o9

# Environmental Social and Governance Report

ESG 2022

# A message from the CEO

Dear Reader,

It is an undeniable truth that climate change poses a significant risk to both humanity and the planet. Therefore, it is imperative that we scale our actions of responsible stewardship to ensure the health and prosperity of future generations. Leveraging o9's continued growth and expansion, our ambition is to become a net positive company and to leave a positive handprint on the planet.

In this report, we will showcase our ESG performance and the meaningful initiatives we have undertaken in 2022. We recently conducted a Materiality Assessment to ensure that our report focuses on the most impactful topics perceived by our stakeholders. In line with their expectations, this report covers areas identified as critical to our organization and beyond, including our environmental impact reduction efforts, support of social causes, and good corporate governance practices.

→ **Impact on the planet**
A key highlight has been the formalization of our De-carbonization Strategy. As part of this effort, we committed to the Climate Pledge and submitted our SBTi targets with the ambitious goal of becoming net zero by 2040—ten years before the timeline recommended in the Paris Agreement.

Global supply chains are the largest consumers of the Earth's resources. Better, faster planning and decision-making means enterprises can achieve their financial goals while using less of the Earth's precious resources. Our Sustainability Solutions with its revolutionary capabilities will empower our clients to make better decisions towards a more sustainable supply chain.

→ **Take care of people**
Aligned with our Diversity and Inclusion strategy, we are firmly committed to creating and maintaining a workplace where all o9ers globally have an opportunity to participate and contribute to the success of the business and are valued for their skills, experience, and unique perspectives. We are proud members of the CEO Action for Diversity and Inclusion™. We will continue to take steps to create and maintain a working environment where everyone feels welcome to share their perspectives and succeed.

o9 Solutions will continue to thrive as long as our employees feel inspired by our work culture and environment. As fundamental pillars of o9's culture, we are dedicated to providing a working environment where Employee Health and Safety and Working Conditions are top priorities.

As a successful business, we will give back to the Community through philanthropy. To strengthen our giving and volunteering culture, we formalized our Matching Gift Policy and led global initiatives such as our Social Impact Day and o9 Giving Campaign.

→ **Chakri Gottemukkala**
CEO of o9 Solutions

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→   **Conduct ethical business**

Throughout all facets of our business, we act with Ethics and Integrity, from the Executive Board and senior leadership team to our employees and partners. We will continue working to minimize potential risks related to Conflict of Interest, Anti-corruption, and Anti-Competitive practices.

As CEO and member of our Governance team, I seek to ensure that sustainability remains a top priority in our agenda by integrating it at the heart of our strategy, operations, and business culture. We encourage our leaders to integrate sustainability into all facets of the decision-making processes. In 2022, o9 Solutions began formalizing our governance structure to ensure leaders consider our opportunities and impacts related to both environmental and social dimensions.

As a cloud-native software platform provider, we set high standards for Data Privacy and Security in our business operations to provide the best service to our customers. In 2022, we obtained multiple certifications, including the recognized ISO 27001 for our global information security management system and practices.

Furthermore, I am pleased to confirm that o9 Solutions reaffirms its support of the Ten Principles of the United Nations Global Compact in Human Rights, Labour, Environment, and Anti-Corruption. In this ESG Report, we disclose our continuous efforts to integrate the Ten Principles into our business strategy, culture, and daily operations and contribute to United Nations goals, particularly the Sustainable Development Goals.

I'm extremely proud of what o9 accomplished in 2022, both from a growth perspective and what we've achieved through our social impact initiatives to support the communities we serve. On behalf of all o9ers, I want to thank you for your support and interest in our ESG Report. While this report should showcase some foundations for our net positive ambitions, we know that consequent efforts still need to be made to transform all the economic, environmental, and social challenges into value creation all across the supply chain.

I hope that you find the information in this report valuable. We look forward to creating solutions that empower companies to create more sustainable and resilient supply chains in 2023 and beyond.

Sincerely,
Chakri Gottemukkala

# Introduction to o9

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→ **About o9**
Who we are

In 2009, Sanjiv Sidhu and Chakri Gottemukkala founded o9 Solutions to address the practical challenges that global enterprises faced in detecting uncertainties and evaluating opportunities across their supply chain. They started o9 to bring together leading-edge technology and industry experts to build the most value-generating enterprise platform ever created: The o9 Digital Brain.

→ **Our mission**

The o9 Digital Brain is an AI-powered platform that transforms global companies' supply chain commercial, finance, and sustainability decision-making. o9 integrates multiple technology innovations into one platform, including graph-based enterprise modeling, big data analytics, advanced algorithms for scenario planning, collaborative portals, easy-to-use interfaces, and cloud-based delivery.

**1.** What we do

Premier AI platform for integrated planning and Ops

Clients are global companies across industry verticals

**2.** Why

Good Planning
Good for Business
Good for Planet

Large value proposition for companies superior utilization of resources

In 2022, o9 received equity investments totaling $295 million from General Atlantic, including BeyondNetZero, its climate investing venture, Generation Investment Management, a pure-play sustainability investment manager, and existing investor KKR. This significant investment aimed to help o9 build on its momentum and accelerate growth for its AI-powered Integrated Business Planning platform, the Digital Brain, across industry verticals and markets. It also helped o9 drive continued innovation in R&D, industry knowledge models, and partner ecosystem development that will help companies implement o9's game-changing platform faster and realize greater value.

Our mission is to provide global companies with a game-changing planning platform to transform their supply chain, com-mercial, finance, and sustainability decision-making.

→ **2022 in Highlights**

- o9 Solutions' annual recurring revenue (ARR) added in 2022 grew over 84% year-over-year.

- In 2022, o9 Solutions implemented 74 go-lives at numerous well-known brands across sectors, including soft lines, food and beverage, pharmaceutical, consumer electronics, and more.

- o9 Solutions developed its Sustainability Solutions to support clients from all industries in their sustainability journey.

- o9 Solutions won the following awards: Food Logistic Top Software & Technology Provider, Inc. 5000 Fastest Growing Private Companies, Financial Times Fastest Growing Companies, Inc. Regionals Southwest, Innovation Awards, and Supply & Demand Chain Executive Pros to Know, Great Place to Work (Netherlands).

**2022 in Highlights**

| Revenue<br>**$221M** | Annual recurring revenue growth<br>**84%** |
|---|---|
| Number of office<br>**16** | Number of industries we serve<br>**11** |
| Total number of employees<br>**2,400 +** | Go-live implementation<br>**74** |
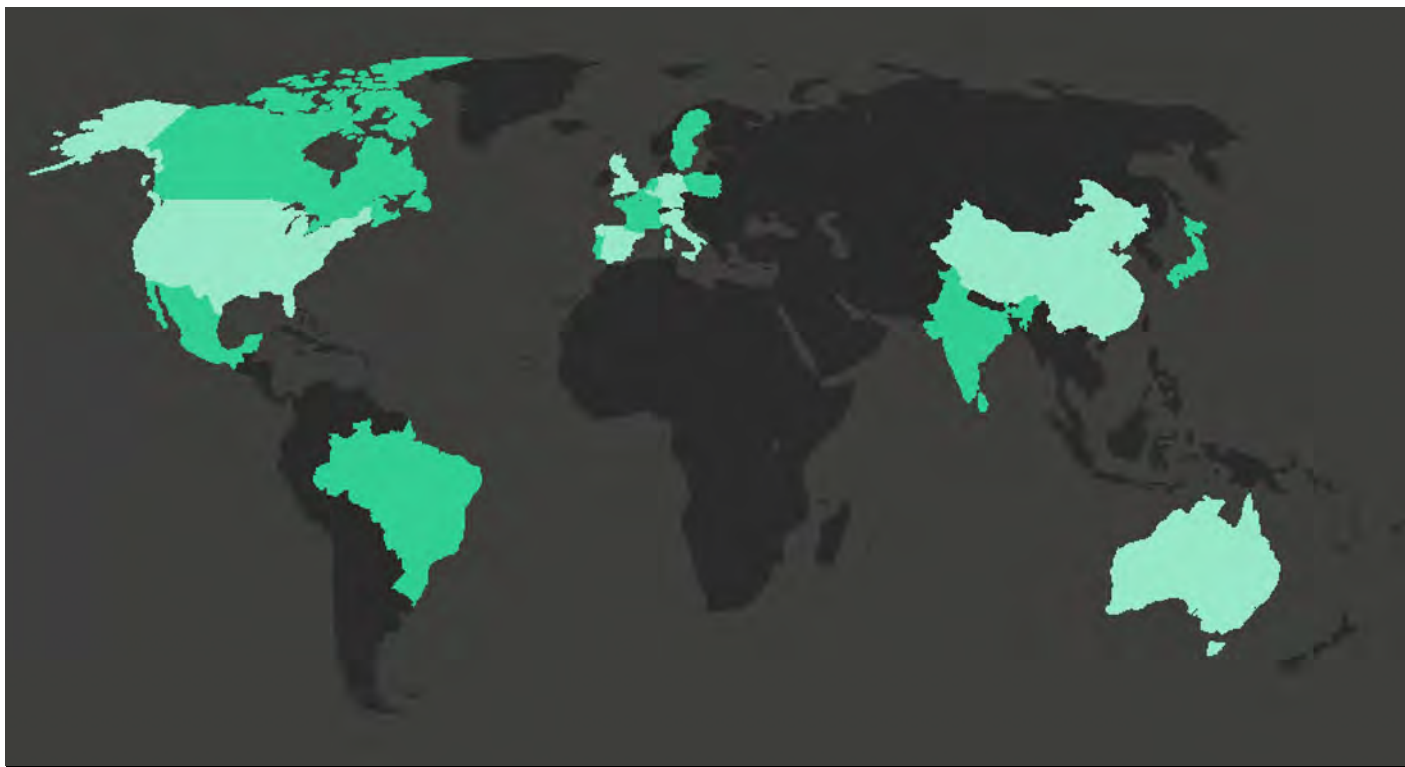
→ **2022 in Geographic Presence**

Since its creation, *o9* Solutions has grown from two founders to a global organization with more than 2,400+ employees with operations in the Americas, EMEA, India, and APAC. Headquartered in Dallas, *o9* Solutions operates globally in 16 locations. This report covers the office locations we had in CY 2022: Amsterdam, Bangalore, Coimbatore, Barcelona, Dallas, London, Lyon, Madrid, Milan, Munich, Paris, Seoul, Shanghai, Singapore, Sydney, and Tokyo.

→ **Value Chain and Partnerships**

As a software company, *o9* Solutions offers its products and services worldwide in more than 11 industries. We value partnerships as they are essential to continuously improving and delivering the best value for our clients. Our partner ecosystem combines industry-leading expertise and technology to help clients achieve their digital transformation goals.

"Organizations with superior planning and decision-making capabilities are better stewards of the Earth's precious resources and are more inspiring places for their employees to work. Making this happen is our mission."
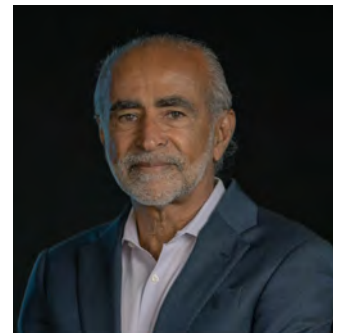
**Sanjiv Sidhu**
Chairman and Co-Founder
_o9_ Solutions

→ **About o9**
Mission, Culture, and Values

**Our vision** lies in our ability to transform supply chains and help organizations become better stewards of their own and the Earth's resources. Our mission is to earn the Most Valuable Partner status for each client. We do this by educating, engaging, and transforming their organizations to successfully embed AI-based digital transformation technologies into their decision-making. With our technology, they may then offer their customers the best possible products and services.

**Our culture** is the operating system of the company, and our values underpin that culture. At the center of our organization is our inspired o9ers. Our values were created to help shape our culture and assist with our everyday decision-making. We have offered educational videos for each of our employees and conducted personalized value sessions in small and large groups to nurture discussions about our values.

**Five main corporate values** guide o9's goals, actions, and decision processes. They are central to how we operate as a company and are part of our DNA:

1. **Client Value:** This is our no. 1 priority—do what is right. We focus on what drives real value for our clients, and we understand our client's business as well as they do. We aim to impress our users and sponsors to make them advocates. We are proactive in fixing issues and transparent with clients. We build long-lasting and strategic relationships with every client.

2. **Leadership:** Think like a CEO—make it happen. We work around initiatives, not hierarchies, and we take ownership of our initiatives and roles. We solve constraints proactively, and we give and receive constructive feedback across all levels of the organization. We are empathetic, trustworthy, ethical, inspiring, and lead by example.

3. **Execution:** Do the little things right—every day, every step. We communicate decisions clearly and effectively and take quick and decisive actions. After each initiative, we practice constant learning and improvement through post-games.

4. **Innovation:** Aim 10x in every process—improve every day. We measure our processes, set high benchmarks, and try to see beyond the obvious. Sharing insights and knowledge proactively, we use systems that allow us to be faster, smarter, and more efficient.

5. **Social Impact:** Be a force for positive change—contribute actively. We strive to serve our communities with time and resources and participate in sustainable practices that help our planet. We look to give opportunities to talented people that need a little help.

→ **About o9**
Recognition and Memberships

As we embarked on our journey to become a net positive company, we engaged and joined different organizations, initiatives and received numerous certifications. We aim to gain more insights and become part of a worldwide community of businesses striving to do good for the planet, our employees, and their communities. More information can be found **here.**

# Our ESG Strategy →

→ **Our ESG Strategy**
Our Material Issues

We recognize that o9 Solutions is not an isolated entity but rather an interconnected network of players that operate within an ecosystem. Hence, we understand the importance of ESG Materiality to help us determine which Environmental, Social, and Governance (ESG) issues matter most to our stakeholders. While this crucial exercise takes time and resources, it has key benefits such as risk management, regulatory compliance, and operational efficiency.

As part of our ongoing sustainability journey, we performed our first materiality analysis in 2021. Although no significant changes have occurred in our value chain, we decided to conduct a more complete and structured analysis in 2022. Formally engaging with more stakeholders helped us cover the most important topics and our future success as a business. With materiality being a no-brainer, we followed a four-step process presented below.

→ **Our Approach**

**Step 01**
Understand the context and pre-identify material topics

We created a list of sustainability topics relevant to our industry based on recognized sustainability frameworks and those specific to o9. We considered the internal (e.g., goals, risks, and operations) and external (e.g., legislations, trends, and sustainability frameworks) context to identify our relevant area of focus. Analyzing the context helped us pre-identify our actual and potential negative and positive impacts on the economy, environment, and people across our operations activities and business relationships. Once our Sustainability team and Leadership reviewed and approved this list, we initiated the stakeholder engagement process to prioritize each impact based on its significance.

