	384058	240713	261837	270159	162776
Monaco	6600	4920	0	3178	2034	0	3423	2885	
Paraguay	0	732	1244	0	448	524	0	284	720
Peru	3842102	3208174	2312915	2676803	2197512	1571783	1165299	1010662	741132
Portugal	147600	101210	115296	110060	72548	77005	37539	28663	38291
United Kingdom	11903	17404	27977	9778	14141	23621	2125	3263	4355
Czech Republic	366285	381722	326947	316239	327323	281826	50046	54399	45121
Romania	383942	328956	305705	356087	298682	277739	27855	30274	27966
Turkey	279156	1245007	846896	210569	1027332	723024	68587	217675	123872
Total	22450321	26280926	24558407	16961471	19287467	18043605	5488846	6993461	6514799

Progress on IT absenteeism rate by gender

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	0.02	0.02	0.02	0.03	0.02	0.02	0.01	0.01	0.01
Germany	0.09	0.07	0.1	0.09	0.07	0.12	0.03	0.05	0.06
Argentina	0.04	0.04	0.04	0.05	0.05	0.04	0.02	0.02	0.02
Belgium	0.1	0.12	0.17	0.1	0.13	0.18	0.1	0.12	0.15
Brazil	0.04	0.03	0.04	0.04	0.03	0.04	0.02	0.02	0.03
Chile	0.07	0.08	0.09	0.08	0.1	0.1	0.04	0.05	0.04
Colombia	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Egypt	-	-	0	-	-	0	-	-	0
El Salvador	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.02
Slovakia	0	0.09	0.08	0	0.09	0.07	0	0.07	0.11
Spain	0.12	0.13	0.13	0.13	0.15	0.15	0.08	0.09	0.09
USA US.	0	0	0	0	0	0	0	0	0
France	0.12	0.12	0.11	0.13	0.13	0.13	0.08	0.08	0.08
Guatemala	0.01	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.02
Hungary	0.08	0.08	0.09	0.09	0.08	0.1	0.05	0.09	0.07
Italy	0.04	0.04	0.04	0.05	0.04	0.04	0.04	0.03	0.03
Madagascar	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0	0
Morocco	0.05	0.05	0.07	0.06	0.06	0.08	0.05	0	0.05
Mexico	0.01	0.01	0.01	0.02	0.01	0.01	0.01	0.01	0.01
Monaco	0.08	0.07	0	0.05	0.04	0	0.09	0.09	0
Paraguay	0	0.01	0	0	0.01	0	0	0.01	0
Peru	0.02	0.01	0.01	0.02	0.01	0.01	0.01	0.01	0.01
Portugal	0.05	0.03	0.03	0.06	0.04	0.04	0.03	0.03	0.02
United Kingdom	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Czech Republic	0.1	0.12	0.11	0.11	0.13	0.11	0.07	0.09	0.08
Romania	0.03	0.03	0.02	0.03	0.03	0.03	0.02	0.02	0.02
Turkey	0.04	0.04	0.03	0.04	0.05	0.03	0.04	0.03	0.03
Total	0.044	0.043	0.04	0.052	0.052	0.05	0.029	0.027	0.03

Progress on total hours of IT absenteeism by gender

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	34561	28296	38972	26168	21435	30240	8393	6861	8732
Germany	5602	4728	9211	5389	4328	8072	212	400	1139
Argentina	598480	650476	591848	498772	539708	482440	99708	110768	109408
Belgium	19485	24162	27801	11061	14054	16079	8424	10108	11722
Brazil	498325	496188	761644	392451	389609	574111	105873	106580	187533
Chile	419919	440711	367152	337695	357699	308289	82224	83013	58862
Colombia	1402117	1693362	1390474	1033972	1225194	982692	368146	468167	407783
Egypt	-	-	-	-	-	-	-	-	-
El Salvador	29451	30144	39472	18869	16600	21440	10582	13544	18032
Slovakia	-	19562	17033	-	16942	12652	-	2620	4381
Spain	4422274	4622019	4348301	3673829	3837436	3535171	748445	784583	813131
USA US.	-	-	-	-	-	-	-	-	-
France	1017148	920865	861078	783702	713340	663192	233446	207525	197885
Guatemala	22058	20459	19401	15659	14970	12623	6399	5489	6778
Hungary	15146	30667	31212	12372	21900	25210	2774	8768	6002
Italy	611138	441799	431618	446930	321772	311191	164208	120027	120427
Madagascar	48866	30780	39402	36313	23061	29492	12553	7719	9910
Morocco	259516	795780	939632	130032	448127	556774	129485	347653	382858
Mexico	166578	141582	101060	99177	91161	59087	67401	50421	41973
Monaco	3707	2852	0	1121	648	0	2586	2204	0
Paraguay	0	422	0	0	240	0	0	182	0
Peru	782522	493596	444406	557320	354049	319422	225202	139546	124983
Portugal	78892	48398	49098	61181	35452	34451	17711	12946	14647
United Kingdom	4332	7298	9130	2679	4316	5389	1653	2981	3741
Czech Republic	230594	245414	195794	189686	200378	158373	40908	45036	37421
Romania	66156	81476	76951	56306	70890	66653	9850	10586	10298
Turkey	87685	359145	218414	68117	312747	180718	19568	46398	37696
Total	10824552	11630181	11009104	8458801	9036056	8393761	2365751	2594125	2615342