**Step 02**
Engage with our stakeholders

First, we listed all the stakeholders on which o9 may have an impact, whether direct or indirect, within our value chain. We followed best practices using guidelines from recognized sustainability frameworks such as GRI, UNGC, and CSRD. Once we considered the list as exhaustive as possible, we classified these stakeholders as internal and external and rated them based on their scale, influence, and impact.

- Employees
- President and COO
- Head of Sustainability
- Sustainability team
- Portfolio leads
- Investors
- Customers
- Suppliers
- Business Partners
- Executive Council (Sustainability Group)

**Step 03**
Combine and cluster results

We gathered, cleansed, and organized the data collected during the stakeholder engagement program. With the responses we received, we could position each topic on a 1-10 scale, with 1 indicating the lowest priority and 10 the highest priority. Based on the scoring, we positioned them on a Materiality Map. On the next page are the results of this Materiality Exercise 2022.

         To ensure meaningful engagement, we defined a tailored approach for each stakeholder by taking into consideration their specificities and the type of relationship they have with o9. Selecting the right engagement method helps to ensure stakeholders are comfortable sharing their opinion freely. For instance, we conducted several surveys and organized workshops, interviews, and webinars. Moving forward, we want to keep this an ongoing process where we have constant, transparent communication with all key stakeholders.

         We aim to engage with our stakeholders consistently across multiple channels to gain valuable feedback on our ESG activities and insights into potential improvements to our ESG practices. This feedback informs our decision-making and sustainability reporting, ensuring we remain accountable to our stakeholders. The process will help us address the needs of our surrounding communities, ensure that our practices are sustainable and in line with current standards and expectations, and continuously improve our ESG efforts.

→  **Materiality Map (2022)**
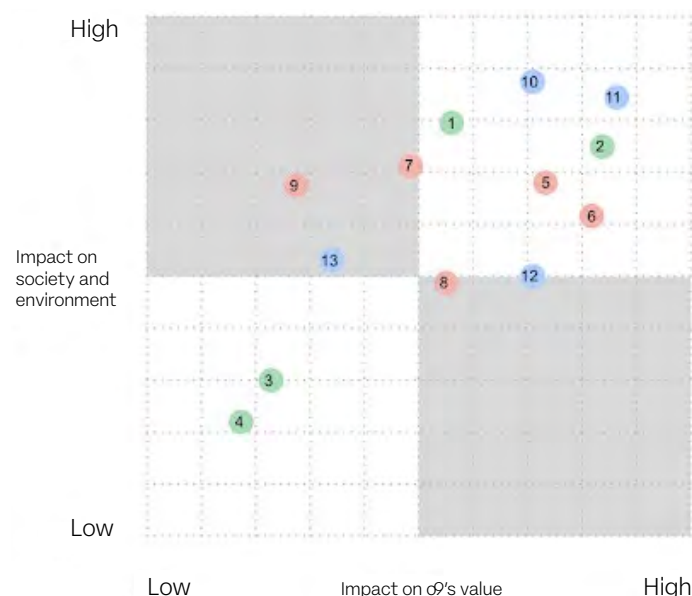


**Environment**
01. Energy & GHGs Emissions
02. Sustainability Solutions
03. Waste Management
04. Water Management

**Social**
05. Employee Health & Wellness
06. Working Conditions
07. Diversity, Equity and Inclusion
08. Training and Education
09. Human Rights and Communities

**Governance**
10. Ethical Conduct
11. Privacy and Data Security
12. Governance Structure
13. Responsible Sourcing

**Step 04**
Communicating our results

As this document is shared externally across various channels, we hope it will contribute to keeping the conversation going with all of our stakeholders. As part of our continuous improvement strategy, o9 welcomes feedback from all stakeholders who view our materiality results. We seek to increase transparency, share our goals, and receive feedback to help shape our sustainability plans. We believe that our stakeholders are essential players in tackling ESG challenges successfully and achieving a more sustainable future. We hope that by communicating our materiality and strategy, we can maximize the positive impact of our business and on those around us.

→ **Our ESG Strategy**
Theory of Change

o9 will deepen its commitment to sustainability by leading and participating in inspired and inclusive initiatives. In 2021, we defined three main pillars (Engage, Educate, and Transform) to successfully implement our sustainability strategy. These motion verbs depict our mission to engage with all relevant stakeholders, raise awareness on key sustainability issues, and continuously improve. For more information, you can refer to the table below.

Ø1.   Engage
We seek to Engage with employees, and we always focus on increasing the level of engagement for Social Impact initiatives among o9ers. Across o9, there are more than 100 Social Impact champions. We also seek to engage with clients and their communities. As o9 matures its delivered value to our clients, this

engagement will become even stronger. Collectively, we also contribute to environmental activities that address climate challenges, such as collecting litter and tree planting initiatives. These campaigns raise awareness about the importance of mitigating climate change and how individuals can help minimize carbon emissions through individual actions.
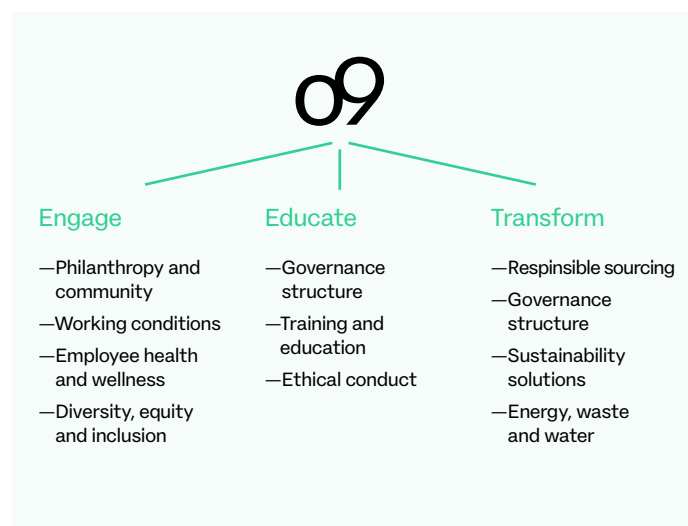
Ø2.   Educate
As part of the Educate pillar, we seek to educate o9ers on Sustainability and Social Impact topics and share examples of how these concepts are embedded into their everyday work. Through various education activities, we strive to show employees how behavioral change can have a great environmental and societal impact. We do this by organizing activities such as o9 Cleans, o9 Learns, o9 Innovates, and hosting inspirational talks. Furthermore, we aspire to be a market leader in the sustainable supply chain domain and educate external stakeholders on the connection between sustainability and the supply chain. This is accomplished through blog posts, hackathons, podcasts, and external roundtable discussions.

Ø3.   Transform
The Transform pillar has a certain degree of complexity, which involves accelerating systematic change with an outside-in, holistic view approach. We strive to transform our internal operations to become best-in-class in terms of sustainable operations, social, and governance practices. This will be achieved externally through expanding our platform capabilities to clients to help transform their decision-making relative to environmental and social sustainability actions. This requires extensive cross-team collaboration and commitment to working hand-in-hand with HR, Finance, Legal, and Office Managers to execute our number one goal to become a net positive company.

The Theory of Change is a planning and adaptive tool broadly used by philanthropic organizations to drive social change. In 2022, supported by a specialized agency, we strengthened our Engage-Educate-Transform model by applying the Theory of Change. Therefore, after formalizing long-term objectives, we conducted backward mapping to identify necessary preconditions. This hybrid model brings more clarity on all the necessary steps we will need to take if we want to reach our long-term goals. By focusing on the outcomes, this framework clarified our action plan by identifying which programs, initiatives, tools, and resources will be necessary to reach our desired goals on time. The overall goal encompassing the impact areas and outcomes could be defined as having "A positive handprint on humanity and the planet."

Our ESG Report covers the objectives, actions, and indicators for each material topic. In that sense, the report aims to summarize the Theory of Change conducted in 2022. For more context, find in the table below the key elements we considered for the three pillars and their material topics:

*o9*

| Engage | Educate | Transform |
|---|---|---|
| —Philanthropy and community | —Governance structure | —Respinsible sourcing |
| —Working conditions | —Training and education | —Governance structure |
| —Employee health and wellness | —Ethical conduct | —Sustainability solutions |
| —Diversity, equity and inclusion | | —Energy, waste and water |

| Material topics | Impact Areas | Outcomes | Outputs | Inputs | Owner Team | Collaborating Teams | Tools & Resources |
|---|---|---|---|---|---|---|---|
| As identified in the Materiality Exercise | High Level to society or specific to *o9* | Milestones | KPIs & Measurable results | The resources needed to generate those activities for the intended outputs and outcomes | Main team responsible for carrying out the activity | Other stakeholder teams | What tools we need to make the activity happen |

"At ο9, in 2022 we committed to our aspiration to become a best in class net positive company. The Theory of Change framework was an iterative collaborative process that took several weeks, which allowed us to "connect all the dots" around our Sustainability Transformation strategy. We have tied the material issues for our three impact pillars (Engage, Educate, and Transform) to our desired outcomes, outputs (KPIs), and inputs. This framework allows us to fully align, centralize, visualize, as well as communicate to our stakeholders our long-term strategy and how it connects to our initiatives. We are currently in the process of finalizing our Theory of Change with all the relevant departments in the company, so we can accelerate execution and allow for improved cross-functional collaboration."

Christina Andreou
Head of Sustainability, ο9 Solutions

→ **Our ESG Strategy**
SDGs

→ **Sustainable Development Goals**

What are the SDGs?
The United Nations defines The Sustainable Development Goals (SDGs) as a call for action to promote prosperity while protecting the planet. These goals recognize that "ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs, including education, health, social protection, and job opportunities while tackling climate change and environmental protection." Since 2015, the 17 United Nations' SDGs have become a framework for common action for businesses and governments.

Why does it matter for o9?
To ensure organizations have a positive and meaningful impact, it is crucial to link our actions with global goals. As a successful and fast-growing company in supply chain planning, o9 has a role to play in advancing the Sustainable Development Goals. Thus, our three-pillar sustainability strategy is embedded in the overall SDGs framework. Lastly, our contribution may appear limited, but the combined impact of all companies contributes to a consequent positive change.

Which SDGs do we contribute to?
In 2022, we continued our reflection on which SDGs are the most material and relevant to us as a business and determined where we can move the needle to achieve the most positive impact. To do so, and as part of our Theory of Change mission and Materiality exercises, we identified the SDGs which are most relevant to our stakeholders. While assessing which ones have the highest impact in terms of risk or opportunity in the long term, we also considered our ability as an organization to contribute to achieving progress considering our business activities. It allowed us to select 10 SDGs on which we will take action in alignment with our sustainability strategy.

At o9, we selected 10 SDGs where we can take action with the greatest impact:

- **SDG 4** Quality Education
  Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
  → Educate

- **SDG 5** Gender Equality
  Achieve gender equality and empower all women and girls
  → Educate, Engage & Transform

- **SDG 8** Decent Work and Economic Growth
  Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
  → Educate & Engage

- **SDG 9** Industry, Innovation and Infrastructure
  Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
  → Educate & Engage

- **SDG 10** Reduced Inequalities
  Reduce inequality within and among countries
  → Engage

- **SDG 11** Sustainable Cities & Communities
  Make cities and human settlements inclusive, safe, resilient and sustainable
  → Engage

- **SDG 12** Responsible Consumption & Production
  Ensure sustainable consumption and production patterns
  → Educate, Engage & Transform

- **SDG 13** Climate Action
  Take urgent action to combat climate change and its impacts
  → Educate, Engage & Transform

- **SDG 16** Peace, Justice and Strong Institutions
  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
  → Transform

- **SDG 17** Partnership and Goals
  Strengthen the means of implementation and revitalize the global partnership for sustainable development
  → Educate, Engage & Transform

# Environment

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"In today's world, sustainability is not just a choice, it's a respon-
sibility. As a software company, we have the power to innovate
and create solutions that not only drive profits but also benefit
our planet and future generations. Sustainability is a core
part of our business strategy. This means taking a holistic
approach, from reducing our carbon footprint and minimizing
waste to promoting social and economic justice. We are
transparent about our sustainability goals and progress and
engage with our clients and stakeholders to build support
for our efforts. By developing sustainable products and
services, we will tap into growing demand from environmentally
conscious businesses. Ultimately, sustainability is not just
a buzzword or a trend; it's a fundamental shift in how we
do business."

Igor Rikalo
President and Chief Operations Officer
*o9* Solutions

→ **Environment**
Key Ambitions and Progress

→ **Environmental Ambitions**

As a supply chain technology provider, it is our mission to be proactive in solving the climate crisis by reducing our organization's environmental impact and supporting companies in their efforts to track and reduce carbon emissions in their supply chain.

Overall, o9 is committed to minimizing our environmental impact by reducing our energy and water consumption, decreasing our greenhouse gas emissions, and improving our waste management practices. Additionally, we want to have a positive handprint on the planet by expanding the use of our technology solutions to support the sustainability journey of o9 Solutions and its clients.

| Energy & GHG Emissions | Sustainability Solutions | Water Management | Waste Management |
|---|---|---|---|
| —Reduce Scope 1 and 2 GHG emissions 100% by 2030 from a 2022 base year as well as to achieve 100% renewable energy across our leased offices by 2030. | —Extend *o9*'s core products and services to enable and facilitate our clients in their sustainable supply chain transformation journey. | —Consider water-saving technologies where possible as part of stricter environmental building selection requirements. | —Recycle or repurpose by ensuring IT equipment is collected in the locations that represent 90% of our locations worldwide by 2024. |
| —Ensure that 90% of our suppliers, covering purchased goods and services and capital goods, will have science-based targets by 2028 from a 2022 base year. | —Offer environmental footprinting capabilities to help our clients measure their impact, set targets, and track progress. | —Improve our overall water consumption reporting and monitor water consumption data from all our offices by 2026. | —Monitor waste and recycling data from all of our offices by 2026. |
| —Become a net-zero company by 2040. | —Develop and deploy sustainability solutions to 30% of our clients by 2030. | | —Ensure 80% of office locations have a waste sorting system in place by 2025. |

→ **Environment**
Energy and GHGs

### Net-Zero Strategy

As a SaaS company, our carbon footprint is relatively small compared to businesses in more carbon-intensive industries such as manufacturing or retail. Still, we want to ensure we reduce the energy and GHGs generated by our supply chain.

Considering the pandemic and its impact on our operations, we decided to take 2022 as a baseline instead of 2021. Therefore, we conducted a more comprehensive carbon footprint for this year. It helped us to have a clear picture of the current situation before formalizing our roadmap and embarking on the next phase of our journey toward becoming a net-zero company.

We are happy to announce that we have set near-and long-term emissions reduction goals in line with the Science-Based Targets Initiative (SBTi). We will focus on executing our decarbonization strategy and taking action to reach net zero across Scope 1, 2, and 3 by 2040. Additionally, we are committed to:

- Disclosing our carbon footprint, per the GHG Protocol, yearly.

- Investing in our carbon offset program to compensate for our emissions until achieving net-zero.

- Reducing Scope 1 and 2 GHG emissions by 50% by 2030 from the 2022 base year and 100% by 2035.

- 90% of our suppliers by emissions covering purchased goods and services will have set science-based targets by 2028 from the 2022 base year.

- Educate and engage our stakeholders on environmental issues to help us scale climate action.

### Our initiatives at a glance

To achieve our net-zero strategy, o9 Solutions has already taken many initiatives on a regional and global level, for example:

- **Creation of Sustainable Building Requirements** to formalize our environmental expectations when choosing co-working spaces — i.e., certification and reporting practices.

- **Application of energy** saving practices in offices with high carbon intensity—i.e., Smart meters and LED lights (our office in Amsterdam has energy-saving lights).

- **Increase of Renewable Energy** We negotiated with lease building owners to switch to renewable energy.

- **Raising awareness on Employee Commute** Encourage public transportation, walking, or cycling by subsidizing its costs in most of our locations.

- **Optimisation of our Travel Policy** with travel behavior employees should follow, i.e., electrified transport preferred, travel with Economy Class, car sharing.

- **Third-Party Supplier Collaboration** We created our Sustainable Procurement policy and drafted our Supplier Engagement Plan, intending to engage with our key suppliers.

**Scope 3** Emissions generated by Data Centers (Category 1)
As our solutions are cloud-native, the energy usage information coming from the data centers is very important to us. o9 makes use of Google Cloud, Microsoft Azure, and AWS.

| Co2 emissions in tons | 2021 | 2022 |
|---|---|---|
| Microsoft Azure—Data Center | 289 | 529 |
| Google Cloud—Data Center | 236 | 682 |
| Amazon AWS —Data Center | 33 | 69 |

Overview of energy used in the data centers:

The emissions have grown since last year as we have grown as a business. Currently, Google uses 100% energy from renewable sources, whereas Microsoft and Amazon AWS have both set high targets to transition the energy consumption to renewable energy by no later than 2030. We aim to collaborate with our data centers to improve how we monitor the carbon emissions generated by these activities with the final objective of reducing these emissions. We are working continuously with our development and data center provider teams to improve how we monitor these emissions and to look for new ways of minimizing carbon emissions in the future.

Offsetting
As of last year, o9 will compensate for the emissions generated within our operations by purchasing offset certificates. In July 2022, we purchased, in partnership with South Pole, 924 certificates with the Breathing Space Cookstoves project.

Located in Southern India, this project involves designing, manufacturing, and distributing efficient household cookstoves. This equipment reduces smoke and toxic emissions by 80%, improving families' health and well-being while creating jobs and reducing deforestation. By reducing the consumption of non-renewable wood and providing

fuel-saving cookstoves, this project reduces the amount of greenhouse gas emissions into the atmosphere.

The project contributes to the following SDGs:

→ **Carbon footprint (2022)**

As defined by the GHG Protocol Corporate Standard, we divide our GHG emissions into three 'scopes':

Ø1.  Scope 1 emissions are direct emissions from owned or controlled sources.

Ø2.  Scope 2 emissions are indirect emissions from the generation of purchased energy.

Ø3.  Scope 3 emissions are all indirect emissions that occur in the value chain of the reporting company, including both upstream and downstream emissions.

Similarly to last year, we calculated our carbon footprint for 2022 following the GHG Protocol Standards. This year, we were able to streamline our environmental data collection and calculation thanks to our newly developed digital twin model visualization. Our platform helped us map our processes and embed environmental footprint information covering energy and greenhouse gas emissions.

2022 Carbon Footprint Visualization
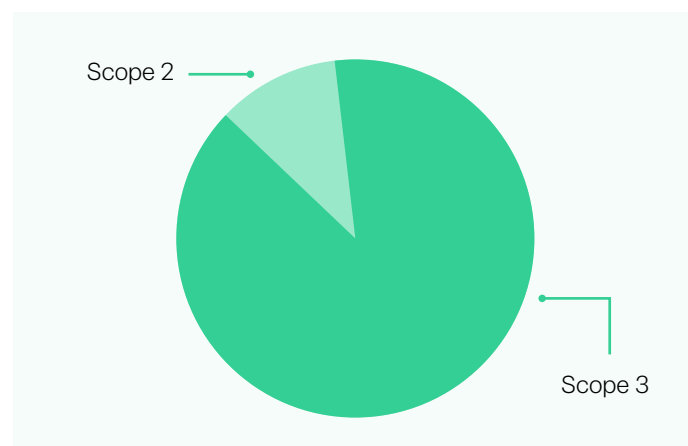


As you can see on the graph above, 93.5% of our total emissions lie in Scope 3, covering the following categories:

| | Emissionss Sources | 2022 | % |
|---|---|---|---|
| Ø1 | Purchased Goods and Services | 2,609.66 | 78.01% |
| Ø6 | Business Travel | 280.25 | 8.38% |
| Ø7 | Employee Commute | 244.66 | 7.31% |
| Ø2 | Capital Goods | 210.71 | 6.30% |
| Ø5 | Waste Generated in Operations | 0.096 | 0% |
| — | **Total scope 3 emissions** | **3,345.38** | **100%** |

| | |
|---|---|
| Gross global Scope 1 emissions | 0 tCO2e |
| Gross global Scope 2 emissions (Location-based) | 318.36 tCO2e |
| Gross global Scope 2 emissions (Market-based) | 223.7 tCO2e |
| Gross global Scope 3 emissions | 3,350 tCO2e |
| Total energy | 672,421 kW |
| Total Non-Renewable Energy Consumption (80.08%) | 538,465 kW |
| Total Renewable Energy Consumption (19.92%) | 133,956 kW |

We estimated our Scope 1 emissions as 0 tCO2e due to the fact we are a cloud-based platform and none of our leased offices use gas. The majority of emissions related to Scope 2 stem from electricity consumption in our leased office buildings across all of our office locations.
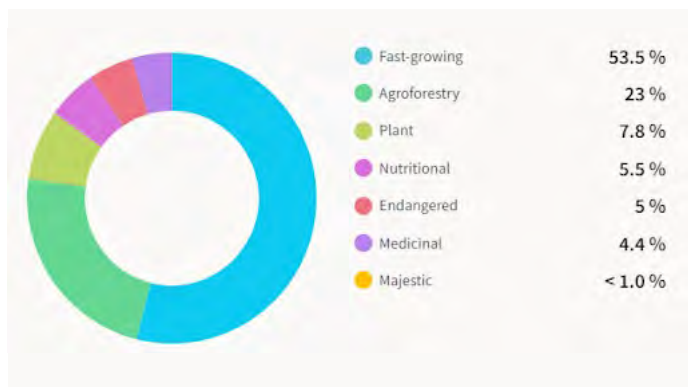
→ **The ᴏ9 Forest: 2022, a year of growth!**

11,642 trees planted in a year

In partnership with Tree Nation, we plant trees to minimize the impact of climate change:

- 1 tree for every new hire
- 1 tree for every promotion
- 1 tree for every work anniversary
- 10 trees for every new aim10x executive council member
- +100 trees to thank aim10x collaborators
- +6,000 trees planted during ᴏ9 Walks
- Multiple trees planted as part of Social Impact initiatives

→ If you want to see how our tree planting mission is getting on, check out our ever-growing ᴏ9 forest

Species by type:



| | | |
|---|---|---|
| Fast-growing | | 53.5 % |
| Agroforestry | | 23 % |
| Plant | | 7.8 % |
| Nutritional | | 5.5 % |
| Endangered | | 5 % |
| Medicinal | | 4.4 % |
| Majestic | | < 1.0 % |

→ **The Climate Pledge**

We are proud to have joined the Climate Pledge, thus enforcing our commitment to become a net-zero company!

We are joining a prestigious group of companies committed to reaching net-zero carbon emissions by 2040, a full ten years ahead of the Paris Agreement goal. This is an exciting next step in our journey to net zero, which began in 2021 when we started measuring our carbon footprint so we could set accurate targets for improvement.

ᴏ9 Solutions commits to being net-zero by 2040.

→ **Environment**
Sustainability Solutions

At o9, we are committed to taking actions that minimize the environmental impact of our operations to become Net Positive. We certainly believe all steps count, but we also know that a way to have a greater impact is by walking this journey together with our clients. Using our technology and expertise, we can redefine how organizations can make decisions for a more sustainable supply chain and planet.

Based on this reflection, we decided in 2021 to extend o9's core products and services by developing a platform to empower decision-makers in their day-to-day responsibilities in managing supply chains. In 2022, we developed the platform by engaging with our existing clients to understand their challenges and objectives. It helped us shape our tool to ensure it facilitates environmental measurement or solves other logistics challenges.

With our Sustainability Solutions, our goal is to create a positive impact at scale by providing our customers with the technology necessary to unlock insights, make better decisions, and achieve great outcomes.

o9 Sustainability Solutions capabilities extend o9's existing supply chain data integration architecture. Now the platform incorporates the full spectrum of sustainability data needs and automates and streamlines the process of sustainability data acquisition, validation, cleansing, and harmonization in line with global standards. The platform seamlessly embeds ESG metrics and KPIs into best-in-class supply chain planning.

In summary, our net-zero platform:

- Offers environmental footprinting capabilities to help our clients measure their impact, set targets, and track progress.

- Provides our clients with end-to-end sustainable supply chain planning and risk management capabilities.

- Support our clients in their efforts to track and reduce their carbon emissions.

- Help our clients automate and streamline ESG data collection, validation, and harmonization across Scope 1, 2, and 3 categories.

- Support our clients moving from the linear 'take, make, waste' model towards more circular operational business processes with our NPI and planning capabilities.

- Enhance supplier collaboration to increase primary data collection and achieve more accuracy of the environmental metrics and supply chain transparency.

→ **We practice what we preach**

We used our Sustainability Solutions suite of applications to monitor and calculate our carbon footprint, including scope 1, 2, and 3 emissions. The analytics and SBTi modules integrated into the tool helped us to define our decarbonization strategy and prepare with confidence our SBTi submission. Additionally, through o9's innovative platform, we gained visibility of relevant sustainability dimensions to uncover ESG-related risks and find opportunities to improve data management and decision-making processes.

→ **Positive impact on supply chains**

We want to support our clients in their sustainable supply chain transformation journey. Below are some highlights of what can be achieved thanks to our Sustainability Solutions:

- **Environmental footprint** Streamline environmental data acquisition and gain end-to-end visibility of the entire value chain's environmental impact.

- **Supplier collaboration** Enhance supplier collaboration to increase primary data collection and achieve more accuracy of the environmental metrics and supply chain transparency.

- **ESG risk detection and sustainable procurement** Increase resilience by visualizing your n-tier supplier network and ESG scores. Identify risks through real-time alerts to inform procurement decision-making.

- **Sustainable operational planning** Boost your supply chain plans by adding environmental metrics to decision-making. Forecast by understanding the trade-off between cost, service level, and environmental impact.

- **Sustainable strategic planning** Achieve goals by evaluating CapEx carbon, water, and waste reduction initiatives. Make optimal decisions with real-time planning and understand the cost performance of various initiatives.

- **Circular operational planning** Move from the linear 'take, make, waste' model towards more circular operational business processes with our NPI and planning capabilities.

To learn more, visit o9solutions.com/sustainability

o9

"For companies with substantial value chains, there is a growing need to move beyond the basic standard of compliance reporting and towards a sustainable operating model if they are to meet their established sustainability targets. *o9* has seamlessly integrated sustainability metrics and KPIs into its industry-leading digital platform to enable our clients to transform their supply chains by optimizing performance in line with cost, service level, and sustainability target objectives."

Stanton Thomas
SVP, Sustainability Solutions at *o9*

→  **Webinar: The Path to Net Positive**

In November 2022, we organized a webinar with Mark Kroese, GM for Sustainability Solutions at Microsoft, and Stan Thomas, SVP of Sustainability Solutions at o9, during which we discussed the concept of Net Positive based on the book by Paul Polman. In a presentation, Microsoft mapped out its path towards negative carbon emissions (a goal it plans to achieve by 2030) and making a net-positive impact on society as a whole. The two sustainability leaders discussed how technology enables global enterprises to reduce carbon emissions, why a sustainability strategy is good for the environment and good for the financial bottom line, and how Microsoft is blazing a trail towards a net-positive impact on society that other companies can follow. It was an inspiring session available now to watch on our new aim10x platform!

→  **Environment**
Water and waste

**01.   Waste**

→  Our Strategy
As responsible corporate citizens, we are committed to minimizing waste and improving our waste management practices. To accomplish this, we have implemented local recycling programs in most of our offices, with an emphasis on reducing paper usage. Each office also takes different measures to minimize waste, i.e., using printers only when necessary, using reusable bottles, and separating waste. Additionally, we encourage our employees to adopt environmentally friendly behaviors in the workplace and when traveling. We also organize volunteering initiatives linked to waste management to raise awareness and maximize our impact as a company.

As part of our environmental policy, we have set goals related to waste on a global level. Indeed, o9 Solutions commits to:

- Recycle or repurpose by ensuring all end-of-life IT equipment is collected in the locations that represent 90% of our world-wide offices by 2025.

- Ensure 80% of office locations have a waste sorting system by 2026.

- Monitor waste and recycling data from all of our offices by 2026.

Regarding reporting, information on our waste consumption was only available from our offices in Bangalore and Paris. However, in the upcoming years, we expect to increase the quality of the data and the granularity by receiving detailed information from our other offices, which can be broken down into different categories.

→  Our Partnership with Revivn
o9's Social Impact team and IT department has launched "o9 Tech for Impact", a global initiative to expand the lifecycle of IT hardware for good.

To do so, o9 has partnered with Revivn to collect, repurpose, recycle and dispose IT equipment in accordance to accepted standards. Revivn expands the lifecycle of the IT hardware and donates it to NGOs, where possible. If that is not possible, Revivn will recycle or dispose of them following strict standards.

The first Revivn collection took place at our headquarters in Dallas in February 2022. Approximately 140kg of IT equipment, which otherwise would have ended up in a landfill, was recycled. It helped support social organizations such as Impact, HIAS, and PEPY. More collection points were launched at the end of 2022 at the Amsterdam and Bangalore offices to be picked up by Revivn during 2023. Check our article for more information: o9 Tech For Impact: o9 launches partnership with Revivn.

→  A Look at our Bangalore Office

Our biggest office, located in Bangalore, is advanced in waste management. As this office continuously improves, we aim to communicate internally on their initiatives and best practices, so all offices can get inspired to improve their processes.