Progress on voluntary turnover rate by country

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	0.04	0.04	0.04	0.05	0.04	0.03	0.04	0.05	0.04
Germany	0.01	0.01	0.01	0.01	0.01	0.01	0	0.02	0.03
Argentina	0.02	0.02	0.01	0.02	0.01	0.01	0.02	0.02	0.01
Belgium	0	0.01	0.01	0	0.02	0.01	0	0	0.01
Brazil	0.05	0.06	0.06	0.06	0.06	0.06	0.05	0.05	0.06
Chile	0.04	0.01	0.02	0.04	0.01	0.02	0.04	0.02	0.02
Colombia	0.07	0.08	0.07	0.07	0.07	0.06	0.07	0.08	0.07
Egypt	0	0	0	0	0	0	0	0	0
El Salvador	0.06	0.04	0.03	0.06	0.04	0.03	0.06	0.04	0.03
Slovakia	0	0.03	0.04	0	0.03	0.03	0	0.06	0.09
Spain	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.03	0.03
USA US.	0	0	0	0	0	0	0	0	0
France	0.01	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.01
Guatemala	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Hungary	0.04	0.06	0.04	0.04	0.06	0.04	0.05	0.06	0.05
Italy	0.02	0	0	0.02	0	0	0.02	0.01	0
Madagascar	0.03	0.03	0.04	0.03	0.03	0.04	0.03	0.03	0.04
Morocco	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Mexico	0.09	0.1	0.09	0.08	0.09	0.08	0.1	0.11	0.1
Monaco	0.01	0	-	0.02	0	-	0.01	0	-
Paraguay	0	0.21	0.18	0	0.22	0.18	0	0.21	0.19
Peru	0.06	0.06	0.05	0.05	0.05	0.05	0.06	0.06	0.06
Portugal	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
United Kingdom	0.05	0.04	0.03	0.04	0.04	0.03	0.05	0.04	0.04
Czech Republic	0.03	0.03	0.03	0.03	0.03	0.03	0.02	0.03	0.03
Romania	0.02	0.03	0.03	0.02	0.03	0.03	0.02	0.03	0.04
Turkey	0.03	0.05	0.05	0.02	0.03	0.03	0.07	0.09	0.13
Global-consolidated	0.05	0.05	0.04	0.04	0.04	0.04	0.05	0.051	0.05

Progress on involuntary turnover rate by country

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	0.03	0.03	0.03	0.03	0.04	0.02	0.03	0.03	0.03
Germany	0	0	0.01	0	0	0	0	0	0.02
Argentina	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Belgium	0.04	0.05	0.04	0.05	0.06	0.04	0.04	0.05	0.04
Brazil	0.05	0.05	0.05	0.05	0.06	0.05	0.05	0.05	0.05
Chile	0.07	0.07	0.05	0.07	0.07	0.05	0.07	0.08	0.07
Colombia	0.02	0.02	0.02	0.02	0.02	0.01	0.02	0.02	0.02
Egypt	-	-	0	-	-	0	-	-	0
El Salvador	0.02	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.02
Slovakia	0	0.04	0.04	0	0.04	0.03	0	0.06	0.08
Spain	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.04	0.04
USA US.	-	0	0	-	0	0	-	0	0
France	0.04	0.03	0.03	0.04	0.03	0.03	0.04	0.04	0.04
Guatemala	0.02	0.01	0.01	0.02	0.01	0.01	0.03	0.02	0.01
Hungary	0.01	0.01	0.02	0	0.01	0.02	0.02	0.01	0.01
Italy	0.01	0	0.01	0.01	0	0.01	0.01	0	0.01
Madagascar	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Morocco	0.02	0.02	0.01	0.01	0.01	0.01	0.02	0.02	0.01
Mexico	0.03	0.02	0.02	0.02	0.02	0.01	0.04	0.03	0.02
Monaco	0.02	0.31	-	0.05	0.31	-	0.01	0.31	-
Paraguay	0	0.02	0.13	0	0.02	0.13	0	0.03	0.12
Peru	0.05	0.06	0.05	0.05	0.06	0.04	0.06	0.07	0.05
Portugal	0.02	0.03	0.03	0.02	0.03	0.03	0.03	0.03	0.03
United Kingdom	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Czech Republic	0.06	0.06	0.05	0.06	0.05	0.05	0.05	0.06	0.05
Romania	0.01	0.02	0.02	0.01	0.02	0.02	0.01	0.02	0.03
Turkey	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.02
Global-consolidated	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03