Amongst the various initiatives in place, emphasis was made in 2022 on the waste generated by the cafeteria. Thanks to a specific weighing machine, we started monitoring the waste (food, pantry, dry waste, and plastic waste). Keeping track of this waste was crucial to ensure we improved over time. To raise awareness, we wrote the previous day's waste details on the whiteboard at the cafeteria entrance. Also, some processes are being implemented to ensure we can better estimate the number of employees who will eat at the cafeteria. We still aim to identify the NGO, charity, or any organization that can take the excess food so they can distribute it to those who need it most.

## 02.   Water

→  Strategy

While our impact as a software company is minimal, we want to ensure we take steps to reduce our water consumption wherever possible. We want to ensure our community is aware of and works to minimize our water usage to preserve this finite and valuable resource.

As such, o9 is committed to raising awareness amongst our employees around freshwater scarcity, thus reducing water consumption and using water responsibly. This can be through various initiatives, such as reminders, in-office posters, monthly newsletters, webinars, or talks. We aim to improve our overall water consumption reporting and monitor water consumption data from all our offices by 2026. Lastly, we want to ensure new office contracts require facility providers to report on water metrics and provide data specific to our consumption at least annually.

→  Data Centers

The operation of the data centers we use generates heat and must be cooled through various solutions, including water cooling. Our providers closely monitor water usage and take measures to improve water efficiency in data centers. Our partners, Google, Azure Cloud from Microsoft, and AWS from Amazon, have committed to becoming water positive by 2030. This means that they will replenish more water than they consume and support water security in communities where they operate.

# Social

→

o9

"One of o9's founding principles is supply chain excellence is good for companies, and it is good for the planet. Our AI-enabled platform not only helps companies improve their financial metrics but also delivers a more sustainable supply chain. At o9, we seek to inspire all our stakeholders to prioritize and invest in ESG through various initiatives. We have designated Social Impact as one of our core values. We have a senior sustainability leader and multiple executives who are ESG certified. We understand ESG is a journey, one that requires sustained energy and investments, and that is what o9 is committed to through our innovative products, people, and resources."

Vikas Goel
Chief Human Resources Officer
o9 Solutions

→ **Social**
Key Ambitions and Progress

→ **Social Ambitions**

The social section of the ESG report provides an overview of the company's social impact program and the way various stake-holders are involved. This section aims to provide insight into the company's efforts to create a positive social impact, including initiatives related to employee welfare, diversity and inclusion, community engagement, working conditions, and employee development. This section helps our stakeholders understand o9's commitment to social responsibility and its efforts to create long-term sustainable value.

| Diversity, Equity, and Inclusion | Employee Health & Wellness | Working Conditions | Training and Education | Philanthropy & Community Engagement |
|---|---|---|---|---|
| —Promote diversity, equity, and inclusion, in our workforce, leadership, and supply chain.<br><br>—Have 40% gender diversity in our management team by 2025.<br><br>—Reach 41% gender diversity in our employee base by 2025.<br><br>—Achieve equal opportunity for all of its employees and applicants for employment. | —Complying with all relevant local, national, and international laws and regulations related to safety.<br><br>—Strive to maintain 0 work-related safety incidents on an annual basis.<br><br>—Strive to reach 0 days lost because of injury annually. | —Audit employee compensation twice a year to ensure fair pay for equal qualifications/performance, and make necessary adjustments, starting in 2024 onward.<br><br>—Ensure all standard benefits are provided, including STD/LTD, life insurance, health insurance, and retirement plans globally in line with local laws and regulations.<br><br>—Publish a list of all benefits o9 provides beyond the statutory requirements in each country by April, 2024. Explore any additional benefits that o9 employees value for 2025 and beyond. | —Offer career growth and development to all employees.<br><br>—Ensure all employees receive at least one performance and career development review.<br><br>—Share knowledge and expertise through events, training, workshops and o9 Academy. | —Create a culture of giving at o9 that involves 40% of employees in social impact activities that contribute to a more sustainable planet and communities by 2025.<br><br>—Becoming a thought leader in corporate philanthropy so we engage other organizations in building knowledge and improving social impact efforts.<br><br>—Maintain a year-on-year increase on our total social impact reach in the form of donations and time volunteered until 2040. |

→ **Social**
Diversity, Equity, and Inclusion

→ Our Commitment

Diversity, Equity, and Inclusion principles are essential to the success of businesses today. As *o9* Solutions continues its exponential growth into the marketplace, there will be increased attention and interest in how we do business. As an innovative and forward-thinking company within the technology and supply chain space, *o9* Solutions is uniquely positioned to change the landscape regarding the representation of historically excluded populations within both the supply chain and technology industries.

Thus, *o9* is committed to creating and maintaining a workplace where all employees, regardless of age, gender, race, ethnicity, disability status, or sexual identity. All employees can have an opportunity to participate and contribute to the success of the business and are valued for their skills, experience, and unique perspectives. Transparency and accountability are key; we want to accelerate representation by setting specific and public targets.

*o9* Solutions is committed to

- Reaching 40% gender diversity in our management team by 2025.

- Reaching 41% gender diversity in our employee base by 2025.

- Achieving equal opportunity for all *o9*ers and applicants for employment.

- Recruiting, hiring, training, and promoting people in all job classifications without regard to race, color, religion, sex, sexual orientation, gender identity, age, national origin, disability, or veteran status.

- Prevent discrimination and harassment in the workplace.

→ **Highlights of 2022**

In 2022, *o9* Solutions began the journey of improving employee engagement and inclusion. The production of the first video commemorating PRIDE Month in June gave voice to the LGBTQ+ community within the company and began conversations around intentional acknowledgment and respect among coworkers. On top of the CEO Action Pledge, we hosted a collaborative virtual panel event with the Dallas Mavericks Women's Employee Resource Group, a fireside chat with Char Dubey of Match.com, sponsorship of Dallas PRIDE Festival, community engagement and sponsorship of the Young Women's Preparatory Network and Girls Inc. of Greater Dallas County.

In the coming years, *o9* Solutions will continue expanding its cultural competence to be an inclusive global organization. This means an increased awareness around cultural celebrations and practices, improved communication and emotional intelligence training, and visual storytelling in partnership with the *o9* Design Lab.

In continued efforts to ensure that *o9* is publicly committed to equitable hiring practices, we have become a signatory of the American Association of Retired Persons (AARP) Employer Pledge Program. This pledge provides resources to ensure that we are age-inclusive with our workforce and support employees through all stages of life.

"With the increased discussions of DEI-related content within the company, feedback has been received from global employees that they feel seen and valued and that they can be their authentic selves while doing their best work as an inspired o9er. By fostering an environment that commands respect and understanding while allowing people to be their authentic selves, we are on track to positively disrupt the technology industry and be a best-in-class organization."

Maiya Winston
Global Diversity, Equity & Inclusion Leader
o9 Solutions

Signatory of the CEO Action for Diversity
and Inclusion Pledge

"Commitment to diversity and inclusion takes all of us."

*o9* Solutions is an official signatory of the CEO Action for Diversity & Inclusion™ pledge as of May 2022. The Pledge has been signed by over 2,400 CEOs agreeing to take action to cultivate environments where diverse experiences and perspectives are welcomed and where employees feel comfortable and encouraged to discuss diversity and inclusion.

With this pledge, we commit to three action areas:

Ø1.   Improving Cultural Competence to support a fully integrated global workforce.

Ø2.   Prioritizing Emotional Intelligence as the basis of an innovative and inclusive culture.

Ø3.   Creating opportunities to expose underrepresented populations around the world to STEM education and careers.

# CEO ACT!ON FOR
# DIVERSITY & INCLUSION

Support Women in STEM

In 2022, we partnered with Microsoft to support school-aged young women in their aims to work in tech and excel in STEM education. Microsoft and Tata STRIVE partnered to implement the CyberShikshaa+ program, helping female engineering graduates from disadvantaged backgrounds join the digital industry and meet the demand for cybersecurity-trained professionals.

Besides the core technical skills imparted in the four-month training, CyberShikshaa+ also focuses on soft skills and industry readiness counseling. More information can be found here.

So far, 108 students have completed the course, and *o9* was delighted to get involved and find two great candidates to join *o9*. After going through the selection and interview process, *o9* hired two interns. They are both now part of *o9*'s cyber security team; this was a massive milestone in their budding careers.

**Total Workforce Overview**
Including permanent and temporary employees

| Female | Male | Other* | Not diclosed | Total |
|--------|--------|--------|--------------|-------|
| 23.75% | 75.10% | 0% | 1.14% | 100% |
| 581 | 1837 | 0 | 28 | 2446 |

*Gender as specified by the employees themselves

→ **Social**
Employee Health & Wellness

Our Strategy

*o9*'s greatest strength is our people. We can only be successful when our employees feel inspired by our work culture and environment. As a fundamental pillar of *o9*'s culture, we are dedicated to providing an environment where our employees' health, safety, and wellness are top priorities.

Our Employee Health and Wellness strategy and initiatives cover both occupational safety and employees' well-being. Operating around the globe, we need to provide a safe working environment and minimize the risks of accidents and injuries by considering the specificity of each office. Similarly, we follow the approach regarding our employees' well-being and mental health. As a global company, our employees come from diverse backgrounds, meaning various stress factors can impact their mental health. This is why it is crucial to develop an inclusive and innovative environment that answers everyones' needs.

As stated in our Labour and Human Rights policy, *o9* commits to:

- Complying with all relevant local, national, and international laws and regulations related to safety.

- Not tolerating any conduct that jeopardizes the safety of the workplace, other employees, or the public community.

- Taking preventative actions to avoid injuries related to the workplace.

- Providing employees with ergonomic office equipment.

- Striving to maintain 0 work-related safety incidents on an annual basis.

- Striving to maintain 0 days lost because of injury annually.

- Developing a training program on Work-Life Integration and training at least 80% of our employees and 100% of team leads (and above) globally by 2024.

Our annual employee satisfaction survey showed great progress on Work-Life Balance in 2022 (14+ point improvement). In 2023, we intend to build and improve a WLB culture that inspires all *o9*ers. We did not record any work-related injuries/fatalities in 2022.

*o9*

"In response to the pandemic, many companies migrated to the hybrid or remote working model. o9 Solutions already had a culture of autonomy and flexibility, so they were positioned well to accommodate this new way of working, which is now being coined as work-life integration (WLI). WLI empowers employees to decide what gets done and when. Depending on what employees need to focus on, work or life, or both, the company supports that. o9 Solutions continues to evolve on how we approach WLI to meet the needs of our employees and the business."

Jamie Price
Sr. HR Business Partner
o9 Solutions

## Wellness Committee

To support our strategy and provide structure, direction, and support for ∂9's wellness initiatives, we created a Wellness Committee in 2022. This committee aims to provide activities and resources that encourage a culture of health and wellness in our workplace, improve the quality of life, and increase employee satisfaction.

The Wellness Committee comprises a peer group of employees who guide wellness information and activities for their region. In effect, the committee member becomes a wellness "champion" responsible for promoting the organization's goal of keeping teammates healthy. Committee members provide critical "word-of-mouth" advertising essential to building strong awareness and participation.

## Wellness Training

Extensive research has shown that happy employees are more efficient and successful in their professional and personal lives, are less sick, and generally get more satisfaction. In 2022, we implemented training on Integrating your personal life & work at ∂9. This training aimed to share some simple but effective tips and tricks to help them be the best version of themselves through having a healthy Work-Life Integration. Happy ∂9ers make a happy ∂9 Solutions!

## Work-Life Balance at ∂9

The Human Resource and the Wellness Committee has rolled out several initiatives to help improve work-life balance:

| Flexible hours and schedules | Generous PTO | Social activities and events | Volunteer time off | Open-door policy |
|---|---|---|---|---|
| You have the freedom to adapt your schedule based on your needs. | Enjoy yourself—we encourage you to take time off as you to rest and re-energise. | When we work from home, we paly from home with fun after work activities. If you're in the office, feel free to join these events in person. | Support our community through volunteer activities during company work hours. | You can communicate openly, talk about your grievances and share ideas with us. |
| **Regional Wellness Events** such as virtual yoga, external speakers, informational newsletters or stress management seminards. | **Facilitated Team Discussions** which resulted in innovative solutions for the team. | **Increased Resources and Slack Channel** to share best practices around well-being, mental and physical health, and stress management. | **∂9 Takes Off** which is global floating holidays and competitive time-off places. | **Events to promote an active lifestyle** such as ∂9 Walks and ∂9 Runs |

∂9

→ **Social**
Working Conditions

### Vision and Initiatives

At *o9*, people are at center stage, and keeping employees engaged is one of our highest priorities. This includes flexibility, fair compensation, employee satisfaction, and benefits across all international locations. As we are spread across various countries worldwide, our benefits packages vary from country to country. However, our legal and hiring teams ensure equal policies and wages across all teams and locations.

*o9* Solutions recognizes that a flexible approach to work arrangements improves the working conditions of our employees, which leads to higher levels of job satisfaction and productivity. We offer a flexible schedule, which allows employees to work at times that work best for them, reducing stress and improving work-life balance. We also offer a generous holiday policy, enabling employees to take the time they need to recharge and focus on their personal lives.

Our company is committed to paying our employees a living wage by offering a competitive wage. In addition to a living wage, *o9* Solutions provides a wide range of benefits. Benefits may depend on the various regions, but we report a very high coverage globally on the following ones (80%):

- Paid vacation
- Paid sick leave
- Flexible working hours
- Flexible work location
- Profit sharing
- Financial wellness programs for employees
- Financial literacy training for employees
- Mental health resources
- Medical insurance

- Primary caregiver leave
- Secondary caregiver leave

### Inspired *o9*ers Experience Survey

Each of us wants to work in an environment where our voices and feedback are heard and make a difference. Our goal at *o9* is to foster a culture of continuous improvement through feedback. For us to reach that goal, our annual Inspired *o9*ers Experience Survey is one of the most important tools we have. It provides valuable insights into how employees feel about their jobs, what motivates them, and what they need to be successful.

In 2021, the Employee Engagement survey was sent out via our internal platform. In 2022, we decided to use a recognized People Success Platform. As part of this migration, some questions were changed or modified based on their recommendation, but most were similar or the same as the 2022 survey.

In our Inspired *o9*ers Experience Survey, there were 35 rated questions, all within a range of 1–100. They covered eSAT, Positive Work Environment & Inclusivity Meaningful Work, Growth & Rewards, Trust in Leadership, and *o9* Values.

The survey ends with three open-ended questions:

- Which of the *o9* values are we best at?
- Which of the *o9* values do we need to work on?
- What is the one thing *o9* Solutions can do to improve as an organization?

Based on this feedback, we strive to change our policies and practices, ensuring that it meets our employees' needs by creating a positive workplace culture.

→ **Social**
Training and Education

**Key indicators**

| | |
|---|---|
| Employee Attrition Rate | 17.29% (368) |
| Voluntary employee attrition rate | 15.88% (338) |
| Employee Satisfaction Rate (Inspired *o9*ers Survey) | 75% |
| Response Rate (Inspired *o9*ers Survey) | 70% |
| eNPS: Employee Net Promoter Score (Inspired *o9*ers Survey) | 32 (scores range from -100 to 100) |

**Talent Development**

Our employees' career growth and development is highly important. We aim to assist all *o9*ers in their growth. Considering the diverse profiles of our employees, we provide access to a broad range of learning programs. For instance, all employees have access to the following learning platform:

01. **Internal Development Pathways** Our learning pathways, which are usually instructor-led, aim to help employees develop their soft skills and leadership skills (e.g., Core Development levels, Directors Level, Executive Level).

02. **LinkedIn Learning** All full-time employees can access this platform to take necessary courses and certifications.

03. **Coursera Courses** Our employees can request access to this platform if they need to develop their knowledge on a given topic (e.g., College Level Courses).

**o9 Academy—Learning made easy, anywhere, anytime**

Accessible to all employees, the *o9* Academy offers a virtual, self-paced, or live training session. Employees can go through the Learning Programs, complete the quizzes and earn certifications. Our Academy offers plenty of training related to supply chain, technologies, Digital Brain, R&D, and sustainability.

For instance, the *o9* Sustainability Program is accessible on the *o9* Academy platform. This program demonstrates how sustainability and social impact are part of the DNA at *o9* by the intersection between sustainability and the supply chain and covers topics such as *o9*'s strategy, SDG, ESG practices, and Scope 1, 2, and 3 emissions.

The *o9* Academy team has certified over 5,000 pro-fessionals, with an impressive 55% being our valued partners and customers. This significant milestone demonstrates our commitment to delivering high-quality training and education programs that enable our partners and customers to succeed.

The team added 180 hours of industry-leading content related to digital Supply Chain, ESG, Revenue Growth Management, and cutting-edge technology. By continuously enhancing our curriculum, we ensure our students receive the most up-to-date knowledge and skills required to thrive in today's dynamic business environment.

## Performance and Career Pathing

Previously, the annual performance reviews were done in multiple systems. We decided to build a more global and fair approach as the process differed based on which role and portfolio employees were in.

In April 2022, Lattice was implemented. All employees (contractors and interns excluded) have access to this platform. This platform offers a module for setting up regular 1:1s between peers or between managers and their direct reports. The Updates module lets people give work updates and track their weekly progress. The Goals module allows us to set up cascaded goals from the company and department levels to the individual level. The Feedback module allows people to give and request feedback. The Grow module is where people can set up their Individual Development Plan and concrete growth plans to improve skills and competencies, and most importantly, we can house our career tracks and paths when we have finished building them.

## Key indicators

| | |
|---|---|
| **Percentage of employees receiving at least one performance and career development review** (include all employees who were hired on or before Sept 30th, 2022) | 100% |
| **Lattice Feedback Adoption** Number of feedback sent via Lattice | 1,534 |
| **Percentage of New Hired Employees trained on "Workplace Respect"** | 90,17% |
| **LinkedIn Learning Indicators** • Activation rate • Learner conversion rate • Average Learning Hours • Total Learning Hours • Total Courses Viewed | 98% 70.6% 2 2552 12996 |
| Coursera Indicators • Number of licenses procured • Unique course enrollment • Unique learner enrollment • Completion average | 200 452 232 13.47 |
| *o9* Academy Indicators • Number of Programs Published • Content Duration (hours) • Total Users Registered | 62 180 4380 |

*o9*

Aim10x—Educate beyond our organization

The aim10x Innovators Network was launched in 2021 to gather supply chain practitioners with the objective to share knowledge and expertise on a broad range of topics. Since then, we have organized aim10x global every year, which is our largest international digital transformation event. Through keynotes with C-Suite executives and interactive industry roundtables, we provided an online platform to learn from firsthand digital transformation experience.

01.   What is aim10x?

aim10x is a unique space created to support innovators, academics, and leaders in business planning and decision-making. Learn from the world's leading innovators. Overcome obstacles. And accelerate your digital transformation journey.

02.   What?

o9 Solutions created its aim10x Executive Council in partnership with some of the most visionary experts across industries to deliver insights drawn from professional experience.

02.   Why?

Executives can navigate and accelerate their digital transformation journeys through aim10x webinars, Masters of Digital Transformation podcasts, and the aim10x Innovators Network.

You can access all the recordings of aim10x global 2022 on our dedicated platform.

Keynote

**The Case for Optimism on the Climate Crisis**

The Sustainability Revolution is well underway, and it has the potential to reshape the world, transforming our relationship with businesses, the environment, and each other. The private sector is critical to achieving the Paris Agreement's goals by taking bold action and embracing the Sustainability Revolution in this decisive decade.

Roundtable

**Sustainability as a Measure of Supply Chain Success**

The pressure is on companies to simultaneously perform well and do good for the planet. Addressing this combined challenge requires strategic alignment of transformation priorities such that investments in people, process, and technology create progress toward all objectives. For those companies that already align purpose and performance, the move to digital operating models is a critical step on the path to success.
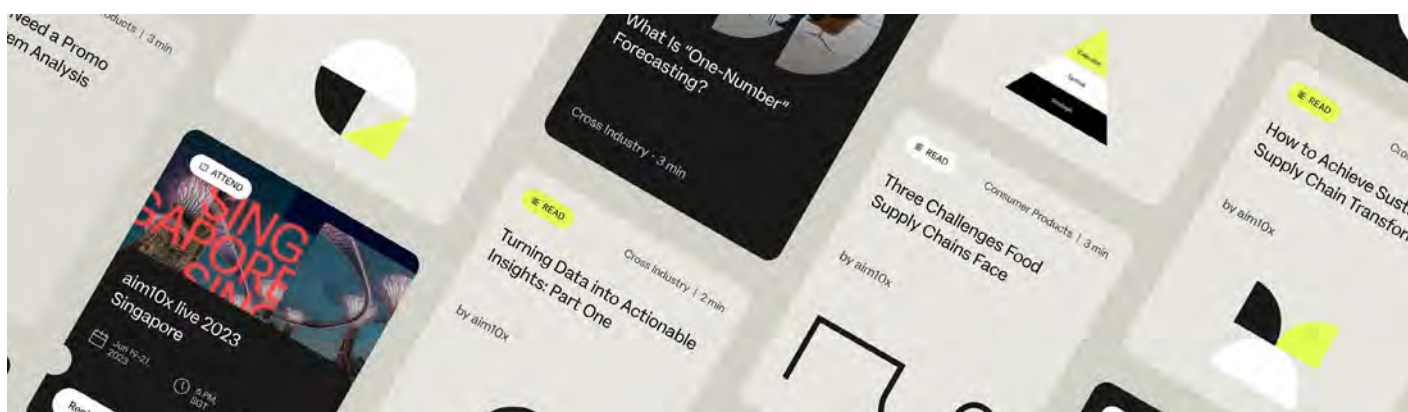
→ **Social**
## Philanthropy & Community Engagement

### Key initiatives

Supporting our communities and planet is the essence of our social impact strategy at *o9*. Our stakeholders value the strong culture of giving, which expresses corporate and employee donations and volunteerism. We are proud to have many examples of those initiatives at *o9*.

**Pledge 1%**

As part of Pledge 1%, *o9* has committed to donating 1% of our time in the form of mentorships and 1% of our technology back to communities and NGOs around the world who can optimize their supply chains for a great cause. As of July 2021, we joined forces with companies committed to Pledge 1% and became a member of WePledge 1%, a community of forward-thinking tech companies that want to take their employee impact to the next level.

**WePledge 1%**

By joining WePledge 1%, we were given access to a toolkit, ongoing support, and a practitioner network that makes initiating or improving employee engagement impact programs easier. Being in the same cohort with recognized companies, we have gained knowledge and best practices on scaling our employee impact. More traditional employee engagement programs only looked into company-wide initiatives. Through this program, we will encourage individual initiatives and campaigns that will support our Pledge 1%. The cohort meetings brought many learnings and best practices from leading tech companies.

**o9 Walks**

*o9* successfully completed the second edition of its highly ac-claimed initiative, *o9* Walks. The event was held during Mental Health Awareness Month in May 2022 and saw over 1,397 *o9* employees, clients, partners, family, and friends participate from around the world.

*o9* Walks is a month-long global initiative that aims to promote the importance of an active lifestyle for our mental well-being. Participants were encouraged to walk as many steps as possible, with *o9* pledging to plant a tree for every 50,000 steps collected. As a result, the initiative led to the planting of over 6,317 trees to support the Trees for Tigers program in the Simlipal National Park, Odisha, protecting the rare Melanistic (Black) tigers.

The initiative's resounding success was largely due to the strong partnership between *o9* and Tree-Nation, which made it possible to plant these trees and encourage active participation in the initiative. Participants recorded a staggering 315,865,563 steps, showcasing their commitment to a healthy and active lifestyle.

*o9* Walks is an excellent example of how organizations can unite to make a difference and support the environment, all while promoting the importance of mental well-being. You can learn more about *o9* Walks in the press release, and check out the awesome after-movie showcasing the event's highlights.

**o9 Bikes**

o9 Bikes is a Global cycling challenge that runs throughout September. The initiative saw 117 avid bikers collectively cover an astounding 8,028 km.

The challenge promoted sustainable transportation and a healthy and active lifestyle while supporting charitable causes. Participants who covered the most distance were rewarded with donation credit to support the causes they care about. The top 3 participants of the challenge received generous donation credits.

o9 Bikes' Global cycling challenge was a great success and a testament to the company's commitment to promoting sustainable transport, physical fitness, and supporting charitable causes. The initiative brought together a diverse group of bikers, all with a shared passion for cycling and making a difference in the world.

**Social Impact Day**

o9 celebrated its first-ever Social Impact Day on September 23rd. The event was a resounding success, with over 440 o9ers participating in various volunteering initiatives across the globe.

The day was marked by a series of activities organized across continents, including virtual volunteering sessions to enable maximum participation by remote employees. Activities ranged from plastics fishing in the Amsterdam canals and collecting trash in Lalbagh botanical garden in Bangalore to playing with kids in an orphanage in Hyderabad, spending a day in retirement homes in Lucknow and Patna, and cleaning up L.B. Houston Natural Trails in Dallas.

The celebration also marked International Sign Language Day, with o9ers in London, Shanghai, Atlanta, Seoul, EMEA, NA, APAC, and India learning sign language basics.

Through these activities, o9ers worldwide came together to positively impact their communities, reinforcing the company's commitment to social impact and making a difference. o9's Social Impact Day was a great success, and the company looks forward to continuing this initiative in coming years.

**o9 Giving Campaign**

o9 organized a series of donation drives in November and December 2022 to support vulnerable communities across the globe.

In Dallas, o9 partnered with SoupMobile and wrapped 190 shoeboxes filled with personal hygiene and snack items for homeless people, donated by the customer New Balance. In Barcelona, o9ers partnered with Banc dels Aliments to collect and donate 257 kg of food to vulnerable families.

In Amsterdam, o9ers supported NL for Ukraine by contributing to a Ukrainian foster home for disabled children. Meanwhile, in London, o9ers gave back to underprivileged communities by wrapping gifts and donating them to the less fortunate in collaboration with the British Heart Foundation.

Through these donation drives, o9 and its employees made a tangible difference in the lives of those who need it most, reflecting the company's values of compassion and community service. As a socially responsible organization, o9 continues to seek ways to give back to society.

Policies and Goals

Extracted from our Environmental and Social Impact Policy, here below are some goals we have set for ourselves to keep on maximizing our impact when it comes to Philanthropy and Community Engagement:

- Create a culture of giving at o9 that involves 40% of employees in social impact activities that contribute to a more sustainable planet and communities by 2025.

- Score a minimum of 80% satisfaction for all social impact activities and programs launched yearly.

- Maintain a year-on-year increase in our total social impact reach through donations and time volunteered until becoming a sectorial leader in philanthropy reach by 2040.

Furthermore, we implemented the following policies to follow our commitment to WePledge:

- Matching Gift Policy, giving $500 per year that can be obtained by matching donation dollar per dollar or via rewarding volunteering time of 15$ per hour.

- Volunteering Time Off Policy, giving our employees 20 hours of paid working time to volunteer for a cause they care about.

## Launch of the Deed platform

To execute the WePledge 1% program and policies, in May 2022, o9 partnered with Deed. Deed is a volunteer and donation platform connecting employees with various volunteer opportunities and charitable causes. The platform allows users to browse and sign up for volunteer opportunities, donate to causes and nonprofits, and track their impact through an online dashboard. Deed partners with more than two million charities and non-profit organizations to create meaningful volunteering experiences and provide funding for social impact projects. Additionally, the platform offers tools and resources to help employees start their own fundraising campaigns for causes they care about. When donating and volunteering through Deed, o9 employees automatically receive their donation match or their donation credit when they volunteer.

In this first year, our organization has made a significant impact through our charitable giving and volunteer efforts in Deed. Our total donations to various nonprofits amounted to an impressive $515,992.26, showcasing our commitment to social responsibility. Through the Deed platform, we contributed an average of $182.15 per employee, demonstrating the generosity of o9ers. Furthermore, we also dedicated our time and effort towards volunteering, contributing 1,502.25 hours outside of working time. Our hottest campaign, "Support the UNICEF Ukrainian Efforts" saw overwhelming support from our team members and donors. Overall in 2022, we reached 236 nonprofits through our collective efforts, showcasing our commitment to our communities and beyond.

## Grant donation to Khan Academy

As part of our commitment to furthering education and providing opportunities for students to learn, we have made a significant donation to support Khan Academy's mission of providing free, world-class education for anyone, anywhere. Through our contribution, we aim to help Khan Academy to continue providing this invaluable resource to those who might not otherwise have access to high-quality education.

Specifically, the o9 donation will support Khan Academy's hosting costs of making educational resources available internationally for learners. Thanks to the generous contribution, 750,000 students worldwide will now benefit from Khan Academy's free, world-class education and have access to the tools and resources they need to succeed.

# Governance

→

"Governance is the bedrock of a highly func-tioning company. Like gravity, "G" acts constantly to set the tone for all our decisions and actions, spanning Ethical Conduct, Privacy and Data Security, Responsible Sourcing, Risk Management, and much more. We are committed to setting the highest standards of corporate governance at o9 to deliver long-term and sustainable value to all our stakeholders while acting with impeccable integrity."