Progress on total turnover rate by country

Country	Total			Female			Male		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Albania	0.07	0.08	0.06	0.07	0.08	0.06	0.07	0.08	0.07
Germany	0.01	0.01	0.02	0.01	0.01	0.01	0	0.02	0.04
Argentina	0.02	0.02	0.02	0.02	0.02	0.02	0.03	0.03	0.02
Belgium	0.05	0.06	0.05	0.05	0.07	0.05	0.05	0.05	0.06
Brazil	0.1	0.11	0.12	0.1	0.11	0.12	0.1	0.11	0.11
Chile	0.11	0.09	0.08	0.11	0.08	0.07	0.1	0.1	0.09
Colombia	0.09	0.09	0.08	0.09	0.09	0.08	0.09	0.1	0.09
Egypt	-	-	0	-	-	0	-	-	0
El Salvador	0.08	0.05	0.04	0.08	0.05	0.04	0.08	0.05	0.05
Slovakia	0	0.07	0.08	0	0.06	0.06	0	0.12	0.17
Spain	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.06	0.07
USA US.	-	0	0	-	0	0	-	0	0
France	0.05	0.05	0.04	0.05	0.04	0.04	0.06	0.05	0.05
Guatemala	0.05	0.05	0.03	0.05	0.04	0.03	0.05	0.05	0.04
Hungary	0.05	0.07	0.06	0.04	0.07	0.06	0.06	0.07	0.06
Italy	0.03	0.01	0.01	0.03	0.01	0.01	0.03	0.01	0.01
Madagascar	0.05	0.05	0.06	0.05	0.05	0.06	0.05	0.05	0.06
Morocco	0.05	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.05
Mexico	0.12	0.12	0.1	0.1	0.1	0.09	0.14	0.14	0.12
Monaco	0.03	0.31	-	0.06	0.31	-	0.01	0.31	-
Paraguay	-	0.24	0.31	0	0.24	0.31	0	0.24	0.32
Peru	0.11	0.12	0.1	0.1	0.11	0.09	0.12	0.13	0.11
Portugal	0.07	0.07	0.06	0.06	0.07	0.06	0.07	0.07	0.07
United Kingdom	0.05	0.05	0.04	0.05	0.04	0.03	0.05	0.06	0.04
Czech Republic	0.08	0.08	0.08	0.08	0.08	0.07	0.08	0.09	0.08
Romania	0.03	0.05	0.05	0.03	0.05	0.05	0.03	0.05	0.06
Turkey	0.04	0.05	0.06	0.03	0.04	0.03	0.09	0.1	0.15
Global-consolidated	0.08	0.08	0.07	0.07	0.07	0.06	0.08	0.09	0.08

Environmental data

All the information in the following tables referring to data for the year 2022 corresponds to the last two months of the Kronosnet Topco, S.L. Group after the integration on 25 October 2022 of the groups headed by GMM Topco Conexión, S L U and Comdata S p A.

Progress on energy consumption

Fuel consumption from non-renewable sources	2022	2023	2024
Natural gas (MWh)	287.44	9054.03	750.37
Diesel (litres)	13873.8	325756.30	278863.83
Biofuel (litres)	–	–	5945.93
Fuel (litres)	568.8	85013.83	154210.38
Refrigerant gases (kg)	– ³⁵	2668.80	5984.74
Liquefied petroleum gas (LPG) (litres)	191.00 ³⁶	5886.00	5720.47

Electricity consumption	2022	2023	2024
Electricity consumption (MWh)	13538.65	87366.74	83578.892
Electrical intensity MWh/employee	0.11	0.77	0.71

Electricity consumption – renewable sources (MWh)	2022 ³⁷	2023	2024
	2738.80	25598.58	21176.75

Water consumption	2022	2023	2024
Water consumption (m3)	65372	497232.40	447695.425
% source regional water network	100%	100%	100%
Water consumption intensity (m3/employee)	0.52	4.13	3.78

³⁵ Information not available for fiscal year 2022.

³⁶ The data on liquefied petroleum gas (LPG) consumption for 2022 only includes information from Comdata for the last few months.

³⁷ Estimated data corresponding to electricity consumption from renewable sources in Spain and Brazil in 2022. Comdata achieved 100% renewable energy consumption in 11 of its 37 work centers in Italy and Manchester, in the UK, and in its new flagship work center in Barcelona.

Miles travelled	2022 ³⁸	2023	2024
Aircraft	753583.9	8638678.91	7765.084
Train	142929.32	1838125.25	490263.92
Car	59473.8	409264.68	44311.52
Taxi	36769.67	471422.16	724239
Bus ³⁹	-	-	17868.00

Progress of carbon footprint

Ton CO ₂ e	2022	2023	2024
Scope 1 Fixed facilities	100.4	1930.72	397.27
Scope 1 Company vehicles	104.33	735.20	799.67
Scope 1 Fugitive emissions	892.57	2679.93	1504.85
Scope 2 Purchased electricity	2051	15283.80	15451.73
Scope 3 Trips in Itinere ⁴⁰	- ⁴¹	38163.56	41732.14
Scope 3 Business trips	137.00	1380.25	2079.28

Progress of hazardous and non-hazardous waste

Hazardous Waste	2023	2024
Hazardous waste generated (t)	111.08	134.37
Recycled hazardous waste (t)	79.76	103.47
% HW recycled	72%	77%
Intensity of HW generation (t/employee)	0.001	0.001148

Non-Hazardous Waste	2023	2024
Non-hazardous waste generated (t)	3459.13	2032.18
Recycled non-hazardous waste (t)	180.47	284.79
% NHW recycled	5%	14.01%
Intensity of NHW generation (t/employee)	0.03	0.01737

³⁸ Estimated number of kilometers travelled during the last two months of 2022 based on the kilometers travelled during the rest of the year.