Anand Govind
Chief Financial Officer
o9 Solutions

→ **Governance**
Key Ambitions and Progress

→ **Governance Ambitions**

*o9* Solutions stands for excellence. We have high standards for execution embedded in our work culture, and we drive this with a humble and genuine approach toward our employees, clients, suppliers, and partners. Our company highly values ethical conduct, privacy and data security, responsible sourcing, and a sound governance structure to maintain integrity, trust, and stakeholder accountability.

| Ethical Conduct | Privacy and Data Security | Governance Structure | Responsible Sourcing |
|---|---|---|---|
| —Conduct all work in an honest and ethical manner.<br><br>—Expect employees to follow rules of conduct to protect the interests and safety of all employees and our organization.<br><br>—Takes a zero-tolerance approach to bribery and corruption.<br><br>—Achieve equal opportunity for all of its employees and applicants for employment. | —Maintain and continually improve our Information Security Management Systems.<br><br>—Protect any sensitive data that belongs to an organization or client with adequate safeguards.<br><br>—Ensure compliance with global and regional data processing standards and governance. | —Keep on formalizing our governance and risk management processes.<br><br>—Have 40% of women in executive positions (excluding boards of directors).<br><br>—Link a part of our executive pay to ESG performance by 2024. | —Align suppliers with our sustainability strategy by successfully implementing our Supplier Engagement Plan.<br><br>—Ensure our top 100 suppliers (by emissions) have set SBTi by 2028.<br><br>—Closely collaborate with our data center providers on decarbonization alignment. |

→ **Governance**
Ethical Conduct

๏9 Solutions is committed to being a responsible company that conducts its business in a way in which all employees and other stakeholders are proud. We want to ensure financial strength and transparency while putting our customers first and delivering long-term value for the environment and society. To do so, we expect our directors, officers, and employees to comply with laws and regulations, together with our policies and our regional Employee Handbooks.

**Code of Conduct**
๏9 Solutions Code of Conduct is incorporated into each Employee Handbook and establishes expectations for employees' and business partners' conduct and provides available reporting channels. The Code of Conduct also communicates our commitment to promptly address conduct, both on- and off-duty, that has the potential to jeopardize business ethics. All newly hired employees must be trained on ๏9 Solutions' Code of Conduct.

To ensure compliance and ethical conduct from all directors, officers, and employees, key topics such as the following are formally covered: Anti-harassment and Discrimination, Unprofessional Behavior, Sanctions Drug, and Alcohol Use, Workplace Violence Prevention, Conflicts of Interest, Bribery, Gifts, Hospitality and Donations, Fraud, Intellectual Property, Confidential Information, and Information Security.

**Focus areas**
๏1.	Anti-Corruption Compliance - We take a zero-tolerance approach to bribery and corruption. We are committed to acting professionally, fairly, and with integrity in all business dealings and relationships. To follow up on our commitment to conduct business ethically and limit any risks of corruption, we implemented a Corruption Risk Assessment. This helps ensure potential risks are identified and regularly evaluated, and corrective action occurs if needed.

๏2.	Competitive Behavior
Engaging in anti-competitive practices prevents businesses from playing on a level playing field. As a result, all employees must comply strictly and in good faith with all antitrust or anti-competitive laws applicable to ๏9's business and report any suspicion of anti-competitive practices.

๏3.	Conflict of Interests
All employees have an obligation to conduct business within guidelines that prohibit actual, potential, or perceived conflicts of interest. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision in exchange for, or that may result in, a "personal gain" as a result of ๏9's business dealings. This crucial topic is also covered in our Employee Handbooks.

๏4.	Due Diligence
Before engaging with any third parties, we follow due diligence processes to mitigate risks related to compliance, information security, and business ethics. Our vendor management policy and due diligence check help to ensure we work with organizations with values aligned with ours. Although no major risks were identified, we aim to keep strengthening our due diligence practices in alignment with the OECD guidelines to find and avoid potential human rights risks in our supply chains and the services we use.

## Whistleblower Protection Policy

It is o9's policy to require directors, officers, and employees to engage in the highest standards of business and personal ethics in the conduct of their job duties and daily life. We strive to practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations related to the Whistleblower Protection Act of 1989.

As a key part of our sustainability and compliance strategy, we implemented a Whistleblower Protection Policy. This document is intended to encourage and enable our directors, officers, employees to raise serious concerns internally so that our company can address and correct inappropriate conduct and actions. All directors, officers, and employees are responsible for reporting concerns about violations of our Code of Conduct, ethics, or suspected violations of law or regulations that govern o9's operations. Reported concerns can be related but not limited to the following:

- Child and forced labor and modern slavery
- Any form of discrimination or harassment
- Corruption and bribery
- Money laundering
- Anti-competitive practices
- Information and data security breaches
- Health and safety violations
- Poor working conditions

While we maintain an open-door policy and suggest that employees share their questions, concerns, suggestions, or complaints with their supervisor, concerns or complaints may also be submitted anonymously via the Compliance and Ethics Hotline. o9 Solutions commits not to retaliate or permit retaliation against anyone who makes a good faith claim.

## Key Business Ethics indicators

| | |
|---|---|
| Percentage of employees trained on o9's Code of Conduct | 84,51% |
| Number of reports through our internal Whistleblowing Procedure | 10 |
| Number of significant instances of non-compliance with laws and regulations | 0 |
| Number of fines for instances of non- compliance with laws and regulations | 0 |

→ **Governance**
Privacy and Data Security

The confidentiality, integrity, and availability of information, in all its forms, are critical to the ongoing functioning and good governance of o9 Solutions. o9 has a strong data privacy and security team to help safeguard our operations and data. In addition to compliance and policies, we share the latest trends and activities in a monthly newsletter. For us, safeguarding customers' data is our top priority.

### Data Security

At o9, we assess our security on a real time basis, allowing us to efficiently mitigate risk and avoid a potentially disastrous intrusion. Considering the critical level of data, there is nothing more important than ensuring the data security of our customers. Our Information Security Management System (ISMS) is certified to meet the ISO27001 standard requirements. This surveillance audit takes place every year to ensure our system security. Our ISMS defines a set of policies and processes that ensure confidentiality, integrity, and availability for all the data that o9 Solutions handles.

Additionally, the Information Security Policy outlines our approach to information security management by providing the guiding principles and responsibilities necessary to safeguard the

security of the information systems. Other policies are in place, such as the Business Continuity & Disaster Recovery or Disciplinary Policy.

## Data Privacy

o9 Solutions is committed to ensuring compliance with global and regional data processing standards and governance. We proactively review and audit our usage of customer and corporate data to build in our privacy controls from the ground up.

We have Data Management Processes and Policies based on sensitivity and retention standards for the organization to address and process data sensitivity, data ownership, handling of data, data retention limits, data disposal requirements limits, and encrypt sensitive data in transit and at rest.

## Some of the actions in place

To guarantee information security and data privacy, we continuously work on implementing actions in place, including programs, training, certifications, audits, and control. Here are some examples:

- Global Cybersecurity Control (24/7)
- Annual Data Privacy Assessments
- BitSight's Cyber Security Posture Monitoring and Benchmarking
- Security Awareness Proficiency Assessment
- Phish Alert Button for all employees
- Security Rating
- Regular Cybersecurity Risk Assessment and Testing
- Privileged Access Management (PAM)
- Snyk tool—Shift Left Security
- Incident response procedure (IRP) to manage breaches of confidential information
- GDPR Audit report
- o9 Solutions Ethics and Compliance Hotline

## Raising awareness

We constantly work on improving our systems to ensure data privacy and security. It is necessary to raise awareness internally to complement these tools and mitigate all the risks as much as possible. Here are some of the actions led in 2022:

- Newsletters sent monthly to all o9ers covering key topics (e.g., Ransomware, Safe Internet Habits, Social Engineering Attacks, Public Wi-Fi, Spam vs Phishing, Cyber Warfare & Cyber Crime)
- Phishing Email Campaigns
- Courses on our KnowBe4 platform
- Dedicated focus on o9 Academy for R&D team
- Internal SecOps Portal
- Cyber Security Awareness Month
- Challenges (such as the CyberWallpaper)
- Security Awareness Program Training
- Cyber Security Champions Program

"Data is the new Gold. Ensuring it is only avail-able in the right hands is paramount. Secure by design principle helps o9 maintain the topmost standards in security and data privacy."

Narasimha Kamath
Senior Vice President, Research & Development
o9 Solutions

→ **Key indicators**

| | |
|---|---|
| Number of global phishing campaigns | 2 |
| Percentage of total workforce who took the o9 Security Awareness Proficiency Assessment 2022 | 84.6% |
| Percentage of total workforce trained on information security (o9 IT Security Awareness Training for Employees) | 86.60% |
| Percentage of all selected operational sites with an information security management system certified to ISO 27001 | 100% |
| Percentage of all operational sites for which an internal audit/risk assessment concerning information security has been conducted | 100% |
| Number of reports related to information security through our internal Whistleblower Procedure | 0 |
| Number of substantiated concerning breaches of customers privacy, including:<br>• Complaints received from outside parties and substantiated by the organization, and<br>• Complaints from regulatory bodies. | <br><br>0<br>0 |
| | |

→ **Certification and Audits**

o9 Solutions is Audited and Certified with SOC 1, SOC 2, C5, ISO 27001, ISO 27017, TISAX, and GDPR. This assures that o9's cloud services are designed with a security-first architecture that complies with an effective system of controls related to security, availability, processing integrity, confidentiality, and privacy.

We are also certified and meet the C5—Cloud Computing Compliance Criteria Catalogue requirements for the audit period Apr-21 to Mar-22. This certification helps our customers to fully understand the security controls through a transparent communication mechanism, enhancing trust in our services and products.

→ **Governance**
**Structure**

Board Governance
Corporate governance is critical to executing our business strategy and driving long-term, sustainable value creation. Our Executive Board and leadership team are committed to full transparency, sustainability, and diversity. This enables o9 to adapt to our dynamic, competitive environment. The Board of Directors comprises our two founders, Sanjiv Sidhu (Chairman) and Chakri Gottemukkala (CEO), and representatives from our investors, KKR and General Atlantic. Furthermore, the Board is supported by the governance body (C- Level Executive, EVP-Level, Sr VP-Level, VP-Level, Sr Director Level, and Director Level) to lead the main initiatives and portfolios within o9.

→ **ESG Governance**

The sustainability and social impact strategy and reporting is led by the SVP Sustainability Solutions with strong support from our CEO, COO, and Board of Directors.

We continuously work on formalizing our approach to sustainability to ensure it is embedded at every level of our operations. For example, to formalize our ESG Governance, we regularly develop new policies and update existing ones at least annually. These documents help us define the role and responsibilities within our organization. In addition, we regularly consult with our investors to learn from their expertise and share best practices.

Supervised by our Board of Directors and Leadership, our Sustainability Team and Senior VP define and implement our ESG strategy and reporting. Our Social Impact Champion Community also actively contributes to implementing these sustainability initiatives globally. Looking forward, we are working to link executive compensation to ESG performance and create a global ESG board committee to further formalize our ESG Governance.

| ESG Governance | Board of Directors |
|---|---|
| | Executive Leadership |
| | VP Senior Director |
| | Sustainability Team |
| | Social Impact Champion Leaders |
| | Social Impact Champions |

→ **Focus areas**

Systemic Risk Management

In 2022, we formalized our risk management processes in critical aspects of sustainability, including corruption, bribery, environmental, and social. The primary objective of risk management is to ensure that effective controls or other risk mitigation activities are in place for all potentially large-impact information security risks. In place of detailed process requirements, there are several mandatory characteristics that are essential for each department. Our risk management program is implemented through various risk assessments, internal process reviews, external audits, and ongoing risk monitoring. We have policies and procedures in place to maintain solid risk management.

Executive Pay linked to ESG Performance

In 2022, we started designing a program to link the highest governance body and senior executives' remuneration with their objectives and performance to our sustainability strategy. We will include key topics such as climate and diversity based on the topics identified in our materiality exercises. This is to roll out a pilot program in 2023 to formalize and expand the scope of these practices in the coming years.

Legal & Compliance

Our legal and contract teams are our risk gatekeepers. One key challenge they successfully managed was to support a rapidly expanding company. This global team supports key projects such as reviewing contracts, RFPs, and policy documents. All employment contracts are reviewed on a regular basis to ensure strict compliance with evolving local and national regulations.

**Key indicators**

Highest Governance Body Overview

| Board of Directors | No. | Gender | Ethnicity |
|---|---|---|---|
| Board members | 2 | Male | Asian |
| Independent board members | 2 | Male | 50% Asian 50% White or Caucasian |

**Governance Body Overview**
Excluding board of directors

| Female | Male | Other* | Not disclosed | Total |
|--------|--------|--------|---------------|-------|
| 4.54% | 95.46% | 0% | 0% | 100% |
| 1 | 21 | 0 | 0 | 22 |

*Gender as specified by the employees themselves

→ **CSR Committee in India**

As per the section 135 of Company's Act of India, CSR is a mandatory compliance under which a company needs to spend at least 2% of the average net profits of the company made during the three immediately preceding financial years. As part of the compliance, we have a CSR committee which is responsible for evaluating & approving the CSR projects and overseeing the manner and modalities of project execution. Thanks to our committee, many impactful initiatives were launched in 2022 focusing on areas such as Research & Innovation, Education, Mentorship, Skilling & Employability, Sport, and Sustainability.

→ **Governance**
Responsible Sourcing

We aspire to contribute towards creating a sustainable future by being environmentally conscious and socially aware and supporting our suppliers in being the same. Thus, o9 Solutions is committed to engaging with our suppliers to work towards a more sustainable supply chain.

→ **Our Strategy**
Policy

In 2022, we created a Sustainable Procurement Policy to formalize our commitment to respecting the environment, labor, and human

rights along our supply chain. This policy is a crucial part of the o9's sustainability strategy to ensure our suppliers along the value chain share our commitment to strive for sustainable products and services while considering people and the environment within their operations.

o9 Solutions, for instance, commits to:

- Keep integrating sustainability within procurement decisions and practices.

- Collect necessary information on Scope 3 from key suppliers to support our decarbonization strategy.

- Ensure all new suppliers comply with our environmental and social requirements by incorporating our Supplier Code of Conduct into the contract.

- Focus on building long-term partnerships with strategic suppliers to collaborate on sustainability issues.

- Actively promote better sustainability practices within our supply chain.

→ **SBTi Commitment**

To formalize and support our decarbonization strategy, we have signed the Business Ambition for 1.5°C pledge as part of the Science-Based Targets initiative (SBTi). As we want to become net-zero by 2040, ten years before the Paris Agreement, we have set ambitious targets to reduce our Scope 3 emissions. o9 Solutions commits to:

**90% of its suppliers by emissions covering purchased goods and services will have set science-based targets by 2028, starting from 2022.**

We aim to collaborate closely with our data center providers on our decarbonization strategy to reach this target. Additionally, we aim to engage with key suppliers by implementing our supplier engagement plan. Finally, we aim to engage with our suppliers and monitor their decarbonization performance of suppliers with the help of a reporting tool.

→ **Supplier Diversity**

In the coming years, we aim to work on formalizing a supplier diversity program to contribute to advancing diversity in the supply chain. We already work with a wide range of suppliers, including small boutique suppliers, but we want to formalize this practice in the near future.

→ **Supplier Code of Conduct**

o9 Solutions is committed to being a responsible company that conducts its business in a way that its employees can be proud of, ensuring financial strength and transparency for its shareholders, putting its customers first, and delivering long-term value to its environment and society. o9 expects its suppliers to uphold the principles of o9's strategy by providing safe working conditions, treating workers with dignity and respect, acting fairly and ethically, and using environmentally responsible practices where practicable.

In 2021, we implemented our Supplier Code of Conduct. The Code highlights how suppliers should comply with all laws, rules, and regulations within the geographies in which they operate. It also goes beyond mere compliance with the law by drawing upon internationally recognized standards, such as the International Labour Organization ("ILO") and the Universal Declaration of Human Rights ("UDHR"), to advance social and environmental responsibility. Furthermore, this Supplier Code of Conduct outlines the required supplier conduct regarding human rights, environmental protection, and business ethics.

**Supplier Code of Conduct →**

Key sustainability topics covered by our Supplier Code of Conduct:

- Human Rights
- Anti-Discrimination
- Anti-Harassment and Abuse
- Environment (covering energy consumption, waste generation and disposal, water use, business travel, and resource consumption)
- Business Ethics (responsible sourcing practices, due diligence)

To ensure full compliance and alignment with our values, our Supplier Code of Conduct is now integrated into the clause of our contracts. The document is also available for our suppliers, partners, and clients on our website.

→ **Supplier Engagement Plan**

The purpose of this plan is to drive progress and incentivize our suppliers to join us on our sustainability journey. The key for o9 within the environmental aspect of sustainability is decarbonization which will help us achieve our SBTi targets and align ourselves with the Paris Agreement. Within the social aspect, the key for o9 is social impact, as this is part of the organization's vision.

Within this plan, we first outline all key objectives to be worked towards with this supplier engagement plan. From there, we cover the steps that need to be taken from o9's side to implement the plan. Then, we introduce the three levels of engagement with suppliers: Low, medium, and high, and suggest a timeline for the steps involved with each level of engagement. This includes how the plan will be communicated to suppliers and the establishment of two-way channels for communication and methods of feedback collection. Finally, we also cover a section on governance, how to use this plan, and its emphasis on sustainability to re-evaluate the overall procurement process within o9, to integrate sustainability across the entire process and value chain.

→ **Supply Chain CSR Risk Analysis**

Since 2022, we have implemented a new process to evaluate and monitor sustainability risks associated with working with its vendors. Through this internal risk assessment, we identify whether our key vendors' activities are associated with sustainability risks and act upon them when necessary. The CSR risks evaluated through this assessment are associated with three pillars of sustainability (Environmental, Social, and Governance). In addition, we distinguish between three main types of supply chain risks associated with the industry, geographical location, and individual engagement of these suppliers.

| | |
|---|---|
| Number of Suppliers who received o9 Supplier code of Conduct | 297 |
| Percentage of recipients who opened o9 Supplier code of Conduct | 49.62% |

# Appendix

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o9

**Appendix 1—Employee indicators**

Table 1. Number of employees by gender [2022]

| Female | Male | Other* | Not disclosed | Total |
|---|---|---|---|---|
| Number of employees (headcount / FTE) | | | | |
| 581 | 1837 | 0 | 28 | 2446 |
| Number of permanent employees (headcount / FTE) | | | | |
| 579 | 1814 | 0 | 28 | 2421 |
| Number of temporary employees (headcount / FTE) | | | | |
| 2 | 23 | 0 | 0 | 25 |
| Number of non-guaranteed hours employees (headcount / FTE) | | | | |
| 0 | 0 | 0 | 0 | 0 |
| Number of full-time employees (headcount / FTE) | | | | |
| 575 | 1815 | 0 | 28 | 2418 |
| Number of part-time employees (headcount / FTE) | | | | |
| 6 | 22 | 0 | 0 | 28 |

* Gender as specified by the employees themselves.

Table 2. Number of employees by region [2022]

| Americas | APAC | EMEA | India | Total |
|---|---|---|---|---|
| Number of employees (headcount / FTE) | | | | |
| 566 | 169 | 284 | 1427 | 2446 |
| Number of permanent employees (headcount / FTE) | | | | |
| 553 | 166 | 284 | 1418 | 2421 |
| Number of temporary employees (headcount / FTE) | | | | |
| 13 | 3 | 0 | 9 | 25 |
| Number of non-guaranteed hours employees (headcount / FTE) | | | | |
| 0 | 0 | 0 | 0 | 0 |
| Number of full-time employees (headcount / FTE) | | | | |
| 549 | 168 | 277 | 1424 | 2418 |
| Number of part-time employees (headcount / FTE) | | | | |
| 17 | 1 | 7 | 3 | 28 |

Table 3. Annual total compensation ratio [2022]

| | |
|---|---|
| Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) | 19.32883098 |
| Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) | O |
| Contextual information necessary to understand the data and how the data has been compiled. | —All Annual Salaries converted to USD to determine the highest paid employee<br><br>—Median- rows used ((1444 and 1445)/2) out of 2889<br><br>—Percent Change Effective date = 2022 |

Table 4. Number and rate of new employee hires by age group, gender and region [2022]

| Count of Employee Number | Female | Male | Not disclosed | Total |
|---|---|---|---|---|
| 30-50 years old | 104 | 301 | 18 | 423 |
| Americas | 36 | 101 | 11 | 148 |
| APAC | 20 | 36 | 2 | 58 |
| EMEA | 20 | 47 | 5 | 72 |
| India | 28 | 117 | | 145 |
| Over 50 years old | 15 | 75 | 250 | 340 |
| Americas | 10 | 50 | 9 | 69 |
| APAC | 3 | 10 | 12 | 25 |
| EMEA | | 7 | 19 | 26 |
| India | 2 | 8 | 210 | 220 |
| Under 30 years old | 155 | 439 | 8 | 602 |
| Americas | 26 | 43 | 2 | 71 |
| APAC | 6 | 7 | | 13 |
| EMEA | 19 | 13 | 2 | 34 |
| India | 104 | 376 | 4 | 484 |
| Total | 274 | 815 | 276 | 1365 |

Table 5. Number and rate of employee turnover by age group, gender and region [2022]

| Count of Employee Number | Female | Queer | Male | Not disclosed | Total |
|---|---|---|---|---|---|
| 30-50 years old | 41 | 0 | 113 | 2 | 156 |
| Americas | 19 | 0 | 27 | 2 | 48 |
| APAC | 2 | 0 | 12 | 0 | 14 |
| EMEA | 6 | 0 | 10 | 0 | 16 |
| India | 14 | 0 | 64 | 0 | 78 |
| Over 50 years old | 20 | 0 | 98 | 209 | 327 |
| Americas | 18 | 0 | 62 | 11 | 91 |
| APAC | 2 | 0 | 1 | 16 | 19 |
| EMEA | 0 | 0 | 1 | 8 | 9 |
| India | 0 | 0 | 34 | 174 | 208 |
| Under 30 years old | 58 | 1 | 126 | 8 | 193 |
| Americas | 20 | 0 | 40 | 0 | 60 |
| APAC | 3 | 0 | 4 | 1 | 8 |
| EMEA | 4 | 1 | 5 | 1 | 11 |
| India | 31 | 0 | 77 | 6 | 114 |
| Total | 119 | 1 | 337 | 219 | 676 |

**Appendix 2—SASB index**

The two tables below highlight o9 Solutions' responses to the metrics outlined in the Sustainability Accounting Standards Board (SASB) Index for the Software & Information Technology (IT) Services.

Table 1. Sustainability Disclosure Topics & Accounting Metrics

| Topic | Accounting metric | Category | Unit of Measure | Code | o9 Solutions' response |
|---|---|---|---|---|---|
| Environmental Footprint of Hardware Infrastructure | (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable | Quantitative | Gigajoules (GJ), Percentage (%) | TC-SI-130a.1 | ESG Report Energy and GHGs |
| | (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress | Quantitative | Thousand cubic meters (m³), Percentage (%) | TC-SI-130a.1 | We leased all our offices and depend on the data our building manager can provide. Water data is only estimated for some offices due to limited information. We aim to report on a group-level in next year's report. |
| | Discussion of the integration of environmental considerations into strategic planning for data center needs | Discussion and Analysis | n/a | TC-SI-130a.1 | ESG Report Energy and GHGs |
| Data Privacy & Freedom of Expression | Description of policies and practices relating to behavioral advertising and user privacy | Discussion and Analysis | n/a | TC-SI-220a.1 | ESG Report - Privacy and Data Security |
| | Number of users whose information is used for secondary purposes | Quantitative | Number | TC-SI-220a.2 | 0 |
| | Total amount of monetary losses as a result of legal proceedings associated with user privacy | Quantitative | Reporting currency | TC-SI-220a.3 | 0 |
| | (1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure | Quantitative | Number, Percentage (%) | TC-SI-220a.4 | (1) 0 (2) 0 (3) 0 |
| | List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring | Discussion and Analysis | n/a | TC-SI-220a.5 | Information unavailable. |

| Topic | Accounting metric | Category | Unit of Measure | Code | ο9 Solutions' response |
|---|---|---|---|---|---|
| Data Security | (1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected | Quantitative | Number, Percentage (%) | TC-SI-230a.1 | (1) 0<br>(2) 0<br>(3) 0 |
| | Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards | Discussion and Analysis | n/a | TC-SI-230a.2 | ESG Report - Privacy and Data Security |
| | Employee engagement as a percentage | Quantitative | Percentage (%) | TC-SI-330a.2 | ESG Report - Working conditions |
| | Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees | Quantitative | Percentage (%) | TC-SI-330a.3 | Table 7 |
| Intellectual Property Protection & Competitive Behavior | Total amount of monetary losses as a result of legal proceedings associated with anti competitive behavior regulations8 | Quantitative | Reporting currency | TC-SI-520a.1 | 0 |
| Managing Systemic Risks from Technology Disruptions | Number of (1) performance issues and (2) service disruptions; (3) total customer downtime | Quantitative | Number, Days | TC-SI-550a.1 | Information unavailable. |
| | Description of business continuity risks related to disruptions of operations | Discussion and Analysis | n/a | TC-SI-550a.2 | Governance - Privacy and Data Security |

Table 2. Activity Metrics

| Activity metric | Category | Unit of measure | Code | ο9 Solutions' response |
|---|---|---|---|---|
| (1) Number of licenses or subscriptions, (2) percentage cloud based | Quantitative | Number, Percentage (%) | TC-SI-000.A | (1) Not applicable.<br>(2) 100% |
| (1) Data processing capacity, (2) percentage outsourced | Quantitative | See note | TC-SI-000.B | (1) Not applicable.<br>(2) 100% |
| (1) Amount of data storage, (2) percentage outsourced | Quantitative | Petabytes, Percentage (%) | TC-SI-000.C | (1) Information unavailable.<br>(2) 100% |

**Appendix 3—GRI index**

| Statement of use | *o9* Solutions has reported in accordance with the GRI Standards for the period - 1st of January 2022 to 31st of December 2022 |
| --- | --- |
| GRI 1 used | GRI 1: Foundation 2021 |
| Applicable GRI Sector Standard(s) | No GRI Sector Standards |

GRI 2: General Disclosures [2021]

| GRI disclosure | Detail | Location |
| --- | --- | --- |
| 2-1 Organizational details | A. Legal name: o9 Solutions Inc<br>B. Nature of ownership: Privately owned<br>   Legal form: Corporation (Inc)<br>C. Headquarters location: 1501 Lyndon B Johnson Fwy Suite 140, Dallas, TX 75234, United States<br>D. Countries of operation: Australia, China, France, Germany, India, Italy, Japan, Netherlands, Singapore, South Korea, Spain, United Kingdom, USA. | Introduction to *o9*<br>Who we are |
| 2-2 Entities included in the organization's sustainability reporting | In this report, we cover the office locations we had in the 2022 calendar year: Amsterdam, Bangalore, Coimbatore, Barcelona, Dallas, London, Lyon, Madrid, Milan, Munich, Paris, Seoul, Shanghai, Singapore, Sydney, and Tokyo. | Introduction to *o9*<br>Who we are |
| 2-3 Reporting period, frequency and contact point | o9 Solutions published its 2022 Annual ESG Report in June 2023 covering the reporting period of 01 January 2022 to 31 December 2022. We aim to continue reporting annually.<br><br>If you have any questions/comments regarding this report, please contact the Social Impact Team. | — |
| 2-4 Restatements of information | There are no restatements of information in this report. | — |
| 2-5 External assurance | To continuously improve, we ask a third party to conduct a limited assurance of our sustainability data. For this first exercise, the third party verified twenty indicators from the Environmental, Social and Governance pillars. Please refer to the assurance statement page for more information. | APPENDIX 4.<br>Assurance Statement |
| 2-6 Activities, value chain and other business relationships | — | Introduction to *o9*<br>Who we are |
| 2-7 Employees | — | APPENDIX 1.<br>Employee Indicators |
| 2-8 Workers who are not employees | — | APPENDIX 1.<br>Employee Indicators |
| 2-9 Governance structure and composition | — | Governance<br>Governance Structure |
| 2-10 Nomination and selection of the highest governance body | We aim to formalize the nomination and selection process for the highest governance body and its committees. | Governance<br>Governance Structure |
| 2-11 Chair of the highest governance body | The chair of the highest governance body is not a senior executive in the organization. | Governance<br>Governance Structure |
| 2-12 Role of the highest governance body in overseeing the management of impacts | The highest governance body and/or senior executives take part in the approval of the organization's strategies, policies, and goals related to sustainable development. As an example, our sustainability policies are signed by our COO. | Governance<br>Governance Structure |