³⁹ No kilometers travelled by bus were reported for 2022 and 2023 due to the impossibility of tracking this information.

⁴⁰ The data for Scope 3 relating to Konecta is reported, as the information for Comdata was not available in 2022.

⁴¹ Data not available for 2022.

1. Certifications

Quality

- ISO 9001 Quality Management Systems: Brazil, Turkey, Peru, Chile, Mexico, Czech Republic, Italy, Spain, Colombia, UK, Romania, Morocco, and Portugal
- ISO 10002 Customer Satisfaction and Complaints Management: Turkey
- ISO 18295 Customer Contact Centers: Turkey, Spain, Italy, Morocco, France and Madagascar
- ISO 20000 Quality of IT Services: Italy
- Probare – Maturidade de Gestão Profile Seal: Brazil

Workplace health and safety:

- ISO 45001 Occupational safety and health management systems: Argentina, Peru, Italy, Czech Republic, Chile and Turkey

Best Places to Work:

- Best Place to Work: Africa and Europe, Albania, Romania, Morocco
- Great Place to Work: Argentina, Colombia, and Peru
- Lovable Workplaces: Hungary

Ethics and transparency:

- Anti-Bribery Certification +++: Peru
- ISO 37001 Continuing certification of the Anti-Bribery Management System: Italy
- ISO 37301 Compliance Management System: Italy
- Probare – Ethics Seal: Brazil
- ISAE 3402 International Standard on Assurance Engagement: Italy
- SA 8000: Italy
- FSQS – EN Supplier Qualification System: Spain

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, Mexico, Portugal, Peru, Czech Republic, Rumania, Turkey and UK
- ISO 27017 Cloud Security Management System Certification: Mexico, Portugal and Romania
- ISO 27701 Information Privacy Management System: Italy and Turkey
- ISO 22301 Business Continuity Management Systems: Spain, Italy, Morocco, Mexico, Peru, Portugal, Romania, Turkey and UK
- ISO 22313 Security and resilience Business Continuity Management Systems: Italy
- PCI-DSS PPayment Card Industry (PCI) Data Security Standard: Argentina, Brazil, Turkey, Romania, Mexico, Spain, France, Madagascar Morocco, 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 14001 Environmental Management Systems: Argentina, Chile, Spain, Peru, Italy and Turkey
- ISO 14064 Greenhouse gases: Peru and Italy
- ISO 50001 Energy management system certification: Italy
- Inovalis LEED Certification: Spain
- Breem International New Construction: France
- GHG 0097: Spain

CSR certifications:

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

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

2. Industry associations, other memberships in national and international associations and organisations

Global

- SBTi
- Global Compact (UN Global Compact)

Argentina

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

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

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

Spain

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

France

- UN Global Compact

Hungary

- ABSL

Italy

- ValoreD

Madagascar

- Groupement des Entreprises Franches et Partenaires (GEFP)

Morocco

- ANAPEC
- Moroccan Federation of Outsourcing Services

France

- UN Global Compact

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 Centers (APCC)
- Câmara do Comércio Luso-Espanhola

Czech Republic

- Asociación de Marketing Directo, Comercio Electrónico y Venta por Correo (ADMEZ)
- Association of Business Service Leaders in the Czech Republic (ABSL)

United Kingdom

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

Turkey

- **Call Centers Association in Türkiye**

3. Awards

Global

- **Leading CXM provider in EMEA and Latam in Frost & Sullivan's Frost Radar 2024 report.** The report ranks the Company as one of the best companies worldwide for CX management, both in terms of innovation and capacity for growth.

EMEA

- **Everest's Matrix Peak for the Americas and EMEA** has recognised Konecta as the leader for EMEA and top contender for the Americas. Everest's analyst team recognized and highlighted the company's strong multilingual presence and support, as well as its innovation-driven solutions, especially the GenAI office initiative.

LATAM

- **KONECTA** has been recognized by the prestigious and renowned consultancy Frost & Sullivan as the Company of the Year 2024 in Latin America.

ALBANIA

- **Best Place to Work 2024**

ARGENTINA

• ALOIC Awards – Latin American Alliance of Customer Interaction Organisations – 2024

Gold:

- Best Talent of the Year

Bronze

- Best Professional of the Year
- Best Human Development Strategy "Transformations that transcend, emotions that connect".
- Best Collections, Risk and Credit Strategy "Cognitive Collections in an Analogue World".
- Best Operation Outsourcing Company "Connecting hearts: how to transform the desire to help into a successful business".
- Best BI/Data Analytics Management Strategy "IntelIX: Intelligent Experience Model".

• Great Place to Work 2024

• **Eikon Awards for Excellence in CI**, category "EVENTS" for the campaign "K Connection, united for the best".

• PAMOIC Awards – Argentinean Award for the Best Customer Interaction Organisations

Gold:

- Best Strategy in the Customer Service Organisation. Case: "To grow we change the way we do things".
- Best Collection Strategy. Case: "From Agents to Strategists: Konecta's Innovative Revolution in Collections Management".
- Best Outsourcing Company Operation. Case: "Experience in times of crisis: How to adapt to the political-economic changes in the health sector".
- Best Talent of the Year

Silver:

- Best Human Development Strategy. Case: "The Revolution continues! The era of Learning in Konecta's DNA (Virtual Reality)".
- Best Data Analytics Initiative. Case: "Predict not chase customers".
- Best Professional of the Year.