*o9*

| GRI disclosure | Detail | Location |
|---|---|---|
| 2-13 Delegation of responsibility for managing impacts | — | Governance<br>Governance Structure |
| 2-14 Role of the highest governance body in sustainability reporting | Our Board of Directors and Leadership supervised the implementation of our ESG strategy and reporting. | Governance<br>Governance Structure |
| 2-15 Conflicts of interest | All employees have an obligation to conduct business within guidelines that prohibit actual, potential, or perceived conflicts of interest. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision in exchange for, or that may result in, a "personal gain" as a result of o9's business dealings. This crucial topic is also covered in our Handbooks. | Governance<br>Ethical Conduct |
| 2-16 Communication of critical concerns | As a key part of our sustainability and compliance strategy, we have a Whistleblower Protection Policy. It aims to encourage and enable our employees and others to raise critical concerns so our highest governance body can address and correct inappropriate conduct and actions. | Governance<br>Ethical Conduct<br>Governance Structure |
| 2-17 Collective knowledge of the highest governance body | Our Sustainability team is working on implementing a Carbon Literacy Project. More information will be disclosed in next year's report. | Social<br>Training and Education |
| 2-18 Evaluation of the performance of the highest governance body | We do not have formalized processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people. However, we are working on linking the Executive Pay to our ESG Performance. | Governance<br>Governance Structure |
| 2-19 Remuneration policies | — | Governance<br>Governance Structure |
| 2-20 Process to determine remuneration | We have a remuneration committee that oversees the process for determining remuneration. | Governance<br>Governance Structure |
| 2-21 Annual total compensation ratio | See Table 3. | APPENDIX 1.<br>Employee Indicators |
| 2-22 Statement on sustainable development strategy | In the Message from our CEO, Chakri Gottemukkala explains our strategy for contributing to sustainable development. | Letter from the CEO |
| 2-23 Policy commitments | Our Supplier Code of Conduct is available on our website. Although most of our objectives are communicated in our ESG reports, we do not publish our CSR policies at this stage. | Supplier Code of Conduct<br>Environment<br>Key Ambitions and Progress<br>Social<br>Key Ambitions and Progress<br>Governance<br>Key Ambitions and Progress |
| 2-24 Embedding policy commitments | Our policy commitments are embedded in our Code of Conduct and Employee Handbooks. Our employees need to comply with these documents. | Governance<br>Ethical Conduct |
| 2-25 Processes to remediate negative impacts | — | Governance<br>Ethical Conduct |
| 2-26 Mechanisms for seeking advice and raising concerns | — | Governance<br>Ethical Conduct<br>Privacy and Data Security |
| 2-27 Compliance with laws and regulations | — | Governance<br>Ethical Conduct |
| 2-28 Membership associations | — | Introduction to o9<br>Recognition and Memberships |
| 2-29 Approach to stakeholder engagement | — | Our ESG Strategy<br>Our Material Issues |
| 2-30 Collective bargaining agreements | While we don't have a consolidated number to disclose, we offer good working conditions in all our locations. | Social<br>Working Conditions<br>Employee Health & Wellness |

## GRI 3 Material Topics [2021]

| GRI disclosure | Detail | Location |
|---|---|---|
| 3-1 Process to determine material topics | — | Our ESG Strategy<br>Our Material Issues |
| 3-2 List of material topics | Energy and GHGs<br>Sustainability Solutions<br>Water and Waste<br>Diversity, Equity, and Inclusion<br>Philanthropy & Community Engagement<br>Employee Health & Wellness<br>Training and Education<br>Working Conditions<br>Ethical Conduct<br>Privacy and Data Security<br>Governance Structure<br>Responsible Sourcing | Our ESG Strategy<br>Our Material Issues |
| 3-3 Management of material topics | — | Our ESG Strategy<br>Our Material Issues<br>ESG content |

## GRI 205: Anti-corruption [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 205-1 Operations assessed for risks related to corruption | — | Governance<br>Ethical Conduct |
| 205-2 Communication and training about anti-corruption policies and procedures | — | Governance<br>Ethical Conduct |
| 205-3 Confirmed incidents of corruption and actions taken | — | Governance<br>Ethical Conduct |

## GRI 302: Energy [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 302-1 Energy consumption within the organization | — | Environment<br>Energy and GHGs |
| 302-2 Energy consumption outside of the organization | — | Environment<br>Energy and GHGs |
| 302-3 Energy intensity | o9 Solutions does not track data on energy intensity. | Environment<br>Energy and GHGs |
| 302-4 Reduction of energy consumption | Information unavailable. | — |
| 302-5 Reductions in energy requirements of products and services | Not applicable. | — |

## GRI 305: Emissions [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 305-1 Direct (Scope 1) GHG emissions | — | Environment<br>Energy and GHGs |
| 305-2 Energy indirect (Scope 2) GHG emissions | — | Environment<br>Energy and GHGs |
| 305-3 Other indirect (Scope 3) GHG emissions | — | Environment<br>Energy and GHGs |
| 305-4 GHG emissions intensity | — | Environment<br>Energy and GHGs |
| 305-5 Reduction of GHG emissions | Information unavailable - It will be reported next year. | — |
| 305-6 Emissions of ozone-depleting substances (ODS) | Not applicable | — |
| 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | Not applicable | — |

## GRI 308: Supplier Environmental Assessment [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 308-1 New suppliers that were screened using environmental criteria | Information unavailable. We did not track in 2022 the percentage of new suppliers that were screened using environmental criteria. | Governance<br>Responsible Sourcing |
| 308-2 Negative environmental impacts in the supply chain and actions taken | Information unavailable. As explained in the Responsible Sourcing section, we created a Supply Chain CSR Risk Analysis and a Supplier Engagement Plan but no indicators can be disclosed for 2022. | Governance<br>Responsible Sourcing |

## GRI 401: Employment [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 401-1 New employee hires and employee turnover | See Table 4. | APPENDIX 1.<br>Employee Indicators |
| 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | — | Social<br>Working conditions |
| 401-3 Parental leave | Information unavailable. | APPENDIX 1.<br>Employee Indicators |

## GRI 404: Training and Education [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 404-1 Average hours of training per year per employee | — | Social<br>Training and Education |
| 404-2 Programs for upgrading employee skills and transition | — | Social<br>Training and Education |
| 404-3 Percentage of employees receiving regular performance and career development reviews | — | Social<br>Training and Education |

## GRI 405: Diversity and Equal Opportunity [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 405-1 Diversity of governance bodies and employees | — | Social<br>Diversity, Equity, and Inclusion |
| 405-2 Ratio of basic salary and remuneration of women to men | Unadjusted gender pay gap: 14.63%<br><br>We used the following formula: Unadjusted gender pay gap = [(the gross hourly earnings of male paid employees) - (gross hourly earnings of female paid employees)] / (gross hourly earnings of male paid employees)) | Social<br>Diversity, Equity, and Inclusion |

## GRI 406: Non-discrimination [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 406-1 Incidents of discrimination and corrective actions taken | — | Social<br>Diversity, Equity, and Inclusion |

## GRI 410: Security Practices [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 406-1 Incidents of discrimination and corrective actions taken | — | Governance<br>Privacy and Data Security |

## GRI 414: Supplier Social Assessment [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| Disclosure 414-1 New suppliers that were screened using social criteria | Information unavailable. We did not track in 2022 the percentage of new suppliers that were screened using social criteria. | Governance<br>Responsible Sourcing |
| Disclosure 414-2 Negative social impacts in the supply chain and actions taken | Information unavailable. As explained in the Responsible Sourcing section, we created a Supply Chain CSR Risk Analysis and a Supplier Engagement Plan but no indicators can be disclosed for 2022. | Governance<br>Responsible Sourcing |

## GRI 418: Customer Privacy [2016]

| GRI disclosure | Detail | Location |
|---|---|---|
| 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | — | Governance<br>Privacy and Data Security |

o9

**Appendix 4—External Assurance Statement**

# SGS

# ASSURANCE STATEMENT

## SGS UNITED KINGDOM LTD'S ASSURANCE OPINION ON SELECTED KPI'S SUPPORTING SELECTED THEMES IN THE O9 SOLUTIONS INC'S CORPORATE SUSTAINABILITY REPORT FOR THE PERIOD OF 2022

### NATURE AND PURPOSE OF THE ASSURANCE
SGS United Kingdom Ltd (hereinafter referred to as SGS) was commissioned by o9 Solutions Inc (herein referred to as 'o9') to conduct an independent assurance of selected KPI's that are subject of disclosures through their Corporate Sustainability Report for the period of calendar year 2022 ('the Report').

The purpose of this assurance exercise was, by review of objective evidence, to independently review whether the information disclosed, targeting KPI's and their relevant achievements by o9, and reported in the Report, is accurate, complete, consistent, transparent and free of material error or omission.

### INTENDED USERS OF THIS ASSURANCE STATEMENT
This Assurance Statement is provided with the intention of informing all o9 Solutions Inc's Stakeholders.

### RESPONSIBILITIES
The information in the Report and its presentation are the responsibility of the directors and the management of o9 Solutions Inc. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements included in the report, within the scope of verification, with the intention to inform all o9 Solutions Inc's stakeholders.

### ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
ESG data in the Report has been assured at a limited level of assurance according to ISAE3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, to evaluate veracity of specific KPIs as described above using SGS Sustainability Report Assurance protocols, including the Global Reporting Initiative (GRI) Principles for Report Quality: accuracy, balance, clarity, comparability, reliability and timeliness, to enable robust evaluation of data subject to verification.

### SCOPE OF ASSURANCE
The scope of the assurance included selected themes around selected KPI's, within the 'Environmental, Social and Governance Report' for the calendar year 2022 for o9 Solutions Inc. The selection of KPI's for this exercise was at the discretion of the client o9 Solutions Inc. and are limited as stated below:

Environmental Themes:
* Quantity of IT Waste collected, repurposed, recycled and disposed in accordance to accepted standards.
* Total trees planted in the o9 forest.

Social Themes:
* Number of report(s) of whistleblowing, through the third party 'Conversant' hotline / platform.
* Percentage of women employed in relation to the whole organization.
* Percentage of women in executive positions (excluding boards of directors).
* Employee Satisfaction Score.
* Donations to charities / NGOs.
* Gartner Peer Insight Score.
* Percentage of New Hired Employees trained on "Workplace Respect".

Governance Themes:
* Number of Data breach(s).
* Percentage of employees trained on Information Security.
* Percentage of Employees trained on "o9's Code of Conduct".
* Percentage of all selected operational sites with an information security management system (ISMS) certified to ISO 27001.
* Instances of non-compliance with laws or regulations related to business ethics (fines incurred).
* Number of Suppliers who received o9 Supplier code of Conduct & percentage of recipients who opened o9 Supplier code of Conduct.

**ASSURANCE METHODOLOGY**

The assurance comprised a combination of:

- Pre-assurance research,
- Management interviews, including the Sustainability Manager, Senior Managers, Directors and parties such as legal advisors with responsibility for performance in the areas within scope,
- Interview with data managers responsible for internal data collection and reporting databases,
- Document review of relevant management systems, policies, and procedures,
- Understanding, analysing and sample testing the key data collection, aggregation, validation and reporting systems, processes, procedures, and controls,
- Reviewing Report content against our findings and making recommendations for improvement.

Verification was conducted upon submitted KPIs surrounding the target disclosures, within the verification scope as an evaluation of historical data and information to determine whether the reported KPI data is materially correct and conforms to criteria described above.

SGS' approach is risk-based, drawing on an understanding of the risks associated with modelling KPI information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the voluntary reporting of KPI's and related themes.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

**LIMITATIONS AND MITIGATIONS**

Financial data and other data drawn directly from o9 Solutions Inc provided sources has not been checked back to audited financial statements or source as part of this assurance process. This includes donations made, fines incurred and revenue data used to normalize figures.

Normalising data was provided to SGS by the o9 team during June - July 2023.This data has not been verified by SGS and this has been made clear in the report. For normalised KPIs, we have confirmed that the calculation method is correct and that the correct numerator has been used.

**STATEMENT OF INDEPENDENCE AND COMPETENCE**

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from o9, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders. The assurance team was assembled based on their knowledge, experience and qualifications for this assignment and conducted the assurance in accordance with the SGS Code of Integrity.

**FINDINGS AND CONCLUSIONS**

**ASSURANCE OPINION**

On the basis of the methodology described and the verification work performed, SGS concludes with limited assurance that there is no evidence that causes us to believe, that the themes representing the KPI data, within the scope of our verification as reported by o9, in the Report is, not in all material respects, a fair representation of data and information.

Overall, the communication and presentation of information is appropriate to the size of the business, and its ESG impacts, risks and opportunities. We believe that the organisation has chosen an appropriate level and scope of assurance for this stage in their reporting.

**SUBMITTED ENVIRONMENTAL, SOCIAL AND GOVERNANCE THEMES**

SGS concludes with limited assurance that there is no evidence to suggest that the reported data is not materially correct and is not a fair representation of data and information and is not prepared following the requirements of o9's 'Sustainability Report 2022'.

**GOOD PRACTICE AND OPPORTUNITIES FOR IMPROVEMENT**

During the verification process some examples of good practice as well as some opportunities for improvement in underlying processes were identified and reported to o9 with the aim of enabling a process of continual improvement in collection, reporting & disclosing KPI related information. It may be possible to roll out examples of good practice to other KPIs, or parts of the business and the opportunities for improvement identified may be considered for implementation during future reporting cycles:

**Good Practice**
- O9 has voluntarily opted to formulate a comprehensive ESG framework and establish robust processes and procedures for control and disclosure.
- Human resource and employee related data is generated from well managed systems, using clear and consistent reporting parameters.
- O9 has where possible, used information technology to improve efficiency of monitoring, reporting and support of verification of KPI themes and related data (example – o9 supplier code of conduct).
- O9 has where necessary, utilised, outsourced expert third parties to support implementation, monitoring and reporting around ESG processes and procedures (example – partnership with 'Conversant', 'Revivn').

**Opportunities for Improvement**
- Review report content – including KPIs – against evolving sustainability and ESG reporting standards, and the changing information needs of customers, investors and other stakeholders.
- Consider formal review of material ESG issues, to demonstrate that the strategy addresses the issues that are of core concern to shareholders and other key stakeholders.
- Consider a more material and formalized system for managing and reporting value of donation to charities.
- Continue to expand the scope of assurance to cover other reported community and people KPIs.

Signed:
For and on behalf of SGS UNITED KINGDOM LTD

Signature
Jonathan Hall, Global Head – Certification Services
Date : 28th July, 2023

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SGS GROUP
THETA BUILDING, LYON WAY
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UNITED KINGDOM GU16 7ER

Note: This Statement is issued, on behalf of o9 Solutions Inc, by SGS United Kingdom Ltd, Rossmore Business Park, Inward Way, Ellesmere Port, Cheshire, CH65 3EN ("SGS") under its General Conditions for Sustainability Report Assurance and Verification Services. The findings recorded hereon are based upon an audit performed by SGS. A full copy of this statement and the supporting Assertion may be consulted at o9 Solutions Inc and address. This Statement does not relieve o9 Solutions Inc from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its o9 Solutions Inc.

*o9*