Bronze:

- Best Sales Strategy. Case: "End 2 End Model: 100% variable incremental sales".
- Best Contribution to Social Responsibility. Case: "TRIBU KONECTA – A safe parenting network" (People's Culture and Experience)

• **EFY Best Companies** for Young Professionals – under 35. Employers Ranking for Youth 2024 – Position 10

• **EFY Best Companies** for Professional Women under 35. Ranking position: 9

BRAZIL

- **CONAREC 2024 Awards**, category “Innovative Leadership”.
- **Client SA Award**. Broce in the category Leader in credit, recovery and risk strategy. Comdata Group” case
- **Smart Customer Award:**
 - Bronze:**
 - Category: Innovation in relationships. Case “Excellence and Innovation: a new model of a humanised service” –Client Chubb
 - Category: Relationship Technology. Case “Using Relationship Technology Combined with People Management to Achieve Results with Excellence” – BMG Bank
 - Silver:**
 - Category: Relationship Marketing. Case “Kellanova and Konecta, an Advertiser Relationship (AR) with a Score of 1.000”.
- **ABT Award**. Category: Process Innovation. Case “Konecta’s Big Data Strategy” –Itaú

CHILE

- **Best Workplaces 2024**, among the TOP5 in the Telemarketing Sector, awarded by Computrabajo

COLOMBIA

- **ALOIC Awards – Latin American Alliance of Customer Interaction Organisations – 2024**
 - Gold:**
 - Best Offshore Strategy
- **BPrO Awards – Colombian BPO Association – CX Interaction Awards:**
 - Gold:**
 - Best Social Strategy
 - Better Export Management
 - Silver:**
 - Best Multichannel Strategy
 - Bronze:**
 - Best Customer Experience Strategy
 - Best Technological Contribution
- **Apexo Awards 2024:**
 - Better Balance Diversity
 - Best Customer Experience Strategy
- **Latam Digital Awards organized by Inter**. Category “Best Data and Analytics Strategy”. Finalist in the category “Best Integrated Social Media Campaign”.
- **Comfenalco Inclusion Awards**. Category “Labour Inclusion of Other Diverse Populations”.
- **Inspiring Companies awarded by Andi, together with its Foundation**. Category “Inclusive Employment” with the case “Konecta Montería”.
- **Apexo 2024 Awards. KONECTA COLOMBIA**
 - Better Balance of Diversity.
 - Best Customer Experience Strategy
- **Great Place to Work 2024**

CZECH REPUBLIC

- **ADMEZ Czech Contact Center Award**, "People" category. 2nd place with the project "Academy for potential supervisors".

HUNGARY

- **Dreamjobs Lovable Place to Work 2024**, in the category Medium Company
 - Lovable Workplace Special Award in the top 10 in the category Equality and Diversity
- **BeneFit Prize 2024**, 3rd place in the selection of the audience
- **PMI Client First Awards**. First place in the category "E-Customer Service and Call Centre"

MEXICO

- **Recognized by Everest Group** as a "Premier Provider" for the delivery of CXM services

MOROCCO

- **Best Place To Work 2024**
- **Platinum Customer Experience Awards 2024**. Category "Best Customer Experience in Professional Services" – Prometric
- **Platinum Customer Experience Awards 2024**. Category "Best Customer Experience in Logistics, Distribution and Transport" – Paack

PERU

- **Ranking of Directiv@s Digitales 2024** to the CEO of Konecta in Peru
- **Ministry of Environment (MINAM) Carbon Footprint Awards for Environmental Sustainability**. Fourth Carbon Footprint Star Awarded
- **Guardianes Customer Care & Sales Programme –LATAM Airlines–**, "Recognition in Customer Care & Sales Productivity".
- **Great Place to Work Peru 2024**
 - Best Place to Work
 - Best Place to Work for Women
 - Best Place to Work. Diversity, Equity and Inclusion
 - Best Place to Work. Sustainable management

ROMANIA

- **Best Place to Work 2024**

SPAIN

• **Fortius Awards 2024.** Categories:

- Best Sales Agent
- Second prize for the Fortius Spirit
- Best Platform Manager
- Among the 23 finalists announced were 6 Konecta professionals.

• **IV Iberdrola Telemarketing Awards Gala**

Gold

- Increased Sales Volume
- Increased Number of Hours
- Greater Use of BB. DD.

Silver

- Best Telemarketing Provider

Bronze:

- Improved Sales Target Achievement
- Best Sales Per Hour Ratio

• **Customer Relationship Excellence Awards. Excellence Index in two categories:**

- Best Telesales Provider, client Iberdrola
- Best Recovery Provider, client BNP Paribas Personal Finance Spain (Cetelem)

INDEX OF CONTENTS OF THE NON-FINANCIAL INFORMATION STATEMENT

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.

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
GENERAL INFORMATION	Companies included	GRI 2-1	The full list of companies included in the consolidation scope can be found in the financial statements.	
	Brief description of the Group's business model			
	(It must include its business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future evolution)	GRI 2-13, 2-1, 2-6, 2-7	We are Konecta: business model	12-16
	Description of the policies implemented by the Group			41-42
	(It shall include the due diligence procedures applied for the identification, assessment, prevention and mitigation of significant risks and impacts and for verification and control, including what measures have been adopted).	GRI 3-3	The policies are described throughout the document in the chapters relating to the various topics relevant to Konecta.	44 47-50 56-80 90
	Main related risks. How the Group manages these risks, explaining the procedures used to detect and assess them	GRI 2-23, 3-3, 2-12, 201-2	Risk management	40-42
	Detailed information on the current and foreseeable effects of the company's activities on the environment	GRI 2-12	Environmental Protection	85

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
GENERAL INFORMATION	Environmental evaluation and certification procedures	GRI 2-23, 3-3, 2-12	Annex Certifications	151
	Application of the precautionary principle	GRI 2-23, 3-3	Environmental protection	85
	Provisions and guarantees for environmental risks	GRI 2-27	Not applicable	Due to the Group's activities, it is not considered necessary to have specific resources for the prevention of environmental risks.
	Resources dedicated to environmental risks	GRI 2-12	Environmental protection	
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	GRI 3-3, 302-4, 305-5, 305-7	Decarbonization strategy	86-89
Circular economy and waste prevention and management				
I. ENVIRONMENTAL INFORMATION	Waste prevention, recycling, reuse, other forms of recovery and disposal	GRI 301-2; 301-3; 303-3; 306-1, 306-2	Waste management and circular economy	89-90
	Initiatives to fight food waste		Due to the nature of Konecta's activities, no measures are taken to combat this	-
Sustainable use of resources				
	Water consumer and water supply according to local constraints	GRI 303-1, 303-3, 303-5	Annex Environmental data	91, 149

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
	Consumption of raw materials and the measures adopted to improve the efficiency of their use	GRI 3-3, 301-1, 301-2		91 149
	Direct and indirect energy consumption, measures taken to improve energy efficiency	GRI 301-2; 301-3; 303-3; 306-1; 306-2	Annex Environmental data	87-89 149
	Use of renewable energies			86
	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	GRI 305-1, 305-2, 305-3, 305-4		87-89 149
	Measures set in place to adapt to the consequences of climate change	GRI 3-3, 305-5	Decarbonization strategy: transforming the future Annex Environmental data	86-89
	Voluntary medium- and long-term greenhouse gas reduction targets and the measures set in place to this end	GRI 3-3		86-89
	Protection of biodiversity			
	Measures taken to preserve or restore biodiversity.	GRI 3-3		89-90
	Impacts due to activities or operations in protected areas	GRI 304-1	Waste management and circular economy	-
II. SOCIAL INFOR- MATION	Employment			
	Policies	GRI 3-3, 2-25, 2-19	Risk management	56-79
	Main risks	GRI 2-12	Great professionals create great companies Annexes Employees Data	41-42

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
II. SOCIAL INFORMATION	Total number and breakdown of employees by gender, age, country and professional classification	GRI 2-6, 2-7, 405-1 b		114-118
	Total number and distribution of types of employment contract	GRI 2-7		80, 119-123, 128
	Average annual number of permanent, temporary and part-time contracts by gender, age and professional classification	GRI 2-7		119-121
	Number of dismissals by gender, age and professional classification	GRI 401-1 b	Risk management	126-128
	Average remuneration and evolution thereof, broken down by gender, age and professional classification	GRI 405-2	Great professionals create great companies Annexes Employees Data	130-139
	Wage gap, remuneration for the same job description or company average	GRI 405-2		140
	Remuneration of like positions or average remuneration in the company	GRI 202-1		126-128
	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	GRI 405-2		73-74, 129
	Implementation of disconnection from work policies	GRI 3-3	Work organization	67
	Employees with a disability	GRI 405-1 b	Diversity, equality and inclusion: our strengths	75-77
	Work organization			
	Organization of working time	GRI 102-8 c, 3-3	Work organization	67
	Number of absenteeism hours	GRI 403-2 a	Safety, health and well-being in the workplace Annexes Employee data	72-73 144-147

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
II. SOCIAL INFORMATION	Measures designed to allow for a balance between work and home life and to encourage this joint responsibility by both parents	GRI 3-3, 401-3	Safety, health and well-being in the workplace	67-69
	Health and Safety			
	Terms of occupational health and safety in the workplace	GRI 3-3	Safety, health and well-being in the workplace	69-72
	Work accidents, in particular their frequency and severity, broken down by sex		Annexes Employee health and safety	109-114
	Occupational diseases broken down by gender	GRI 403-10	Safety, health and well-being in the workplace	69-71
			Annexes Employee health and safety	112
	Social relations			
	Organization of social dialogue, (including procedures for informing and consulting staff and negotiating with them)	GRI 2-29, 402-1, 403-1		24-26, 81, 140-142
	Percentage of employees covered by a collective bargaining agreement, by country	GRI 2-30	Stakeholders and communication channels	81, 140-142
	The balance of collective bargaining agreements, particularly in the field of occupational health and safety	GRI 403-1, 403-4	Annexes Employees Data	
	Training			
	Training and education policies	GRI 3-3		62-66
	Total training hours per professional category	404-1	Learning and professional development	65-66
	Accessibility			
	Universal accessibility for people with disabilities	GRI 3-3	Diversity, equality and inclusion: our strengths	73-74

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
II. SOCIAL INFORMATION	Measures taken to promote equal treatment and opportunities for women and men	GRI 3-3		73-74
	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	GRI 3-3	Diversity, equality and inclusion: our strengths	74
	Universal integration and accessibility for persons with disabilities	GRI 3-3		75-77
	Policy to prevent and deal with all types of discrimination and, where appropriate, the management of diversity	GRI 3-3, 406-1		73-78
III. HUMAN RIGHTS INFORMATION	Implementation of due diligence procedures in relation to human rights	GRI 3-3		50-51
	Prevention of risks of abuse of human rights and, as the case may be, measures to mitigate, manage and redress any potential abuses committed	GRI 3-3, 412-1		50-51
	Complaints of abuse of human rights	GRI 2-26, 3-3, 411-1, 2-27	Ethical and responsible management model throughout the value chain	49-50
	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	GRI 3-3		50

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
IV. INFORMATION ON THE FIGHT AGAINST COR- RUPTION	Policies	GRI 3-3, 205-2		44, 50
	Main risks	GRI 2-12, 205-1	Fighting corruption and bribery	41-42
	Measures adopted to prevent corruption and bribery	GRI 3-3		46-47
	Measures to combat money laundering	GRI 3-3		46
	Contributions to foundations and non-profit organizations	GRI 3-3, 201-1, 203-2, 415-1	Konecta in figures Promoting community development	10, 98-106
Commitments to sustainable development				
V. COMPANY INFORMATION	Policies	GRI 3-3		44
	Main risks	GRI 2-12		41-42
	Company's impact on employment and local development	GRI 203-1, 203-2, 204-1, 413-1	Promoting community development	75-77 99-101
	Company's impact on local populations and within the territory	GRI 203-1, 203-2, 413-1		98-106
	Relations maintained with the stakeholders of the local communities and means of dialogue	GRI 2-29, 413-1		24-26 98-106
	Association or sponsorship initiatives	GRI 2-28, 201-1, 203-1	Annexes Industry associations, other memberships in national and international associations and organizations	153-155

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
V. COMPANY INFORMATION	Subcontracting and suppliers			
	Inclusion in the procurement policy of social, gender-equality and environmental issues	GRI 3-3, 308-1, 308-2, 414-1, 414-2		96-97
	Consideration in relations with suppliers and subcontractors of their social and environmental responsibility	GRI 3-3, 308-1, 308-2, 414-1, 414-2	Collaboration with suppliers	96-97
	Management and auditing frameworks and their outcomes	GRI 308-1		96-97
	Consumers			
	Health and safety measures for consumers	GRI 3-3, 416-1		95
	Complaints channels and complaint resolution	GRI 2-26, 3-3	Customer satisfaction	51-53, 95
	Tax matters			
	Benefits obtained country by country to be replaced by actual figures for 2024	GRI 207-4	Country	Profit(loss) after tax
			Argentina	8527608.15
			Albania	975962.41
			Germany	-109021.78
			Brazil	3937654.76
			Chile	-711663.68
			Colombia	8808441.59
			USA	84294.7
			Egypt	-138901.38
			Slovakia	11768.9
			Spain	-123098913.3
			France	4176914.26

Block	Contents of Law 11/2018	Related GRI standard	Comments	Pages
V. COMPANY INFORMATION	Benefits obtained country by country to be replaced by actual figures for 2024	GRI 207-4		

KronosNet Topco. S.L. y sociedades dependientes

Informe de verificación
independiente del Estado de
Información No Financiera
Consolidado correspondiente al
ejercicio finalizado el 31 de
diciembre de 2024

INFORME DE VERIFICACIÓN INDEPENDIENTE DEL ESTADO DE INFORMACIÓN NO FINANCIERA CONSOLIDADO DE KRONOSNET TOPCO, S.L. Y SOCIEDADES DEPENDIENTES DEL EJERCICIO 2024

A los socios de KronosNet Topco, S.L.:

De acuerdo con el artículo 49 del Código de Comercio hemos realizado la verificación, con el alcance de seguridad limitada, del Estado de Información No Financiera Consolidado adjunto (en adelante EINFC) correspondiente al ejercicio finalizado el 31 de diciembre de 2024, de KronosNet Topco, S.L. (en adelante “la Sociedad Dominante”) y sus sociedades dependientes (en adelante “el Grupo”), que forma parte del informe de gestión consolidado del Grupo.

El contenido del EINFC incluye información adicional a la requerida por la normativa mercantil vigente en materia de información no financiera que no ha sido objeto de nuestro trabajo de verificación. En este sentido, nuestro trabajo se ha limitado exclusivamente a la verificación de la información identificada en la tabla “Índice de contenidos del Estado de Información no Financiera” incluida en los anexos del EINFC adjunto.

Responsabilidad de los administradores

La formulación del EINFC incluido en el informe de gestión consolidado del Grupo, así como el contenido del mismo, es responsabilidad de los administradores de la Sociedad Dominante. El EINFC ha sido preparado de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los Sustainability Reporting Standards de Global Reporting Initiative (estándares GRI) seleccionados, así como aquellos otros criterios descritos de acuerdo a lo mencionado para cada materia en la tabla “Índice de contenidos del Estado de Información no Financiera” incluida en los anexos del citado EINFC.

Esta responsabilidad incluye, asimismo, el diseño, la implantación y el mantenimiento del control interno que se considere necesario para permitir que el EINFC esté libre de incorrección material, debida a fraude o error.

Los administradores de la Sociedad Dominante son también responsables de definir, implantar, adaptar y mantener los sistemas de gestión de los que se obtiene la información necesaria para la preparación del EINFC.

Nuestra independencia y gestión de la calidad

Hemos cumplido con los requerimientos de independencia y demás requerimientos de ética del Código de Ética para Profesionales de la Contabilidad (incluyendo las normas internacionales sobre independencia) emitido por el Consejo de Normas Internacionales de Ética para Profesionales de la Contabilidad (Código del IESBA por sus siglas en inglés) que está basado en los principios fundamentales de integridad, objetividad, competencia y diligencia profesionales, confidencialidad y comportamiento profesional.

Nuestra firma aplica la Norma Internacional de Gestión de la Calidad 1 (NIGC) 1, que requiere que la firma diseñe, implemente y opere un sistema de gestión de la calidad que incluye políticas o procedimientos relativos al cumplimiento de los requerimientos de ética, normas profesionales y requerimientos legales y reglamentarios aplicables.

El equipo de trabajo ha estado formado por profesionales expertos en revisiones de Información no financiera y, específicamente, en información de desempeño económico, social y medioambiental.

Nuestra responsabilidad

Nuestra responsabilidad es expresar nuestras conclusiones en un informe de verificación independiente de seguridad limitada basándonos en el trabajo realizado. Hemos llevado a cabo nuestro trabajo de acuerdo con los requisitos establecidos en la Norma Internacional de Encargos de Aseguramiento 3000 Revisada en vigor, “Encargos de Aseguramiento distintos de la Auditoría o de la Revisión de Información Financiera Histórica” (NIEA 3000 Revisada) emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento (IAASB) de la Federación Internacional de Contadores (IFAC) y con la Guía de Actuación sobre encargos de verificación del Estado de Información No Financiera emitida por el Instituto de Censores Jurados de Cuentas de España.

En un trabajo de seguridad limitada los procedimientos llevados a cabo varían en su naturaleza y momento de realización, y tienen una menor extensión que los realizados en un trabajo de seguridad razonable y, por lo tanto, la seguridad que se obtiene es sustancialmente menor.

Nuestro trabajo ha consistido en la formulación de preguntas a la dirección, así como a las diversas unidades del Grupo que han participado en la elaboración del EINFC, en la revisión de los procesos para recopilar y validar la información presentada en el EINFC y en la aplicación de ciertos procedimientos analíticos y pruebas de revisión por muestreo que se describen a continuación:

- Reuniones con el personal del Grupo para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener la información necesaria para la revisión externa.
- Análisis del alcance, relevancia e integridad de los contenidos incluidos en el EINFC del ejercicio 2024 en función del análisis de materialidad realizado por el Grupo y descrito en el apartado “Análisis de materialidad” del EINFC, considerando los contenidos requeridos en la normativa mercantil en vigor.
- Análisis de los procesos para recopilar y validar los datos presentados en el EINFC del ejercicio 2024.
- Revisión de la información relativa a los riesgos, las políticas y los enfoques de gestión aplicados en relación con los aspectos materiales descritos en el EINFC del ejercicio 2024.
- Comprobación, mediante pruebas, en base a la selección de una muestra, de la información relativa a los contenidos incluidos en el EINFC del ejercicio 2024 y su adecuada compilación a partir de los datos suministrados por las fuentes de información del Grupo.
- Obtención de una carta de manifestaciones de los administradores y la dirección.

Conclusión

Basándonos en los procedimientos realizados en nuestra verificación y en las evidencias que hemos obtenido, no se ha puesto de manifiesto aspecto adicional alguno que nos haga creer que el EINFEC de KronosNet Topco, S.L. y sus sociedades dependientes correspondiente al ejercicio finalizado el 31 de diciembre de 2024 no ha sido preparado, en todos sus aspectos significativos, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los estándares GRI seleccionados, así como aquellos otros criterios descritos de acuerdo con lo mencionado para cada materia en la tabla “Índice de contenidos del Estado de Información no Financiera” incluida en los anexos del citado Estado de Información No Financiera Consolidado.

Uso y distribución

Este informe ha sido preparado en respuesta al requerimiento establecido en la normativa mercantil vigente en España, por lo que podría no ser adecuado para otros propósitos y jurisdicciones.

DELOITTE AUDITORES, S.L.



Laura Armiño Yeta

16 de junio de 2025

INSTITUTO DE CENSORES
JURADOS DE CUENTAS
DE ESPAÑA

DELOITTE
AUDITORES, S.L.

2025 Núm. 01/25/16846

SELLO CORPORATIVO: 30,00 EUR

Sello distintivo de otras actuaciones



VDRPA13536

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